



Ministère de l'Environnement



# Final Evaluation of the *Sustainable Land Management of the Upper Watersheds of South Western Haiti* Program

Grant Agreement GRT/FM-11803-HA & GRT/HR-13930-HA  
GEF – HA-X1002 ; GEF ID : 3132



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Grégoire Lejonc - Docteur Lucille Palazy





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## ACRONYMS AND TERMINOLOGY

ANAP	National Agency for Protected Areas ( <i>Agence Nationale des Aires Protégées</i> )
AOP	Annual Operating Plan
ASEC	Communal Sections Assembly ( <i>Assemblée des Sections Communales</i> )
BSAP	Protected Areas Surveillance Team ( <i>Brigade de Surveillance des Aires Protégées</i> )
CASEC	District Board of Directors ( <i>Conseil d'Administration des Sections Communales</i> )
CATIE	Tropical Agriculture Research and Higher Education Centre
CBD	Convention on Biological Diversity
CEO	Chief Executive Officer
CEPF	Critical Ecosystem Partnership Fund
CIAT	Inter-ministerial Committee for Land-Use Planning ( <i>Comité Interministériel d'Aménagement du Territoire</i> )
CODIR	Board of Directors ( <i>Conseil de Direction</i> )
CSE	Environmental Surveillance Team ( <i>Corps de Surveillance Environnementale</i> )
CSO	Civil Society Organization
DC	Developing Country
DDA	Departmental Directorate of Agriculture ( <i>Directions Départementales Agricoles</i> )
DISE	Environmental Inspection and Monitoring Directorate ( <i>Direction de l'Inspection et de la Surveillance Environnementale</i> )
EU	European Union
FMD	Macaya Foundation for Local Development ( <i>Fondation Macaya pour le Développement Local</i> )
FNGA	New Grande Anse Foundation ( <i>Fondation Nouvelle Grande Anse</i> )
GEF	Global Environment Facility
Ha	Hectare
HILF	High Intensity Labor Force
HRF	Haitian Reconstruction Fund
HTG	Haitian Gourde
HYPR	Half-Yearly Progress Report
IDB	Inter-American Development Bank
IUCN	International Union for the Conservation of Nature
LULUCF	Land Use, Land-Use Change and Forestry
MARNDR	Agriculture, Natural Resources and Rural Development Ministry ( <i>Ministère de l'Agriculture, des Ressources Naturelles et du Développement Rural</i> )
MNNP	Macaya National Natural Park
MoE	Ministry of Environment
MP	Management Plan
MPR	Mid-Project Review
NGO	Non-Governmental Organization
OCB	Basic Community Organization ( <i>Organisation Communautaire de Base</i> )
ORE	Environmental Rehabilitation Organization ( <i>Organisation pour la Réhabilitation de l'Environnement</i> )
PA(s)	Protected Area(s)
PES	Payment for Ecosystem Services

PIR	Project Implementation Report
PMP	Permanent Measurement Plot
PMU	Project Management Unit
POD	Proposal for Operation Development
SAH	Audubon Haitian Society ( <i>Société Audubon d'Haïti</i> )
SLFM	Sustainable Land and Forest Management
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
SNAP	National System of Protected Areas ( <i>Système National d'Aires Protégées</i> )
TMP	Temporary Measurement Plot
ToR	Terms of Reference
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
USD	United State Dollar





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*Meeting between the evaluation team and Formond inhabitants*



# EXECUTIVE SUMMARY

## MACAYA PARK

Macaya National Natural Park (MNNP) was created in 1983 by official decree. Localized in both the South and Grande Anse departments of Haiti, MNNP spreads across ten municipalities. This protected area of 13,436 ha hosts an exceptional natural heritage, with the highest rate of endemism per meter square in the Caribbean. The main threats faced by MNNP forests are land clearing to make way for agriculture and livestock and wood harvesting for charcoal and building materials.

This has led to the deterioration of its natural heritage, to deforestation, as well as landslides and increased soil erosion. Deforestation in the upper watersheds has caused increasingly frequent flooding in the South and Grande Anse department. In October 2016, a category 5 hurricane – Hurricane Matthew – caused significant damage, notably on the park's forest ecosystems.

## THE MACAYA PROJECT

The ministry of the Environment (MoE) is executing Project Macaya through the Project Macaya Project Management Unit (Macaya PMU). This project is supervised by the Protected Areas National Agency (ANAP) and supervised by the Inter-American Development Bank (IDB) thanks to two main funding sources. The first is Global Environment Facility (GEF) funding totaling USD 3,436,364 for the period between October 2012 and November 2017 and the second, a funding convention of USD 9,000,000 between the MoE, the IDB and the Norwegian Government (known as the Haitian Reconstruction Fund – HRF) which debuted in 2014. The two funds were managed as “a single project” when the HRF funds were delivered.

Project Macaya has a dual objective: to ensure the protection of MNNP's natural resources while improving the living conditions of local populations. Reformulated once the HRF co-financing was received in 2014, Project Macaya is since organized around three strategic axes:

- The actual establishment of the MNNP;
- Improving the attractiveness of the MNNP's buffer zone by promoting the sustainable management of its resources;
- Upper watershed management planning in order to halt the acceleration of erosion, with a major infrastructure component.

The intervention strategy of the project consists in investing in agroforestry and in infrastructure to capture water and stabilize soils, in order to improve the living conditions and increase revenue of people living in the buffer zone of the park. In parallel, the project invested in improving governance, solving land tenure conflicts, and ensuring Park surveillance. The combined effects were to mechanistically incite populations exploiting natural resources to “migrate” to the buffer zone and no longer deteriorate the Park (through free-ranging, agriculture, precious wood harvesting, charcoal making, etc.). The objective of the final project component was to measure the impacts.

Macaya PMU was in charge of the management and implementation of the project. Its fundamental role was to implement the activities defined in the project, under the surveillance of the Steering Committee, the MoE and the IDB. The PMU managed the administrative, financial and technical aspects of the project. It is the PMU who managed contracts with project implementation stakeholders and monitored their outputs. The project partners are the NGOs which have long been working in the intervention area (FMD, FNGA and ORE), known national and international organizations (SAH, CATIE, CIAT) or private operators, notably to build infrastructure.

## EVALUATION PROCESS

The evaluation is based on studying all project documents, holding individual and community meetings and field visits which took place between March and April 2018. The evaluation team compared the observed project outcomes to those expected based on the results framework developed by the IDB in 2016. This was done to take into consideration the changes that occurred throughout the project. This framework has been used to monitor the project since 2016, and as such, served as a reference point for the evaluation. The evaluation team structured the evaluation around the following elements:

- Expected and observed project impacts;
- Expected and observed outcomes of each component;
- A project output summary (digital database and map) and financial summary;
- Identification of the project evolution from inception to implementation;
- Identification of the project's main weaknesses;
- A critical analysis of the Macaya Project;
- A summary of the analysis and its scoring based on GEF criteria;
- Recommendations for the rest of the project and a potential Phase II.

## MAIN RESULTS OF THE EVALUATION

The results of the project were rated as relatively weak based on the differential between expected and achieved results. The evaluation brought to light the following elements:

- Most of the project investments were concentrated in MNPP buffer zone (e.g. agroforestry activities, community infrastructure, and road repairs). The activities inside the park correspond to a small percentage of the overall project budget. Considering that the overall goal relates to conservation objectives inside the Park, this small proportion of spending directly invested into the park seems weak.
- Project Macaya generated numerous documents and undertook many visible field activities. Nevertheless, it appears that actions financed by the project had relatively small impact areas compared to the area covered by the Park and its buffer zone (about 1%).
- The main implementation problem for Project Macaya was the numerous management team staff turnovers. These changes had disastrous consequences on the project's progress: each change led to a slowing down of activities while the new team took ownership of the project and became operational. A generalized administrative slowness was felt throughout the project. The conditions under which the teams changed did not allow for good knowledge transfer of the project, its strategy and institutions, all of which would have allowed to maintain a coherent and efficient implementation. Consequently, there was a visible tendency to consider activities independently from one another rather than as a cohesive whole.
- There were numerous multiple month delays in contract payments to providers and implementing stakeholders, which led to delays to the initial timeline. These therefore made it impossible to achieve the expected results in the allotted time. The main consequence of these delays was a loss of the local communities' trust in the project and its providers.
- A strong management point was its implementation flexibility, which allowed it to adapt to field conditions and correct the inefficiency of some activities. The activities undertaken by implementing stakeholders were often adjusted to try to adapt to the local priority changes.
- All the implementing stakeholders highlighted the lack of communication with the PMU, who undertook few field visits, rarely contacted them or provided answers when engaged. The monitoring of field activities and technical support was sporadic. The insufficient communication between the PMU and its partners was cited as one of the main reasons why the partners were unable to properly inform the local populations on the intervention strategy and ongoing activities. Communication was an obvious weak point throughout the project.



- In a general manner, the monitoring and evaluation of field activities was poor. There was no monitoring of the effects of completed activities in terms of how they were helping to achieve the overall project objective: reduce the pressure on park natural resources. The indicators in the new 2016 results framework were mostly activity/output indicators rather than outcome indicators.
- The participation of the communities in the decision-making process was very limited throughout the project. Only field activities were adopted using a participatory process, specifically priority activities for the rehabilitation of community infrastructure and agroforestry and market garden activities. The activities selected in a participatory fashion almost exclusively concerned communities living in the buffer zone.
- The Environmental and Social Impact Assessment was of very poor quality.
- Some of the activities initially planned (land registry, Park-Police-Justice Department link) were abandoned
- The Environmental Surveillance Team (CSE) was not completely operational and illegal activities such as agriculture, free-ranging, trading of planks, precious timber or charcoal are still rampant in Park Macaya.
- The demarcation of Park Macaya is incomplete, the park infrastructure is non-operational and the cabins – which were to allow CSE agents to monitor the park – were never built. The Management Plan is not implemented.
- The use of 17% of the total budget to restore the Canon-Formond rural path seems disproportionate to the final objective of the project (to limit the environmental degradation of the park).

Consequently, and despite all the efforts and investments, it appears that today the natural resources of Park Macaya are not efficiently protected against anthropogenic degradation. The degradation of ecosystems continues, notably due to extractive industries (wood), agriculture and pastoralism. The general living conditions of the populations around the park did not experience much positive impact from the project; only the direct beneficiaries benefited tangibly from the project.

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This conclusion is partially explained by the shortcomings in the initial project document, as the project was initially designed with ambitious objectives, and optimistic implementation strategy and poorly considered indicators (i.e. difficult to measure). The mixed results of the project are also explained by the difficult intervention context and by certain shortcomings during the implementation of the project. In addition, Hurricane Matthew destroyed many of the project's outputs and further complicated the context. Furthermore, the overall of project objective (environmental protection) was not always understood by all stakeholders. Finally, as the project concentrated its efforts in MNNP buffer zone, there is still today a lack of understanding of the actual social and environmental conditions in Park Macaya.

As such, the evaluation of Project Macaya at the end of November 2017 was judged as moderately unsatisfactory *vis-à-vis* the overall project outcome as i) there is no proof of positive impacts on natural resource protection of Park Macaya and ii) there is no proof of significant socio-economic impact of the project, apart from direct beneficiaries.

In conclusion, since this was not an agricultural development project but an environmental protection project, whose goal was to reduce the land degradation phenomenon in the upper watersheds of MNNP, we can only conclude that the project investments did not generate the expected benefits. Nevertheless, successfully protecting the environment to achieve tangible benefits in the short and medium-term in an area of extreme poverty remains a major challenge difficult to undertake.

## RECOMMENDATIONS

GEF funding of Project Macaya is over, but funds are still available through the HRF. The end of the project is programed for the end of 2018, though the available funding will not be completely spent in 2018 based on the current predictions.

The IDB is considering extending the project by a year if the 2018 work plan is put in place at the start of the year. Similarly, the IDB is open to instruct a Phase II of the project if it is convinced of its relevance. In particular, achieving measurable outcomes which are in line with identified stakes: the park management must be effective and management and governance issues solved (starting with the staff turnover).

Though the evaluation of Project Macaya is critical, the evaluation team considers that **the project must continue and that Phase II should be prepared**. If not, the only future awaiting Park Macaya is one of continuous environmental degradation and the investments of the current project will be lost.

By the end of the project (end of 2019), the evaluation team recommends to prioritize actions pertaining to the following elements :

- Invest and work in the park in order to increase knowledge on the current realities of the park and implement concrete actions in the park;
- Improve the functioning and governance of the project;
- Capitalize on the investments made in Formond;
- Consider the feasibility of a Phase II.

The evaluation team recommends constructing the technical content of Phase II around the following elements:

- The overall objective of the project remains the protection of the park's natural resources with a main operational objective of ensuring an effective management of Park Macaya.
- The components of the project could be built around the following elements :
  - i) Support initiatives looking to limit anthropogenic pressures in the park by collaborating directly with the communities exploiting park resources and creating the necessary conditions to displace their activities to outside park boundaries.
  - ii) Ensure the presence of the State and law enforcement in the park.
  - iii) Back the territorial pilot project at Formond to develop income-generating activities based on the conservation of natural resources, including the development tourism and research and potentially a Payment for Ecosystem Services (PES) scheme.





# PART I : Evaluation

## 1. OBJECTIVES

As explained in the Terms of References (cf. Annex 1), the main objectives of the Macaya Project evaluation are the following:

- Undertake the final evaluation of the Global Environment Facility (GEF) project «*Sustainable Land Management of the Upper Watersheds of South Western Haiti*» according to the latest GEF evaluation guidelines (2017).
- Evaluate the outputs funded to date by the Haiti Reconstruction Fund (HRF).
- Compile the results of the Macaya Project funded by GEF and HRF (create a database including all the deliverables and results maps).
- Propose an operational activities plan until the end of the HRF funding period (2018/2019).
- Formulate recommendations for a potential second phase of the project.

The achievements of the products funded by FRH and GEF being closely linked, it is expected that the methodology used will make it possible to evaluate the Macaya Project holistically (independently of its different funding sources), all while meeting the formal requirements for GEF project evaluations (production of a specific report in accordance with GEF evaluation criteria).

The methodology adopted to carry out this mission as well as its execution modalities are presented in Annex 2.

## 2. EVALUATION LIMITS

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The main difficulties faced by the evaluation team were:

- The absence of baseline data for monitoring indicators in the initial results framework of the project;
- The lack of clarity at the beginning of the evaluation regarding the evaluation framework, in particular the results framework and the indicators to be evaluated;
- The lack of a final program report summarizing in chronological order the activities undertaken and the results obtained during the 5 years of implementation of the Macaya Project;
- Obtaining coherent and exploitable budgetary data associated with the different tracking tools that were created by successive teams;
- The absence of financial data compiled according to the initial log frame of the project and allowing to distinguish the sources of funding;
- The incomplete Project Steering Committee reports that do not: (i) summarize the actions undertaken for the period ending; (ii) list the results obtained and the main difficulties encountered; and (iii) define project activities for the coming period or even adjust the project as needed;
- The absence of regular monitoring of impact and outcome indicators, making it difficult to accurately measure the targets achieved by the project;
- The lack of specific targets to achieve with the GEF funds by the end of the GEF-funded project because the targets to be achieved with the GEF and HRF funds are combined. HRF funds are not fully disbursed and the defined targets are to be reached by the end of 2018, which makes it difficult to analyze the effectiveness and efficiency of GEF-funded project;
- The incomplete bibliography (missing reports) and lack of a list of the final documents produced;



- The absence of systematic mapping of field achievements by the different project stakeholders. One of the objectives of the mission was to verify all the achievements made in the field by the project by the various contractors. However, due to the amount of missing data, the time allocated to this task, the number of sites and the difficulties to access them (several hours of walking), and climatic conditions (rain made the working conditions difficult), this task was not completed in an exhaustive manner.

All the aforementioned elements constitute the limits of the evaluation.

## 3. EVALUATION FRAMEWORK

The evaluation work carried out is significantly different from a "standard" GEF project final evaluation for several reasons:

- The weak involvement of the GEF : the project was implemented without receiving feedback from the GEF on the annual Project Implementation Reports, the baseline study, or the new results framework;
- Two funding sources were merged after the validation of the of the GEF project document so that the GEF funding (GEF-3132 ou HA-X1002) and the HRF funding (HA-G1023) formed a single project – the Macaya Project – with a total budget of USD 12,436,364;
- The GEF Tracking Tools were developed *a posteriori* at the time of the Mid-Project Review (MPR);
- the main co-financing source (HA-L1041) was excluded when the GEF and HRF funds were merged;
- there was a major change in project components, outputs, indicators and targets at an advanced stage of the project, in 2016, to ensure congruence with the Management Plan (MP) of Macaya Natural National Park (MNNP) adopted in 2015.

It is important to note that the evaluation team had to assume that the absence of feedback from the GEF on the various documents sent by the Inter-American Development Bank (IDB) to signal changes in the project was considered an approval by default.

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**As such, the evaluation team had to find an equilibrium between the GEF project evaluation requirements and the expectations of the implementing agency (IDB).** This evaluation was therefore based on various documents generated during the project and field visits to have the most accurate overview of the results and impacts of the project possible. This evaluation was therefore based on the following elements:

- in Part II Section 1.3 and Part IV Section 2 & Section 4.1, a presentation and analysis of the initial project document and its initial results framework are proposed as required in GEF evaluation reports in order to evaluate the quality of the initial project concept;
- in Part III Section 1.1, the actual results of the project were compared to the expected results according to the new results framework developed in 2016 following the approval of the MNNP Management Plan. Indeed, this new results framework was developed to take into account the changes made throughout the project including the merging of GEF and HFR funding. This framework has been used to monitor the project since 2016 and replaces the previous one;
- in Part III Section 1.3, the evaluation team used the GEF Tracking Tools developed *a posteriori* in 2015;
- in Part III Section 3, the evaluation team identified the main differences between the initial approach and activities and those that were actually implemented which – according to the evaluators – had a significant impact on the project outcomes;
- in Part III Section 4.2, to compensate for the absence of expected results specific to the GEF project in the IDB results framework, effectiveness was assessed by considering both the expected outcomes in the original project document and in the new IDB results framework, and comparing them with the actual results.





# PART II : The Macaya Project

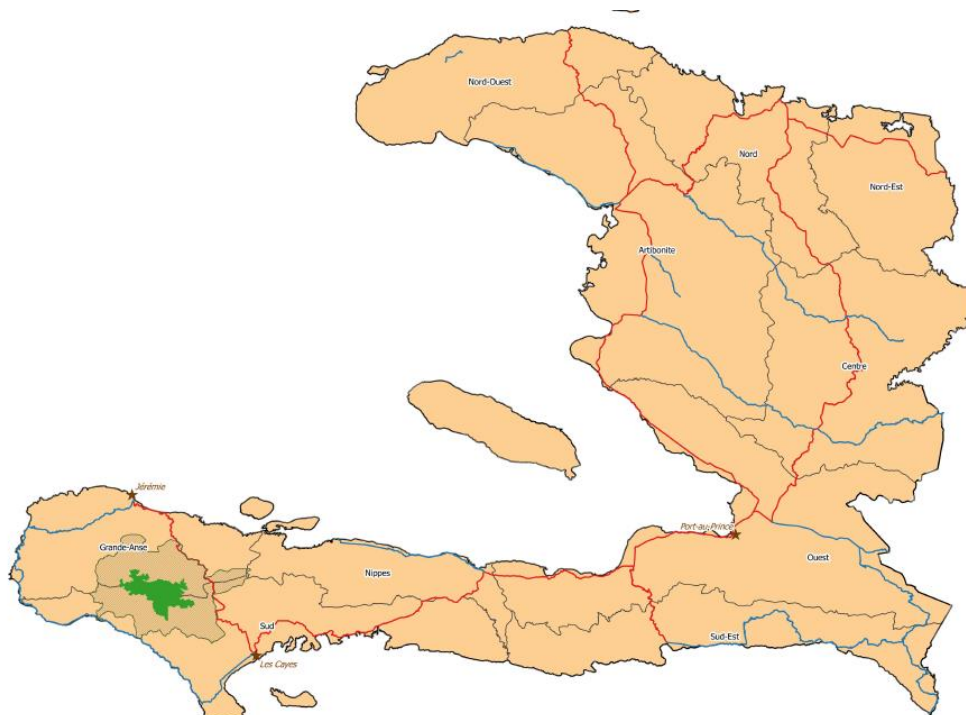
## 1. CONTEXT, GENERAL INFORMATION AND PROJECT CONCEPT

### 1.1 MACAYA NATIONAL NATURAL PARK

Macaya National Natural Park (MNNP) was created in 1983 by official decree. It is located on the heights of the *Massif de la Hotte*. Stretching over two departments of Haïti – the South and Grande Anse – MNNP spreads across 10 municipalities (Jeremie, Roseaux, Beaumont, Coteaux, Port-à-Piment, Chardonnières, the English, Chantal, Torbeck and Camp Perrin).

With an area of 13,436 hectares, this protected area is home to an exceptional natural heritage, with the highest rate of endemism per square meter in the Caribbean. It is one of the last biodiversity reserves in Haïti, characterized by steep slopes once completely covered by tropical forests pine forests. MNNP is also an important source of fresh water. Average annual rainfall is of 4,000 mm, which supplies fresh water to the seven largest watersheds of the south-western peninsula of Haiti. This site is considered as the South and Grand Anse departments' "water tower".

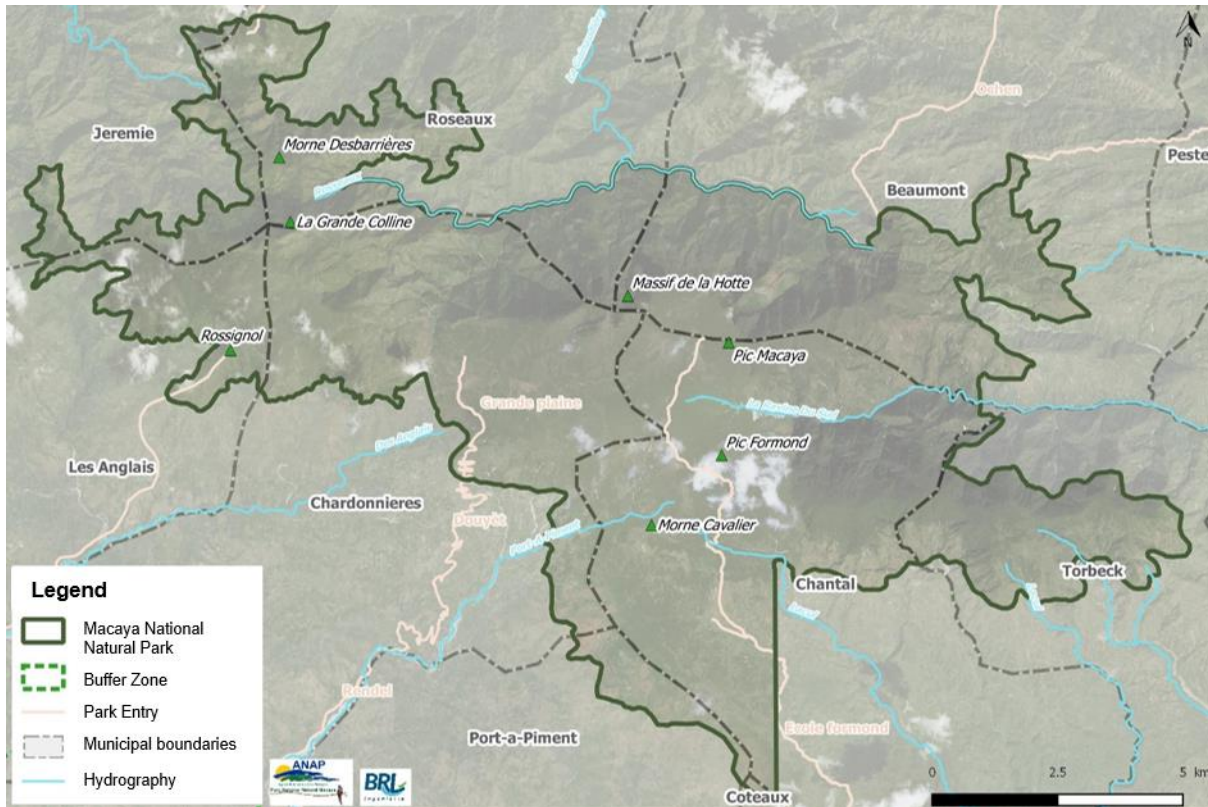
Figure 1: Location of MNNP in Haiti



Land clearing for the expansion of agricultural and pastoral activities as well as wood harvesting for charcoal production and building industries are major threats to MNNP forests. This has led to the degradation of its natural heritage, deforestation, accelerated soil erosion and landslides. The deforestation of upper watersheds has led to more frequent flooding in the departments of the South and Grande Anse. These floods cause significant damage in the settlements located around the main rivers.

The management objective of the Park is of course to reduce these threats, while promoting socio-economic development in the region, so as to share the benefits of ecosystem protection. The main objective of the Macaya Project – which is the focus of this evaluation – is the protection of MNNP's natural resources.

Figure 2: MNNP boundaries



## 1.2 THE MACAYA PROJECT

The Ministry of Environment (MoE) implements the Macaya Project through the Macaya Project Management Unit (PMU Macaya). This project is supervised by the National Agency for Protected Areas (ANAP) and administered by the IDB through two main sources of funding:

- GEF funding of USD 3,436,364 for the HA-X002 / GEF-3132 project, designed in 2008-2009, approved in August 2009 and implemented since October 2012, which corresponds to the date of the first disbursement of the project funds after the national eligibility conditions had been fulfilled; and
- A financing agreement of USD 9,000,000 approved in August 2013 between the MoE, the IDB and the Norwegian Government (HRF - GRT / HR-13930-HA).



Table 1 : Summary information for the Macaya Project

Funding	GEF et FRH
Funding Type	Grant
Country	Haiti
Project Titles	Sustainable Land Management of the Upper Watersheds of South Western Haiti – Macaya National Natural Park Projects known as: <b>Project Macaya</b>
Project Identification Codes	GEF Project ID : 3132 IDB Project ID : HA-X002 (GEF) et HA-G1023 (FRH) Grant Agreement GRT/FM-11803-HA & GRT/HR-13930-HA
GEF Accredited Agency	IDB
National Implementing Agency	MoE
GEF Focal Area	Land Degradation (LD) and Climate Change (CC)
GEF Strategic Framework	GEF-4 Programs: LD-SP1, LD-SP2, CC-SP6
Budget	GEF : 3 436 364 US\$ FRH : 9 000 000 US\$
GEF Validation Date	September 2009
Expected Project Duration	48 months
Actual Project Duration	October 2012 => December 2017 : 63 months
Launch Date	October 2012
Closing Date	GEF : November 2017 FRH : December 2018
GEF Co-Financing Partners	BID : 17 650 000 US\$ Governmental counterpart: 400 000 US\$

The main objective of the Macaya Project is to ensure the protection of MNPN's natural resources by improving the living conditions of the local populations. This main objective was reformulated after the funding contribution of the HRF, around the following three strategic components:

- The actual establishment of the MNPN: establishment of the management, protection and promotion of MNPN (demarcation, management plan, administrative buildings, the Surveillance Corps, rural development center, scientific surveys to improve field knowledge, monitoring of CO<sub>2</sub> emissions ...).
- Improving the attractiveness of the MNPN's buffer zone by promoting sustainable management of its resources, with four intervention areas:
  - Support to farmers (material, technical and economic),
  - Support to local authorities through the preparation and implementation of communal infrastructure projects,
  - Implementation of environmental education and awareness campaigns in conjunction with the Departmental Directorates of the MoE and project partners,
  - Support to private sectors and private initiatives to promote the development of strategic value chains.
- Upper watershed management planning in order to halt the acceleration of erosion, with a major infrastructure component, including:
  - The restoration of a rural path combined with a runoff catchment and storage system,
  - The restoration of degraded ecosystems, notably through reforestation activities,
  - And the creation of hard (e.g. dry stone walls, gabion walls, impluvium, retention basins, etc.) and soft (e.g. cropping, bamboo, agroforestry) structures to reduce erosion.

In 2015, a crucial step for the implementation of the Macaya Project was the validation management plan by the MoE and stakeholders involved in the park's management. The components of the GEF and HRF funding were then integrated into the nine programs defined in the MP.

In October 2016, the Category 5 Hurricane “Matthew” caused significant damage, notably on the forest ecosystems of the park. The Project Management Unit (PMU) and its partners then defined five priority areas of intervention for the GEF and HRF activities:

- Efficient surveillance of the park;
- Creation of a Buffer Zone (i.e. reduction of anthropogenic pressures on the central zone);
- Regeneration of forest ecosystems;
- Governance;
- Communication, awareness and training.

## 1.3 KEY ELEMENTS OF THE INITIAL PROJECT

The initial GEF project concept was approved by the GEF in June 2008 and the CEO Endorsement Request was approved in September 2009. The HFR project was subsequently designed based on the GEF project.

The initial objective of the project, according to the CEO Endorsement Request, was to “address and contain the rapid environmental degradation in the upper watershed of the Southern part of Haiti through the integration of sustainable land and forest management practices at the watershed level. In Addition, the project seeks to support forest restoration and implementation of a carbon stock and sequestration monitoring system to enhance the understanding of impacts by changes in land use systems and vegetation/forest cover on carbon sequestration and emissions avoided”.

The initial project strategy was to “complement the implementation of the National Disaster Mitigation Program in the upper watersheds”. To this end, the project proposed to increase local capacity in land-use planning and provide technical assistance and inputs to farmers to adopt Sustainable Land and Forestry Management (SLFM) technologies which are economically viable in agriculture and livestock husbandry.

There was no risk analysis in the Proposal for Operation Development (POD) or Operation Manual. The risks identified in the CEO Endorsement Request and the proposed approach to mitigate them were the following:

- Civil unrest and fragile economic and social stability: the project proposed to adopt a community-based participatory approach and strengthen institutional capacity.
- Political instability: the interest of local communities for income-generating activities carried out by the project should mitigate the effects of any political instability. Indeed, agroforestry activities are identified as resilient to political upheaval.
- Climatic risks (hurricanes and heavy rainfall) : improved land-use planning and reforestation would have a positive impact on the resilience of ecosystems to climate change.

**The activities initially defined in the project were :**

- **Component 1 : Institutional strengthening of local governance**
  - Strengthen the national capacity to apply SLFM using the watershed as a single integrated management unit.
  - Establish watershed management committees covering the three main watersheds with headwaters in Park Macaya including representation of communities from the upper, mid and lower parts of the watersheds.
  - Create and implement watershed management plans.
  - Create the Inter-municipal Macaya Massif Committee with the inclusion of all 10 municipalities of the park.
  - Develop communal land planning schemes and the park management plan using a participatory approach.
  - Strengthen local administrative and financial management.



- Design and implement local co-management schemes involving communities and local NGOs in the conservation and management of the MNNP.
- **Component 2: Adoption of Sustainable Land and Forest Management (SLFM) Technologies**
  - Restore 200 hectares of forests within the park.
  - Establish timber plantations.
  - Promote fruit-tree production using best practices grafting techniques.
  - Construct small dams and water tanks to trap runoff
  - Promote fodder-reared sheep breeding to reduce free-grazing cattle farming
  - Co-finance a coffee-washing center to support the shaded coffee producers association found on the northern edge of the park.
- **Component 3: Strengthening of local land tenure regulatory framework**
  - Define the physical register of privately and state-owned land, defining the park limits.
  - Set up a Conflict Resolution Committee and framework in each of the 10 municipalities, strengthen legal local institutions - including the police and the land tenure and registry authority – within the new framework, and establish agreements for specific land tenure conflicts.
  - Propose a law for the legal definition of park boundaries and its physical demarcation on the ground.
- **Component 4 : Green House Gas (GHG) emissions and carbon stock monitoring**
  - Undertake complete mapping of the Park using seven land-use categories and adjust the baseline calculation within the first year of the project.
  - Conduct field inventories of the two forest strata.
  - Train eight employees from MoE and MARNDR in the use of LULUCF carbon monitoring methodology.
  - Measure during Year 4 of the project the results of the interventions in terms of avoided carbon emissions and increased carbon stocks.

The initial project results framework is presented in Annex 3.

The intervention strategy of the project is therefore to invest in agroforestry and infrastructure to store water and stabilize soils, in order to improve livelihoods and incomes of the communities living in the Park's buffer zone. Simultaneously, investments are made to improve governance, resolve land conflicts, and monitor the Park. The combined effects of these interventions are expected to encourage people using the natural resources of the park to "migrate" to the buffer zone and no longer degrade the park (i.e. end free-range grazing, agriculture, extraction of resinous wood, charcoal production, timber). The final component of the project aims to measure the effects of the project.

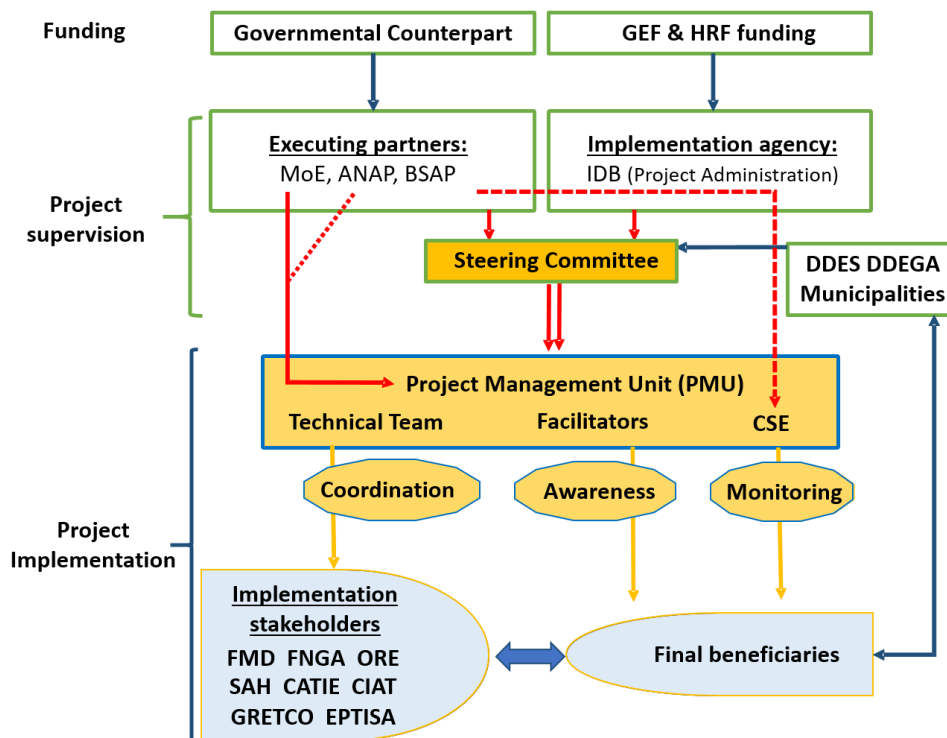


## 2. MACAYA PROJECT GOUVERNANCE

### 2.1 PROJECT STAKEHOLDERS

The figure below presents the different stakeholders of the project.

Figure 3 : Institutional structure and stakeholders of the Macaya Project



### 2.2 STEERING COMMITTEE

The initial steering committee structure created in December 2012 included 12 members and 4 observers :

- 6 Departmental Directorate representatives for Agriculture and for Environment, with their respective planning units;
- 1 representative for the Inter-ministerial Committee for Land-Use Planning (CIAT);
- 2 representatives for the mayoral associations;
- 3 representatives for the implementation stakeholders (FMD, FNGA, ORE et SAH); and
- 4 observers (IDB, Norway, Southern Delegation, Grande Anse Delegation)

A first meeting was organized in December 2012. The structure of the committee was changed during the second semester of 2013 to include four representatives of the MoE, to replace the mayoral association representatives by the mayors of Les Anglais and Corail, and to add the departmental directorates. Two meetings were organized annually as planned, apart from in 2013 where only one was organized. In summary, to this day, the committee has met nine times.



## 2.3 EXECUTING AND IMPLEMENTATION AGENCIES

The MoE was created in 1994 and one of its mandates is to ensure the coordination of the Protected Areas (PAs) of Haiti. To this day, the MoE mandate is not defined by a law but rather by a decree from January 2006 which details its organization and responsibilities, as well as created the National System of Protected Areas (SNAP) and the National Agency for Protected Areas (ANAP). ANAP was, until 2017, a technical directorate of the MoE. Since then, a General Manager was nominated for ANAP, which is the first step in making ANAP an autonomous body, giving it more freedom and authority.

According to the PMU organization charts presented in the bi-annual progress reports, the ANAP is the technical supervision agency for the PMU. The ANAP Director is the line manager of the PMU Coordinator. This is consistent with the ANAP mandate which largely focuses on the management of PAs. As such, it has a technical supervisory role and monitors the project activities.

The Protected Areas Surveillance Team (BSAP - *Brigade de Surveillance des Aires Protégées*), created in 2017 under ANAP, is responsible for the activities of the Environmental Monitoring Corps (CSE – *Corps de Surveillance Environnemental*) for MNNP. The Line manager for the CSE coordinator within the Macaya PMU is a MoE executive who works in coordination with the BSAP and ANAP. The Macaya PMU Coordinator has a more “functional” than hierarchical rapport with the CSE coordinator. Since late 2017, part of the CSE staff (10 agents) is made up of civil servants from the Environmental Inspection and Monitoring Directorate (DISE), which were made available to MNNP by the State.

This other MoE directorate – DISE – is also involved in the project management. They led training and participated in the evaluation of the CSE staff. Indeed, DISE was responsible for supervising CSE agents before the creation of BSAP.

Two decentralized directorates of the MoE are also involved in Project Macaya: the Environmental Departmental Directorates of the South and of the Grande Anse (DDEGA). Agreements were signed with each of these Departmental Directorates so that a maximal monthly fixed sum of USD 1,380 (or 90,000 HTG) be transferred by Project Macaya to support awareness, capacity training and communication activities. Progress reports are not available, but according to the yearly proposals received, the two directorates would have created radio and television series, led awareness days, led capacity training for grassroots organizations and watershed management groups, organized exchanges and awareness activities in schools.

**The IDB is the Implementation Agency for this project.** Its main role is to ensure that the funds are allocated in accordance to the grant agreement. The IDB is also the intermediary between the funding agency and the executing agencies. For this, an IDB employee is specifically in charge of Project Macaya monitoring.

## 3. MACAYA PMU

The Macaya PMU is in charge of planning and executing the project. Its main role consists in implementing the activities defined in the project, under the supervision of the steering committee, the MoE and the IDB. The PMU manages all administrative, financial and technical aspects of the project. It is the PMU which manages the contracts with the project sub-contractors and ensures the follow-up.

### 3.1 PROJECT MANAGEMENT TEAM

Since the start of project implementation, there have been six ministers, four ANAP technical directors, three DISE directors and five PMU coordinators. The first PMU Coordinator took office in October 2012; he had participated in the creation of the project document and had a good understanding of the initial approach. The team changed late 2013, with a new team in place by June 2014 (recruitment occurred between April and June). A new replacement took place in April 2015, with a third coordination team in place until September 2015. The PMU was then restructured based on the Mid-Project Review (MPR) and the Park Management Plan. For instance, four new offices were created: Conservation Office;

Research, Monitoring and Evaluation Office; Sustainable Development, Ecotourism and Advocacy Office; and Education, Awareness and Communications Office.

A new minister was nominated in March 2017, and suspended the project until July 2017 in order to evaluate the PMU. Following this ministerial change, there was a series of resignations (Conservation Office Manager, Chief Inspector of the CSE, Procurement Assistant, Sustainable Development, Ecotourism and Advocacy Assistant). The current PMU Coordinator took office in August 2017, and the technical and administrative staff was recruited during the last quarter of 2017 and the beginning of 2018.

## 3.2 PROCUREMENT PROCEDURES

### PROCUREMENT

The selection committee is made up a procurement specialist, another PMU member (depending on expertise needed) and at times, a representative of ANAP or other personnel from the MoE. For each selection process, the IDB has a right of observation. In terms of staff recruitment, the IDB does not participate in the process for technical posts, but does send an analyst when administrative staff are selected

Most contractual agreements with implementation stakeholders were made directly through partnerships with specialized regional, national and local institutions – for instance, CATIE, CIAT, SAH, FMD, FNGA and ORE. Some experts and external companies were also recruited on a short term basis for specific activities such as audits, specific training (e.g. accountancy management for the PMU, park protection for the CSE by Pathfinder Group FS) and technical studies (e.g. for the rural paths by Plan Consult/SECOM). Finally, private companies were recruited to restore infrastructure (e.g. GRETCO).

## 3.3 FINANCIAL MANAGEMENT

Each fund has two bank accounts (in USD for the GEF and HTG for the HRF). The administration and finance manager therefore simultaneously manages four separate accounts for Project Macaya. Financial reports were submitted to the IDB on a bi-annual basis. The financial report is usually submitted as soon as 80% of the current advanced funds are spent and accounted for. Financial audits are undertaken annually.

Any expense request greater or equal to USD 2,000 issued by the PMU or which has not been planned in the budget must first be submitted to the IDB for approval. For all contracts and payments greater than USD 20,000, the signature of the Minister – based in Port-Au-Prince – is needed.

## 3.4 MONITORING AND EVALUATION SYSTEM

Detailed bi-annual reports were systematically prepared by the PMU. Each report lays out the general outline of the implementation process, administrative changes and difficulties encountered. The progress report was structured by output, based on the latest project structure at the time of reporting. Annual progress reports – called Project Implementation Reports (PIR) – were also produced. Indicators from the new results framework have generally been monitored annually since 2016. Quantitative monitoring of activities by three implementation stakeholders – FMD, FNGA, and ORE – were also developed by the PMU.





## 4. IMPLEMENTATION STAKEHOLDERS

### 4.1 PROJECT MACAYA FIELD PARTNERS

Three local partners were contracted to implement the market gardening, agroforestry and forestry activities. Each organization was contracted twice: first in December 2013 (Contract 1) and subsequently in May 2016 (Contract 2) (see Part III Section 1.1). These partners were:

- **The Macaya Foundation for Local Development (FMD – *Fondation Macaya pour le Développement Local*)** was responsible of activities involving Chardonnières, Port-à-Piment and Les Anglais municipalities in the Southern Department. The detailed activities are presented in Table 3 (see Part III Section 1.1). The FMD specializes in environmental education.
- **The New Grande Anse Foundation (FNGA – *Fondation Nouvelle Grande Anse*)** exclusively worked with the Grande Anse Department, notably the Jérémie (Districts : 2e HV et 3e Haute-Guinaudée) and Roseaux (District : 2e Fonds-Cochon) municipalities. They follow a two-pronged approach : i) to accompany communities overlooked by the State to improve their living conditions all while respecting the environment; ii) to promote the fundamental rights of communities including access to education (formal and informal), to health care, and a respect of cultural diversity.
- **The Environmental Rehabilitation Organization (ORE – *Organisation pour la Réhabilitation de l'Environnement*)** worked both in the Southern Department (Chantal, Torbeck and Camp Perrin municipalities) and in the Grande Anse Department (Beaumont and Pestal municipality). The ORE activities were implemented in all five municipalities during phase 1, but only two during phase 2 (Chantal and Camp Perrin). The ORE has a community approach, trying to instil an economic axis to all their activities.

The main differences in the field activities of these three partners were:

- Reforestation activities within park boundaries were only undertaken by FMD and ORE;
- Environmental education activities were only led by FMD and FNGA; and
- Only FNGA built impluviums for drinking water access.

All in all, FNGA was more focalized on social development projects while the ORE and FMD were more focalized on environmental protection as main objective.

Each of these organizations has specific and pertinent ideas on how to reduce the pressures on natural resources in the park, such as : the implementation of payment for ecosystem services (PES), increased implication of judges and CASEC in the project, the necessity to clearly define “buffer zones” based on the provenance of people who exploit them, and the need for a clear intervention strategy to logically articulate all the activities. The three organizations did communicate their regret not have been consulted during the project development phase.

Table 2 : Contract amounts for the agroforestry partners (USD)

(USD)	Contract 1	Contract 2	Contract 2 Amendment	Total Contract 2	TOTAL
FNGA	521,500	423,385	98,077	521,462	1,042,962
ORE	1,460,021	424,546	306,446	730,992	2,191,013
FMD	606,602	457,846	70,000	527,846	1,134,448

## 4.2 ROLE OF THE AUDUBON HAITIAN SOCIETY (SAH)

The Audubon Haitian Society (SAH - *Société Audubon d'Haïti*) is an research body working in MNNP since 2003. They also have led social development and reforestation projects. A contract was established between the SAH and the PMU in December 2014. The main activities outlined in this contract were: i) habitat zoning for endangered species; ii) developing conservation and population restoration strategies for endemic species of the park; iii) creating and updating a database of species, ecosystems, populations and activities taking place in the park; and iv) undertaking a sociodemographic survey of the central area of the park. A second separate contract was drawn up with the SAH management to develop a management plan. Their contract was terminated in December 2017 due to important delays in submitting deliverables, as well as the poor quality of those received. As such, none of the deliverables outlined above were finalized. The SAH is currently monitoring vertebrates in the park with national and international partners.

## 4.3 ROLE OF THE INTERMINISTERIAL COMMITTEE FOR LAND-USE PLANNING (CIAT)

The Interministerial Committee for Land-Use Planning (CIAT - *Comité Interministériel d'Aménagement du Territoire*) has four sub-committees: urbanism, regional planning (equipment), watersheds and land. They were contracted in 2013 to demarcate the first section of the park. This choice was based on their experience demarcating other national parks in Haiti. This activity was finalized in 2015. The MNNP was then fused with the Grande Colline National Natural Park. A new contract was therefore drawn up with the CIAT to lay boundaries for this new area. This demarcation has yet to be finalized. The CIAT also has a seat on the project steering committee since 2013.

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CIAT is a major player in terms of land registry. They are the most competent authority to bring new legislation regarding land registry through the validation process, including the MNNP zoning law. They are also working on a project with the IDB to secure land for Chantal and Camp Perrin. There are four laws regarding land which are awaiting validation in parliament. CIAT also has other projects on land registry with the European Union (EU) in multiple urban areas. They also have a draft law that would allow State farmers to become property owners.

## 4.4 ROLE OF GRETCO S.A., EPTISA AND AEJ-CODS

GRETCO is the company in charge of rehabilitating a section of the Canon-Formond road, under the supervision of EPTISA. These works should be finalized in July 2018. During the course of this evaluation, the first EPTISA contract expired (December 2017) and the renewal was under negotiation between EPTISA and the PMU to compensate for the delays in the rehabilitation of the road. Consequently, the works on the Formond road are currently unsupervised, which is not in line with IDB procedures (only the PMU is supervising).

AEJ-Cods has built 13 water-collecting basins, of 35 m<sup>3</sup> each, in the vicinity of the rural path.

## 4.5 ROLE OF THE RESEARCH AND HIGHER EDUCATION CENTER OF TROPICAL AGRICULTURE (CATIE)

CATIE, based in Costa Rica, was tasked to undertake all analyses linked to carbon. Firstly, they developed a methodology which would use temporary and permanent plots to measure carbon emissions. Then, they led trainings as well as established said plots for carbon sampling. The results and analyses of the temporary plots were submitted in December 2017. CATIE also mapped land cover and land use in May 2016 in order to study the evolution of land use between 2001 and 2016. Finally,



in December 2017, CATIE finalized a study with recommendations on how to restore ecosystems in the MNNP.

## 4.6 OTHER PARTNERS OF PROJECT MACAYA

Other partners helped undertake activities in the MNNP and its buffer zone. The main partner is the United Nations Environmental Fund (UNEP) which worked directly with the field teams. They also provided USD 382,000 of funding to the Southern Department Directorate (DDS) to strengthen the Project Macaya activities. This funding was mainly used for the four following activities:

- Paying the two executives who worked with the PMU to implement the management plan through the Macaya Grand Sud Project;
- The elaboration and implementation of the Fire Prevention and Control Plan for MNNP;
- The reforestation of the zone around Marie-Jeanne Cave identified in the Management Plan as one of the conservation assets of the park; and
- The inventory of endangered plants in MNNP, as well as a workshop on techniques to encourage their propagation.

It must be noted that UNEP was also mandated by Project Macaya to create the Management Plan of MNNP.

GIZ collaborated with the MoE and FMD to establish an Environmental Education System (EES) in schools.



# PART III : Evaluation Results

## 1. EXPECTED VERSUS OBSERVED

### 1.1 EXPECTED AND OBSERVED RESULTS

The following table compares the project results observed by the evaluation team with those expected according to the **results framework developed by the IDB in 2016**. Indeed, a new results framework was developed after the MPR in order to take into consideration the changes which occurred during the project deployment, including the merging of the GEF and HRF funds. This framework has been used for monitoring since 2016 and replaces the one previously developed.

For this terminal evaluation, it was asked that the evaluation team use this framework. As such, **this table analyzes all project results**.

Nevertheless, in this table, the evaluation team tried to determine which indicator defined in the initial project would be equivalent (see column “Initial Equivalent (DP HA-X1002)”) in order to also be able to assess the results based on the project’s initial concept.



Table 3 : Comparison between the expected project outcomes based on the IDB results framework (2016) and observed outcomes

Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
<b>General Indicators</b>						
<b>Impact 1. Increase of average net revenue of farmers</b>	% increase of average net revenue of farmers	0 (2013)	10 % increase (socio-economic surveys)	N/A	N/A	N/A
	<p><b>Notes:</b> Despite the recommendation made during the MPR, no socio-economic analysis on the effects of the project activities on the beneficiaries revenue was completed. Nevertheless, according to field observations and meetings with beneficiaries, it seems that the project activities have had a positive impact on their revenues.</p> <p>Among the rare economic measurement made, the FNGA calculated the revenues from greenhouse production. According to their calculations, a single season of greenhouse crops provides on average USD 168 per season per greenhouse. Therefore, in a single year, the Community Association which received three greenhouses from the project in Despagne generates USD 1,509 per year based on three seasons. Beneficiaries also mentioned that the HILF activities also made an important economic contribution. The beneficiaries also said that the production of Scolyte-resistant yams has allowed them to increase their revenue as they now can sell the surplus at the market. According to ORE, fodder plots in Formond bring in USD 417 by harvest and can be harvested three times a year.</p>					
<b>Impact 2. Increase of carbon stocks</b>	% increase of carbon stocks in the buffer zone	First estimate from the carbon stock measurements developed in Component 4. Expected in 2014.	5% increase in carbon stock in the buffer zone  (Carbon stock level calculations)	N/A	N/A	N/A
	<p><b>Notes :</b> Carbon stocks in the buffer zone were not measured. Considering the relatively small area impacted by the project (about 2,100 ha planted in the buffer zone) compared to the total surface area of the buffer zone (about 95,000 ha according to the Management Plan), as well as the speed of growth of the saplings, it is probable that the project has not yet significantly impacted the quantity of carbon stocked in the buffer zone.</p>					
	% increase in carbon stocks in the park	225,000 tCO <sub>2</sub> eq (2009) First estimates from the carbon stock measurements developed in Component 4. Expected in 2014.	2% increase in carbon stock in the park (250,000 tCO <sub>2</sub> eq)  (Carbon stock level calculations)	5% increase in carbon stock in the park (250 000 tCO <sub>2</sub> stocked and avoided by 2035 thanks to the project)	N/A	N/A



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	<p><u>Notes</u> : The difference of storage capacity between the start and end of the project was not measured. The total carbon stocked in the park should have been measured at the beginning of the project to provide a baseline value. However, it was only measured in 2016. In addition, Hurricane Matthew in October 2016 apparently affected the permanent plots utilised in the methodology. The measurement methodology has not, as of yet, been replicated.</p> <p>The activities that are most likely to affect the storage capacity are the planting of <i>Pinus occidentalis</i> at Grande Plaine and Formond (600 ha of forestry species planted according to the FRH Progress Report of July 2016). Still, currently these trees are on average 80cm to 1 m in height. Noticeable carbon storage by these trees will not be noticeable for at least 10 years, if they survive.</p>					
Component 1. Open the park to the public and regulate the visits	Number of visitor's permits issued	0 (2014)	22 permits (Forms filled out by park authorities)	N/A	No formal tools in place, the Park had yet to put in a systematic procedure to welcome guests and process visits.	Permits : 2014 : 2 ; 2015 : 3 ; 2016 : 3 *
	<p><u>Notes</u> : No formal authorization is needed by tourists to be allowed to enter the park. The number of tourist visits during the project is unknown, but, according to local stakeholders, is low. There is no facilities for tourists, nor registry system tracking visits in or around the park.</p> <p>*the evaluation team would like to highlight that these numbers are from the PMU and IDB reports, but the permits and/or authorization records were never provided to the evaluators. A single entry form for a student from Florida University dated from July 2016 was seen by the evaluators.</p>					
	Number of research permits issued	0 (2014)	9 permits (Forms filled out by park authorities)	N/A	No formal tools in place, the Park had yet to put in a systematic procedure to welcome guests and process visits.	Permits : 2014 : 1 ; 2015 : 2 ; 2016 : 3 ; 2017 : 1 *
	<p><u>Notes</u> : No formal authorization is currently necessary to undertake research in the Park. There are currently no facilities for researchers or registry of visits for researchers. CATIE, SAH, the Botanical Gardens and University of Florida all undertook a number of research visits in the park, notably to determine carbon stocks, map vegetation and survey plants and birds. However, the exact number of visits is unknown.</p> <p>* Same comment as above : the evaluation team were unable to verify these numbers as no permits nor authorization records were provided.</p>					
Component 2. Acquire at country level the technical capacity and equipment to monitor carbon stocks and greenhouse gas emissions	Number of established and operational monitoring systems	No monitoring systems (2013)	1 established and operational monitoring system (Final Evaluation Report)	Capacity to independently undertake a similar measure in another project	N/A (« to define »)	1 partially established system
	<p><u>Notes</u> : Training was limited to that of the field team put together to gather data in the temporary and permanent plots. It is unlikely that the MoE currently has the internal skills and capacity to continue applying the methodology developed by CATIE to monitor carbon stocks and measure the project's impacts on these.</p>					



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
<b>Component 3. Additional permanent vegetated areas in the buffer zone</b>	Number of hectares	3,448 ha (2012)	4,948 ha (P(a)) (80 ha (P))	200 ha of restored forests in 4 areas (Formond, la Hatte, Desglacis Sud, Gde Plaine)	No photographic or mapping monitoring of the replanted plots	Precise number of hectares not appraisable by the evaluation team due to 1) number of sites ; 2) the fact that replanting often occurs in « patches » within a forested area, which renders the determination of the plots time-consuming and difficult.
	<p><u>Notes</u> : The baseline value of this indicator is 3,448 ha in 2012, when it should have been at 0 ha. Indeed, this indicator is to count the additional areas being revegetated in the buffer zone.</p> <p>According to the 2017 Project Implementation Report (PIR), a total of 1,507 ha have been planted with forestry species, fruit and coffee trees, or about 700,000 seedling/saplings. (it must be highlighted that the HRF Progress Report of July 2016 mentions that 2,710 ha were planted in total (i.e. both buffer zone and park), including 196,224 fruit trees (or 1,962.24 ha), 300,427 coffee trees (or 150.21 ha) and 653,934 forestry trees (588.60 ha).</p>					
<b>Component 4. Improve water and sediment trapping in selected gullies of the upper watersheds of Southern Haiti</b>	Total volume in m <sup>3</sup> of sediments trapped in check- dams	0 m <sup>3</sup>	5250 m <sup>3</sup> (75 check-dams stocking 70 m <sup>3</sup> each) (Annual surveys undertaken by student interns)	N/A	At Rendel, the Pélagie gully was worked on by the FMD : 135 weirs were built, representing a volume of 431 m <sup>3</sup> .  At Despagne, the Margron ravine Margron was worked on by the FNGA : 67 weirs were built, representing a volume of 978 m <sup>3</sup> .  These works rapidly created areas covered in sediments, used for agricultural production.	No monitoring system for sedimentation was put into place.  869 weirs were installed in gullies to retain water and sediments, representing a total of 3,605 m <sup>3</sup> dry rock.
	<p><u>Notes</u> : The FMD worked on five gullies in the context of Contract 1: Tilétang, Cenéa, Platon Monbin, Dacet et Pélagie, which represent 7,500 meters of gullies fitted with 802 weirs on 7,450 meters, or 2,627 m<sup>3</sup> of gabions. Most were reinforced with “Elephant grass”; bamboo was also planted at Pélagie. The FNGA also built weirs on 2,600 meters of gullies as part of its first contract. 67 weirs were built, or 978.26 m<sup>3</sup> of gabions.</p> <p>The evaluation team visited one of the gullies fitted by the FNGA, and observed that water is starting to erode the edges on multiple weirs, and that no mitigation measures were in place to limit erosion upstream of the weirs.</p>					
	Total volume in m <sup>3</sup> of water retained in catchment tanks	0 m <sup>3</sup> (2013)	4500 m <sup>3</sup> (75 check-dams stocking 60 m <sup>3</sup> per tank per year)	10 rainwater collection structures for tree and vegetable nurseries (tanks, reservoirs (impluviums), retention	No retention ponds built	No monitoring of volume of water retained.  3 impluviums for domestic use which theoretically distribute 3,372 m <sup>3</sup> of water per year (except during the exceptionally dry weather of early 2016)



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
			(Annual surveys undertaken by student interns)	ponds at Formond, Durand and south-western boundaries)		4 supplementary impluviums expected (including one already built)  Seven 35 m³ ponds built along the road, but without any water ; 6 more in construction : total capacity 455 m³.
	<u>Notes:</u> Within the framework of Contract 1, the FNGA built 3 impluviums with the following holding capacities: i) 193 m³ for 212 families at Bonel; ii) 182 m³ for 165 families at Duriz; and iii) 182 m³ for 217 families at Castillon. Four additional impluviums are expected within the framework of Contract 2 with the FNGA. The Cèdre impluvium has been finalized and has a storage capacity of 212 m³ for 161 families.  There has always been sufficient water in the first three impluviums built to satisfy the needs of families, apart for a long dry spell in early 2016. A 6-7 person management committee was put into place prior to construction for each impluvium. Families each pay 5 gourdes for 15 gallons; water is limited to domestic usage and distributed every 3 days. 13 retention ponds of 35 m³ each are being finalized along the final section of the Canon-Formond road (in the towns of Planton, Bwa klè, Soulèt, and Bwa dore).					
	Number of hectares of market gardens created in the gullies	0 m³ (2013)	75 ha (75 check-dams each creating 1ha of gardens)  (Annual surveys undertaken by student interns)	N/A	No photographs or mapping	N/A
	<u>Notes:</u> According to the PMU, the construction of weirs in the gullies has led to an increase in banana plantations. This was unfortunately not measured by the PMU nor observed by the evaluation team. On the site visited in Grande Anse, only free-ranging activities seemed to benefit from the little sediment accumulation encountered in the gullies.					
Component 1. Strengthening local government Renforcement de la gouvernance locale						
Output 1.1. Environmental Monitoring Teams (CSE) established and operational	Number of CSE units	0 CSE	1 CSE a) Two strategies developed b) 80 (P) (107 P(a)) guards recruited c) 3 (P) (5 P(a)) trainings d) 55 (P) (192 P(a)) packs of equipment e) 8 police and CSE interventions	15 MoE guards and municipalities trained for service	A roadmap outlining the deployment of the CSE in the Southern and Grande Anse departments drawn up. 41 employees were hired and received equipment. 5 Polaris purchased, but in poor condition. One 10-day training. Handful of arrests.	1 CSE established  a) A surveillance plan (2013), strategic plan (2014), code of conduct (2016) and an information campaign strategy on the redeployment of the CSE developed ; a new strategy is also being developed.  b) 10 official servants and 52 (initially 53) contractual agents  c) 7 trainings received by the CSE  d) Approx.. 60 packs of equipment received (USD 128,000 spent)  e) N/A





Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	<p><u>Notes:</u></p> <p>a) A Monitoring Plan for MNPN was developed in May 2013 defining the roles of each job category and the general functioning of the CSE. A Code of Conduct for the CSE was also developed in 2014, as well as a new Strategic Plan for the monitoring of MNPN in October 2014. The latter details that 105 guards are expected ( 33 agents and 34 auxiliaries in the park, 7 agents and 21 auxiliaries at the check-points, and 3 agents and 8 auxiliaries in urban areas) as well as 7 check-points. An Information Campaign Strategy regarding the redeployment of the CSE was developed in June 2016. It included a summary of the management plan, information regarding local authorities, NGOs and communities but was not evaluated in the implementation reports.</p> <p>b) 40 guards were recruited in January 2015. They were then evaluated and 27 were rehired for part of 2016 (GEF PIR 2017). A suggestion to hire an additional 26 agents was made in July 2016 due to the “non-functioning” of the CSE. In December 2015, in addition to over 10 permanent agents, there were 53 guards (HRF PSR December 2016). According to the plan, 63 agents are distributed as follows: Rendel (9), Beaumont (4), Duchity (6), Roseaux (5), Grande Colline (3), Les Anglais (3), Torbeck (5), K-Tilis (3), Camp Perrin (3), Formond (13), Cavalier (5), Déglacis (4). Following the demise of a guard, the total number was reduced to 62 (HYPR Sem 1 2017). It must be noted that the totality of contractual agents had their contracts suspended between September 2017 and March 2018, in order for the new PMU team to undertake its own assessment of the contractual agents. During this time, the CSE was non-functional.</p> <p>c) Multiple trainings were received by the CSE agents: i) a formation in September 2014 on how to prevent the destruction of the MNPN (organized by Pathfinder); ii) one focusing on the environment, biodiversity, climate change, conflict management, laws and procedures, self-defense, awareness, and fire control in September 2016; iii) a training on fire management in February 2017 from the DISE; iv) training on fire prevention run by BRLi in June 2017; and v) three formations on conservation of biodiversity in March, June and September 2015 from the SAH.</p> <p>e) there is no information concerning police interventions. Only the arrest and trial of three loggers are mentioned in the first semi-annual report of 2015, but without any additional details.</p> <p>The assessment of guards is planned every four months with allocation of performance bonuses. Still, none of the five evaluation criteria are linked to seizures or arrests. It must be noted that the current CSE manager within the PMU is in the process of developing a new strategy that was to be finalized in April 2018. All the guards have been trained. Future guards will be trained rapidly.</p>					
Output 1.2 Completed community infrastructure projects	Number of projects completed	N/A	12 (P) (9 P(a)) projects completed  24 (P) (34 P(a)) community workshops	N/A	No progress	1 project completed : State School of Haut-Formond repaired  1 ongoing project : construction of a State School at Castillon construction de l'école nationale de Castillon
	<p><u>Notes:</u> The repair of the Haut-Formond State School as well as the rehabilitation of the attached small community dispensary were done after the passage of Hurricane Matthew in March 2017. It must be noted that the rehabilitations in the park were fully justified considering the post-Matthew context, but did not abide to the project intervention strategy as no investment was to be made in community infrastructure within the park boundaries. The construction of a new school with three classrooms for the Castillon National School was 30% complete in November 2017: the base and elevation structures were completed, as well as a 5,000 gallon water tank and warehouse (FNGA, C2R3, 11/17). The work then stopped until March 2018.</p>					



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	An intervention methodology for activities looking to improve the socio-economic conditions of the MNPP communities was developed in August 2016. It concerns 10 municipalities and 13 districts of the buffer zone. However, there are no implementation reports. There is a sole mention of it in a FMD report validating the technical aspects of the rehabilitation of three classrooms at Douillette (FMD, 30/03/17). Other projects, unspecified, are accounted for in the 2018 Annual Operating Plan (AOP) and 47 workshops are to have been held by implementation stakeholders. However, no detailed information was received by the evaluation team.					
<b>Output 1.3 Macaya infrastructure operational (i.e. administrative center, welcome center, check-points)</b>	Number of facilities	N/A	4 (P) (8 P(a)) completed facilities 1 technical study completed 1 surveillance company hired 4 packs of equipment acquired	1 park office established	Work in progress for an administrative center and guesthouse	2 buildings completed (administrative center and welcome center) but damaged by the hurricane and not yet repaired Check-point plan created, but no building as of yet
	<p><u>Notes:</u> the restoration of the Administrative Center, the MoE Office, the House of Nature and the Guesthouse in Formond were finalized late 2015. The team apparently took quarters in the center in June 2016 (Semester 1 Report – 2016). The passage of Hurricane Matthew late 2016 damaged the roof, walls, electricals and plumbing in each of the aforementioned building. The Nature House repairs were almost completed at the time of the evaluation field mission; only painting remained, and the inauguration was planned for March 22, 2018.</p> <p>The hut plans (multifunctional check-points within the park boundaries) was completed. Sites were also identified: Formond, Grande Plaine, Poucine, Port-à-Piment and Duchiti. In all, five huts are therefore planned, though there were nine previously mentioned in March 2017. The decrease in the number of huts is linked to the construction phasing; if the huts to be built receive positive feedback, more will be built at a later date.</p> <p>The construction of the Mountain Development Center (<i>Centre de Développement de la Montagne</i>), financed by this project and promoted by FNGA, has been completed to 50% (mostly structural work). The structure includes two unisex dormitories for 30 people, 2 private rooms, a conference room with a 100-person capacity, a lounge for 35 people, and a 60,000 gallon tank (NB: the tank was used as a refuge by 200 people during the hurricane). The Center will also serve as an agricultural training area, reception point for researcher and tourists, organization of workshops by outside organizations. The project is funding the first floor. The second floor is expected to be added to the structure using other funding and will contain rooms for researchers and tourists.</p>					
<b>Output 1.4 Intercommunal agreement developed and implemented in the buffer zone</b>	Number of agreements	N/A	1 agreement document 1 communication strategy developed 16 radio shows aired	An intercommunal agreement is developed, signed and published in the monitor, monitoring and amendments completed	Activity has yet to start	Negotiations initiated between CASEC and the mayors of the buffer zone to develop a common approach to protect the park



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	<u>Notes</u> : The Douillette CASEC mentioned that it had started working with other CASEC from the southern part of the buffer zone to homogenize and combine their park protection efforts. There is no documentation available as of yet on this. A workshop on the governance of MNPP is planned for June 2018 with all the stakeholders.					
<b>Output 1.5 Environmental education programme implemented in the buffer zone schools</b>	Number of schools	N/A	23 (P) (38 P(a)) schools	N/A	Conventions were signed in December 2013 between two DDE for annual subsidies of USD 20,833 in order to participate in the monitoring of the project and organize meetings and awareness activities. The DDES received a first payment, while the DDEGA received three.  FNGA and FMD are currently implementing environmental education in 28 and 10 schools, respectively.	Environmental Education Program implemented in 38 schools
	<p><u>Notes</u> : The FMD (Contract 1) implemented an “eco-school” program with 28 schools which included the training of 67 teachers and principals. Other environmental education activities led by the FMD include the creation of an “eco-student” charter, the creation of four green spaces, the establishment of environmental committees in 28 schools and the creation of nine school gardens.</p> <p>Numerous awareness days and visits were also organized: “green days” in 14 schools with 4,622 students participating (4 around Rendel, 3 at Port-à-Piment, 2 at Chardonnières, 2 at Les Anglais, 2 at Coteaux, 1 at Roche-à-Bateau), a interschool science day (June 11, 2015) with 149 participants, Environmental Discovery and Observation days for 8,605 students, Nature Discovery days (March/April 2015), an Environmental Awareness day (February 5, 2015), exploration outings, 3 open-days about biodiversity (August 2014), 7 “chats” and 2 interschool conferences, a competition for the Macaya Environment Prize (July 2015), outings with Grande-Plaine local authorities, distribution of pamphlets on eco-citizenship (300 copies), distribution of 12 monthly information letters about the various environmental activities, creation of the environmental song, and other awareness events. Finally, the FMD set up 8 Environment Community Groups (ECG) and developed the ECG charter (September 2015), a group of 15 environmental awareness animators and 10 ecological helpers.</p> <p>Regarding Contract 2, the FMD organized : one excursion with teachers and principals of 11 schools (25 people) to the Cayes Botanical Garden (June 30, 2016), two interschool “green” walks (44 students), one socio-environmental and cultural evening (August 20, 2017), one concert (July 9, 2016), one extension day, one open house exposition (July 10-24, 2016), one biodiversity conference (June 24, 2015), one text and drawing competition on the theme “environment” (511 students participated – May 22, 2016), one observation outing with 20 youths (17 to 25 years old, August 10-12, 2016), 10 extension days on the environmental hymn composed by Karnold Mizena (2 at the MNE and 8 in target areas), 3 awareness billboards according to the ANAP standards, and an inter-school competition on MNPP biodiversity knowledge (June 23, 2016).</p> <p>According to the FMD, there was a visible positive impact on the local communities and youths who recognize the importance of conserving the rich biodiversity of MNPP.</p> <p>Simultaneously, the FNGA (Contract 1) implemented an environmental training program in 10 schools (5 at Haute Voldroque and 5 at Fonds-Cochon) and 6 school gardens. In terms of the second contract, four awareness sessions were organized for local authorities, community leaders and OCB members (including 40% women).</p>					



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	Financial aid was also provided to the Southern and Grande Anse Directorates to develop awareness activities. For instance, USD 16,400 (or 1,034,000 gourdes) were paid to the DDEGA between 2013 and 2014 to: i) produce 100,000 seedlings; ii) organize radio programs, awareness meetings in the communities and DDEGA gardens for students and adults; iii) work on 12 gullies (1 per municipality). However, the activity reports are not available.					
<b>Output 1 .6 Priority activities of the Management Plan implemented</b>	Number of priority activities of the Management Plan implemented	N/A	3 (P) (5 P(a)) priority activities	N/A	2 priority activities completed : i) a reception area was created at Formond to host the team during its visits ; ii) a 3D model of the park was produced (though without vegetative cover or landmarks)	8 ongoing activities : <ul style="list-style-type: none"> <li>• Inventory of flora and fauna completed by SAH, but in an inadequate format</li> <li>• Park management office restored but currently unusable</li> <li>• A temporary park management council was created in March 2016. Its first meeting – where the Macaya Protected Area General Assembly was set up (AGAPMA) - took place on March 24, 2017 (HYPR Sem 1 2017).</li> <li>• The inventory of landowners was completed by FNGA in the area of the park within the Grande Anse Department</li> <li>• Five check-point locations have been identified, but still need to be built</li> <li>• The socio-economic survey within park boundaries was initiated by SAH but not completed</li> <li>• Eco-tourism development: guides trained in caving and identifying sites with good touristic potential</li> <li>• A draft version of the Fire Prevention and Control plan was submitted in March 2018 (funded by UNEP)</li> </ul>
	<p><u>Notes</u> : Activities linked to the development of ecotourism have been started: 19 potential guides were identified by an ecotourism expert in collaboration with local communities and the guide association has been strengthened. The development of an ecotourism strategy in the park was supposed to start in September 2016 but the activities were suspended after the passage of Hurricane Matthew. They restarted in early 2017. Two exploratory missions took place in April and May 2017. The municipality of Roseaux was chosen to carry out a pilot phase (HYPR Sem 1 2017).</p> <p>The CSE guards were trained in forest fire control without water as well as local communities to help prevent fires (3 identical sessions between January 25-28, January 30-February 2, and February 3-6 2017, training 63 participants divided into 3 groups).</p> <p>The temporary MNPP Management Board set up in March 2016 is made up of five members (theoretically, 9). The Board of Directors (CODIR – <i>Conseil de Direction</i>) of the park – the executive body charged with implementing the decisions taken by the Management Board and the Steering Committee of the current project – was set up early 2017 and includes the Director/Curator of the Park and three coordinators (Science and Technical, Administration and Monitoring) (Semi-Annual Report 1 – 2017).</p>					



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	The first General Assembly of Macaya Protected Area (AGAPMA) took place on March 24, 2017 (HYPR Sem 1 2017).					
Component 2. Land and Forest Management						
Output 2.1 Farmers supported by the project	Number of beneficiary farmers  a) Number of contracts signed with operators (FMD, FNGA and ORE)  b) Number of plants distributed  c) Number of linear meters of small scale agricultural infrastructure built  d) Number of strengthened organizations	N/A	450 (P) (1285 P(a)) farmers  a) 1 (P) (3 P(a))  b) 1 150 585 plants  c) 2 478 m of small scale agricultural infrastructure built  d) 10 organizations strengthened	10,000 grafted trees, 20,000 grafted fruit trees, 50,000 timber saplings planted	One out of three sub-contractors engaged	1,010 direct beneficiaries, who received at least one training in agriculture or agroforestry  a) 6 signed contracts  b) 1,150,585 trees planted (2,710 ha: 196 224 fruit trees - about 1,962.24 ha of land, 300,427 coffee trees - around 150.21ha of land, 653,934 forest trees – around 588.60 of land) (HRF PSR Jul 16)  c) 10 greenhouses et 13 retention ponds of 35 m³ each  d) 118 community groups strengthened
	<p><u>Notes:</u> The number of direct beneficiaries was defined by the evaluation team as the number of people who participated in the agricultural or agroforestry trainings. This corresponds to 173 direct beneficiaries for the FMD, 206 for the FNGA and 630 for ORE.</p> <p>A total number 6,984 people benefited from these activities, including those who participated in the awareness activities (FNGA : 2,483; ORE : 401; FMD : 1,575; 2,525) (Semi-Annual report 2 – 2017).</p> <p>a) six contracts signed (Contract 1 in 2013 and Contract 2 in 2016, with an extension in 2017), two per partner</p> <p>b) the outputs of each partner are presented below:</p> <p><u>Contract 1 – FMD:</u></p> <ul style="list-style-type: none"><li>357,330 seedlings reared and 309,106 planted (48,224 lost due to drought between January and September 2015 and other reasons): i) 244,155 forestry trees; ii)38,088 fruit trees; iii) 75,076 coffee seedling, representing 32.5 ha – 60,926 were planted (20 beneficiaries and 35 people trained)</li><li>15 woodlots or forest patches (Ceder, Cassia, Saman, Mango, Cashew, Tamarind, Pine Tree, Venezuelan mahogany and <i>Benzoline</i>) set up (20.85 ha, 15 beneficiarires) and 14,345 seedlings, though many destroyed by the local populations</li></ul>					



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
			<ul style="list-style-type: none"> <li>7 fodder parcels (Fièrre-ville, Douillette, Tilétang, Délibarin, Cavalier, Platon-mombin et Rendel) set up – or 7.5 ha – with the following species: grasses (star grass, Guinea grass <i>Panicum maximum</i>, elephant grass <i>Pennisetum purpureum</i>), sugarcane (<i>Saccharum purpureum</i>), legumes (velvet bean, <i>Desmodium</i> sp.), Moringa <i>Moringa oleifera</i> and training of 30 herders</li> <li>20 nurseries for annual crops (leeks, tomatoes, carrots, cabbage, pepper, chili peppers, eggplant, spinach, <i>caladou</i>) to create vegetable gardens. There were three production campaigns, of 12, 16, and 30 beneficiaries, respectively.</li> <li>Equipment provided to 10 beekeepers (hives, veils, helmets, smoke guns, brushes, uncapping knives, gloves, metal queen screens, honey filters, double sieves, two-framed extractors, medicine) – 17 trained in total – to increase honey production</li> <li>Compost pilot at Fièrre-Ville with the AGAF Association (twelve 3m<sup>3</sup> compost heaps)</li> </ul> <p><u>Contract 1 FNAG:</u></p> <ul style="list-style-type: none"> <li>178,150 forestry, fruit and coffee seedlings transplanted in two municipalities (Haute Voldrogue and Fonds-Cochon) in the following districts : Despagne , Cèdre, Castillon, Margon, Grand Létang, Latigo et Gobin with 21 species, mainly pomelo, avocado, <i>marots</i>, cedar, pomegranate, Samans, mahogany, Leucena, fourleaf buchenavia (<i>Buchenavia capitata</i>), <i>Inga</i> sp. and coffee. 15 ha of coffee were planted. In all, 100 ha were planted.</li> <li>54 ha planted with sisal (23 beneficiaries)</li> <li>10 greenhouses installed (96 m<sup>2</sup> each) - Despagne (3), Castillon (1), Margon (1), Bonel (4), Lexis (1) – 597 kg of cabbage, hot peppers, spinach, tomato, leek and peppers were produced, and sold for 7,900 gourds, benefiting 60 people</li> <li>30 farmers were trained in fodder production and 3 ha of fodder planted (elephant and Guatemala grass)</li> <li>Two improved bulls distributed (1 per municipality)</li> </ul> <p><u>Contract 1 ORE :</u></p> <ul style="list-style-type: none"> <li>Agroforestry : 663,330 seedlings produced (125,416 fruit trees, 215,182 coffee trees, 323,002 forestry trees) covering a total area of 1,566 ha. 20 nurseries were established for agroforestry (timber species: Siamese cassia <i>Cassia siamea</i>, Cedar <i>Cedrela odorata</i>, Acacia <i>Acacia pycnantha</i>, Snakewood <i>Colubrina ferruginosa</i>, paradise-tree <i>Simarouba glauca</i>, Pine <i>Pinus occidentalis</i>, Cherry laurel <i>Prunus occidentalis/Prunus myrtifolia</i>, <i>Occotea coriacea</i>) and fruit trees: <i>Citrus</i> spp., Avocado <i>Persea americana</i>, Mango <i>Mangifera indica</i>, Breadfruit <i>Artocarpus incisa</i>, Apricot <i>Mammea americana</i>). 31,380 pines were planted from May to September 2015 (29,413 in the park, and 1,968 in the buffer zone)</li> <li>90 (78 men and 12 women) trained in nursery and grafting techniques, 13,223 trees (citrus, avocado and mango) grafted</li> <li>121 people (116 men and 5 women) trained in yam sowing (minisets)</li> <li>108 people (87 men and 21 women) trained in coffee production</li> <li>1,536 farmers (1,060 men and 476 women) trained in tree-planting</li> </ul> <p><u>Contract 2 FMD:</u></p> <ul style="list-style-type: none"> <li>300,000 seedling (including 100,000 <i>Pinus occidentalis</i>) but about 50% mortality due to Hurricane Matthew, 5,000 yams distributed between 50 planters, but 4,275 destroyed by Hurricane Matthew</li> <li>5,000 banana suckers spread across 50 planters at Jabouin, Gauthier, Dussape, Randel and Fièrre Ville, but all damaged by Hurricane Matthew</li> </ul>			



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	<ul style="list-style-type: none"> <li>Fodder parcels at Fièrre-Ville, Borlosse and Nan Couline, but all destroyed by Hurricane Matthew</li> </ul> <p><u>Contract 2 FNGA :</u></p> <ul style="list-style-type: none"> <li>Nursery production of 50,000 coffee trees (Despaigne, Décédé, Margon) and 21,500 timber and fruit seedlings (Décadé, Despaigne) – 60 agroforestry plots being set up (40 at Haute Voldrogue et 20 at Fond-Cochon), 25,662 coffee and 3,700 forestry seedlings planted at this stage (target: 140,000 seedlings and 100 agroforestry plots)</li> <li>Repairs of 10 greenhouses</li> <li>HILF work: 750 temporary jobs created, each beneficiary working 12 days to clear after Hurricane Matthew, 143 ha currently cleared</li> </ul> <p><u>Contract 2 ORE</u></p> <ul style="list-style-type: none"> <li>125,000 trees distributed, including 25,000 fruit trees (avocado, citrus, apricot, banana and loquat), 70,000 coffee and 30,000 timber (cedar, snakewood, paradise-tree, laurels and cassia), four nursery sites built at Chantal and one at Camp Perrin</li> <li>300 chayote seedling produced and delivered, 300 pomegranate seedlings produced but not yet delivered</li> <li>Grafting of 838 mangoes and 1,788 citrus, or 2,626 trees</li> <li>Distribution of yams to 74 beneficiaries, including 8 women; 2 training sessions organized (November 2016), 91,924 seedlings of which 33,532 were planted over 3.13 hectares (of the 6.17 expected)</li> <li>Market gardening activities for 140 beneficiaries at Platons, Rempart, Dalest et Formond</li> <li>Creation of 55ha of fodder for 97 beneficiaries</li> </ul> <p>c) The small scale infrastructure built were:</p> <ul style="list-style-type: none"> <li>10 greenhouses built by FNGA</li> <li>13 retention ponds of 35 m<sup>3</sup> each were to be constructed alongside the road. They will be filled thanks to a 100 m section of dual-carriage road covered in hydraulic concrete with a central V-shaped ditch. Seven are completed, while the remaining six are still under construction. The model is the same as that at Salagnac where the system works well, though with larger associated ponds. Each pond is divided into a first section which holds the sediments, while the second holds less troubled water.</li> </ul> <p>The collected water is mainly to be used for agriculture. It should have been used for the nurseries, but there was a timing issue between the two activities. It must be noted that the actual volume of the retention ponds is relatively small and will most likely have a minimal effect on the water needs of the agricultural activities. Another important point is that there is no management system or committee for these ponds, and that the uses and beneficiaries are not clearly defined.</p> <p>d) The FMD is working with 8 associations. The FNGA provided support for the legal recognition and organizational capacity of 15 farmers' associations (60 members of these associations were also trained in greenhouse planting) and the ORE trained 95 associations.</p>					
<b>Output 2.2 Socio-environmental impact measured</b>	Number of studies	N/A	1 environmental impact assessment	N/A	An environmental impact assessment was completed but it is very general, and does not give quantitative	1 poor quality report



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
					or qualitative information on the social and environmental impacts of the project activities.	
	<p><u>Notes:</u> The ESIA was completed, but remains of poor quality. For instance, the impact analysis of the planned activities is absent as well as the associated management plan. Comments highlighting the shortcomings of the first report were sent to the IDB, but no report revision was commissioned.</p>					
<b>Output 2.3 Rural roads equipped with runoff collection structures</b>	Number of km of roads	N/A	20 (P) (13 P(a)) km of road a) 1 identification study of the target road b) 1 completed technical study c) 1 supervisory company hired	N/A	1 completed study in order to choose the road to restore	6.7 km of road restored a) 1 completed identification study  b) 1 completed technical study  c) 1 supervisory company hired but its contract expired and the extension is currently being negotiated
	<p><u>Notes:</u> A study was undertaken to evaluate the rural paths likely to be restored (Rendel-Grande Plaine, Carrefour Canon-Formond, Léon-Margon et Deron – Lacadonie) by Plan Consult and resulted in the choice of the Carrefour Canon-Formond road. This study includes the proposition to build the retention ponds fed by the runoff coming from the road (concreted dual-carriageway).</p> <p>An amendment to the original contract was issued with the company responsible for the roadworks (GRETCO) in early 2017. This amendment includes the following changes:</p> <ul style="list-style-type: none"> <li>On the section of road near the river degraded by Hurricane Matthew, a new passage way (30 m embankment lowering) was completed</li> <li>The bridge was strengthened thanks to backfilling and masonry on the inside of the bridge and on over 200m of road</li> <li>The support wall of the road was strengthened and backfilling took place on a 100m section</li> <li>By the river, backfilling and a repositioning had been started (80% completed) but the April 2017 floods destroyed it all. There was probably a mistake in the original design calculations. This activity has therefore been abandoned and the leftover funds used on the Formond road.</li> </ul> <p>Work began on July 7, 2017. The authorization to start had been issued by the PMU and the IDB on September 31, 2016, but work was delayed due to the hurricane. On the sections of road already completed, only the ditch lines remain to complete. The remaining work varies from one section to another: 6.7 km have the foundation layer (embanking and composter) as well as a layer of embankment (with finer and finer material) while 7km will only benefit from a rolling surface. The work should be finished mid-July 2018. There are four quarries. GRETCO is to level them before they leave and ORE will be responsible for replanting the sites.</p> <p>EPTISA was responsible of supervising, but due to the delays, their contract expired in December 2017. As not all the work was completed, they only received 10% at the start, followed by another 30%. A new contract with the remaining 60% of funds (6 million gourdes) is currently being negotiated.</p> <p>A floristic study on the edges of the Canon-Formond road was undertaken by ORE in collaboration with the Cayes Botanical Garden. The recommendations included: to cease constructing the Marché-Sous-Bois (Bas Formond) road, move three of the ponds, and consider Morne Titon as a biodiversity site to protect. ORE is responsible for the greening of the banks and quarries once the roadworks are finished.</p>					





Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	It must be noted that no road signs were seen on the road. Apparently, this activity is not yet under consideration by the PMU. In addition, there is currently no management committee or strategy for the road.					
Output 2.4 Accompany the private sector to develop strategic value chains	Number of projects  a) Number of calls for applications produced	N/A	3 projects  a) 1 call for application	N/A	N/A	N/A
	<u>Notes:</u> An analysis of green industry development was finalized in August 2016. Six priority industries were identified. However, there was a problem with budgeting, as the allocated funds were not sufficient. As such, this activity was removed from Project Macaya. Another reason for this is that UNEP is expected to undertake such activities in the buffer zone. Still, no coordination has been attempted with the UNEP in order to ensure complementarity and that the initial objectives are reached. For example, a coffee washing center was planned in output 2.4 while the green industries proposed by the UNEP include fisheries, cocoa production, honey and fruit trees.					
<b>Component 3. Local framework for land ownership</b>						
Output 3.1 Park boundaries established	Number of km of physical boundaries of the park	N/A	132 km de boundaries	Clear and secure markers every 200 meters and a law published in the Monitor	The park demarcation was completed by CIAT between June and December 2014. 149 markers were put into place without any problems of note.	64 km demarcated with 149 markers spaced every 500 m.
	<u>Notes:</u> 64 km corresponded to the initial park boundaries that were physically demarcated (PIR 2015) The additional 68 km of the new Grande Colline (merging of the MNPN with the GCNNP) have yet to be demarcated (PIR 2016 and 2017). Illustrated reports from the CIAT from June 2014 and August 2015 on the demarcation exercise are available: 149 markers spaced every 500m along 76.7km. These markers were moved as some of the identified points were inaccessible which has led to a slight increase in park area. The demarcation monitoring report was completed in November 2017 : 43 markers out of 149 were examined to validate the work undertaken by CIAT. According to CIAT, to this day, 50% of the markers have been vandalized.					
Output 3.2 Macaya National Park zonage written in law	Number of hectares	N/A	1 law published in the Monitor  [Lack of clarity of this indicator]	Communities informed, boundaries determined, legislation defining park boundaries submitted at national level	N/A	1 law demarcating the park boundaries submitted to government for validation
	<u>Notes:</u> CIAT finalized the mapping of boundaries of the park by adding the Grande Colline area. The law was submitted to government for validation but has of yet to be approved.					
Output 3.3 Number of research projects in the park	Number of projects	N/A	7 projects	N/A	A contract was signed with SAH in December 2014 after the ToR being	N/A  At least one data-collection mission in February 2016



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
					<p>validated by ANAP and MoE.</p> <p>Multiple visits were undertaken by universities.</p> <p>An entry and visit form have been created and are filled out by some visitors (notably local tourists).</p>	
	<p>Notes : A first contract was signed with the SAH in December 2014. The SAH then started to develop partnerships with Haitian and international universities in March 2015 to start research activities in Macaya (PIR GEF June 2015). The SAH contract was amended in 2016. The new work plan for SAH in 2016 included (HYPR Sem 1 2016): i) undertaking a socio-demographic study in the central zone of the park; and ii) establishing and updating a database on the species, ecosystems, populations and activities in the park.</p> <p>The sociodemographic study was not finalized. 216 people were surveyed according to the Excel datasheet, but no analysis report was produced. The SAH partnered with <i>Durrell Wildlife Conservation Trust</i> for an amphibian inventory as well as the census of two mammal populations in the park (<i>Solenodon paradoxus</i> and <i>Plagiodontia aedium</i>). The first of six data collections took place between February 16 and 18, 2016. A fauna/flora database in Excel format with number of observations per site is available but remains incomplete.</p> <p>Multiple deliverables outlined in the contract with SAH were not submitted: i) the document presenting the habitats of endangered species; and ii) the conservation and population restoration strategy for endemics of the park. As for the database for all species, ecosystems, populations and activities in the park, a website leading to the English language website of the University of Florida was provided but not the databases. In addition, as the site is in English and technical, it will not be of much use for the field teams.</p> <p>Four memoranda of understanding were signed between the MoE and Haitian universities – via Macaya PMU – in order to lead research projects for student theses (14, including four women), but these were not completed due to Hurricane Matthew and the delays it caused for the park and its infrastructure.</p>					
Output 3.4 MNNP Management Plan developed and published	Number of plans	N/A	1 Management Plan	Management Plan (including a land and zoning study) approved by local and national authorities and published	<p>The project team was trained (theoretical training, exchange visits to Cuba) with technical assistance from UNDP for the methodology implementation.</p> <p>To date, the Park team is currently at the diagnostics phase and should have a final management plan for mi-June 2015.</p>	Management Plan finalized in October 2015, but not published
	<p>Notes: A training plan and methodological note for the elaboration of the management plan were produced in October 2014. The Management Plan was developed by UNEP who commissioned PMU Macaya in collaboration with SAH who provide the baseline data on the park. The Management Plan 2015-2020 was approved in October 2015; GEF activities</p>					



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	constitute an integral part of it. According to the Management Plan, the activities exerting the most pressure on the park are from the communities of Formond, Grande Plaine, Déglacis, Berrotte, Desbarrières and Pourcine. A new structure to the Park Direction (PMU Macaya) is proposed in it: i) an organizational structure including five sections, including social engineering, agroforestry, infrastructure, communication and research and scientific monitoring; and ii) a team of 54 people, including 32 monitoring agents, 3 for administration, 7 support personnel, 3 for procurement, all contractual. Park management should be carried out by 63 people according to the management plan. The creation of the Management Plan was not as participative as expected. Participants were limited to people working organizations working within park boundaries. Central and local government and communities were not involved. The Management Plan identifies 9 programs: i) administration; ii) fire monitoring, prevention and control; iii) forest resource management; iv) species and geomorphological monument conservation; v) catastrophe prevention; vi) education, awareness and communication; vii) recreation and valorization of resources; viii) integrated socio-economic development; and ix) research, monitoring and evaluation. Unfortunately, the MP has yet to be popularized and is therefore poorly known and used. Some information is most likely no longer up-to-date; for instance, the degradation status of MNNP is more dire than that presented in the MP (HYPR Sem 1 2016).					
Component 4. Greenhouse gas emission monitoring						
Output 4.1 Monitoring of greenhouse gas and carbon stocks in MNNP	Number of monitoring systems	N/A	1 monitoring system a) 1 methodological document on how to calculate reference levels b) 12 (P) (9 P(a)) people trained on how to measure the reference level and the monitoring technique c) 12 (P) (1 P(a)) soil studies completed d) 3 from 2013 to 2015 (P) (6 from 2012 to 2017 P(a)) annual carbon stock monitoring e) 1 greenhouse gas emissions monitoring	An annual cycle of measurements completed (all calculations recommended in the methods are completed)  100% of aboveground vegetation and soil carbon stocks monitored  Two workshops for 8 MoE and MoA, four 3-day seminars, 5 people with the technical skills to monitor carbon	ToR developed for : i) the creation of land cover maps for MNNP; ii) the analysis of land use in MNNP; iii) the revision of the baseline proposed by FRM (including the creation of permanent plots to monitor carbon); iv) propose and implement a carbon sequestration and avoided emissions monitoring methodology in the park; and v) train a team from the MoE on carbon monitoring.  Proposal received from CATIE.	1 monitoring system was developed but as the reference plots were damaged by the hurricane, no monitoring has ensued.  a) 1 methodological document developed by CATIE b) 9 people trained c) No land cover study was found in the documentation (only data on large scale cover) d) Methodology only applied once – in 2016 – by CATIE to calculate the carbon stocks in above-ground vegetation in MNNP e) Lack or regular monitoring of greenhouse gas emissions and carbon storage during the project.



Level	Indicator	Baseline	Value Expected (and validation method)	Initial Equivalent (HA-X1002)	Mid-Project Value	End Project Value
	<p><u>Notes</u> : A methodological report for the implementation of permanent and temporary measurement plots (PMP and TMP) was produced in December 2017: 9 plots of 0.1 ha (TMP) and a 1 ha plot (PMP) in deciduous forest; 9 plots of 0.1 ha (TMP) and a 1 ha plot (PMP) in pine forest; and 2 plots of 0.1 ha (TMP) and a 1ha plot (PMP) in karst forest. The first carbon stock measurements for the MNNP to establish the baseline value was completed in 2016: 547,782 MgHa are stored in the aboveground biomass of the MNNP. The TMP were very impacted if not destroyed during the hurricane. According to the 2017 PIR, the methodology is currently being modified in order to be able to use it based on these new conditions.</p> <p>A report on the impacts of Matthew on the carbon stocks and one on land use between 2001-2006 were produced in December 2017. Nevertheless, it seems that there were no field observations or measurements taken directly from the field. The report simply uses the 2016 estimate (547,782 MgHa) and three scenarios – 50%, 75% or 90% loss – to infer the level of degradation in the ecosystems.</p> <p>A map report on land use and land cover was submitted in March 2016. According to this report, 7,800 ha of forest were lost between 2001 and 2016. A report on the “elements for proposal development of the restoration of ecosystems in the Macaya National Part” post-Matthew identifying priority zones to restore was also developed by CATIE and submitted in December 2017.</p> <p>b) 9 professionals from partner Haitian institutions (SAH, PMU-Macaya, FNGA, FMD and ORE) were trained by CATIE on how to set up sampling plots. The trained personnel participated in the setting up of plots in MNNP.</p>					



## 1.2 CO-FINANCING RECEIVED

Co-financing source	Co-Financer	Type of co-financing	Pledged sum at time of GEF project validation (USD)	Received sum at mid-project (USD)	Received sum at end of project (USD)
Natural Disasters Management Programme (NDMP)	IDB	Grant	17,250,000	N/A	17,250,000
Governmental funding	MoE	Cash	400,000	N/A	N/A (CSE civil servants, co-financing not yet accounted for at time of writing)
<b>Additional co-financing * : HRF</b>	Norwegian Government	Cash	9,000,000	1,032,380	3,792,000
<b>TOTAL (USD)</b>					21,04, 000

**\*Additional co-financing:** the HRF funds were merged with the GEF funds after the GEF project was validated. This corresponds to USD 9,000,000 additional of which USD 3,792,000 had been delivered as of December 31, 2017.

## 1.3 PROJECT SPENDING BY OUTPUT

The project expenditure started slowly, with few expenses in 2012 and 2013. The most important year in terms of GEF funds expenditure was 2014 (44% of the total budget spent based on 31/12/2017 accounts) and 2016 for the HRF funds (32% of the total budget spent based on 31/12/2017 accounts). Despite the funds available through the HRF funds, there was a significant decrease in spending in 2017, notably due to changes in staff and the latency period between the two PMU.

The detailed expenditures by fund and output are presented in Annex 6: “*Annexe financière du Projet Macaya*”.

## 1.4 SUMMARY OF PROJECT OUTPUTS

As detailed in the previous table, the project resulted in a number of key documents and many field-based activities. This section summarizes the project outputs.

### DIGITAL DATABASES

A certain number of documents and reports were produced through the Macay Project. All the data received by the evaluation team were partially reorganized and sorted. As expected by the IDB, the data organization respects the Annual Operations Plan (AOP) outline, as to ensure the link between the monitoring of the project and the available data be clear.

The list of documents produced is found in **Annex 5 – “Base de données numériques du Projet Macaya 2018”**. The evaluation team submitted these digital databases to ANAP, the PMU and IDB.

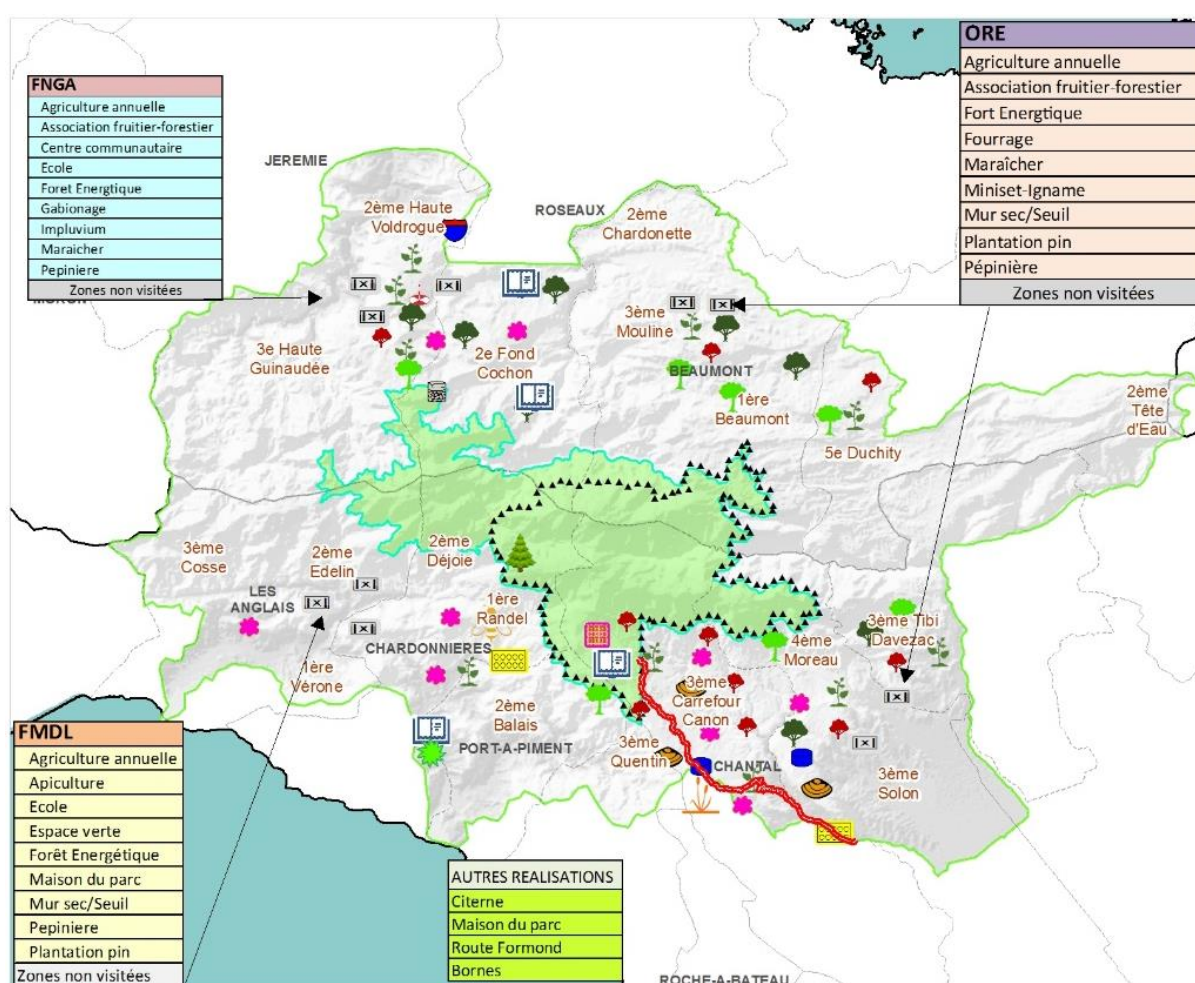
## MAPPING OF FIELD OUTPUTS

Project Macaya had an important field component. The map below illustrates the area and geographic extent of the project outputs. The complete map (with legends, scales, etc) is found in Annex 4 – “Réalisations physiques du Projet Macaya Mai 2018”.

It appears that actions financed by the project extend over a small range considering the total area of the park and associated buffer zone (about 1%). The project carried out few durable actions in the park (only the demarcation and Haut Formond activities).

The precise elements are found in Annex 4 – “Réalisations physiques du Projet Macaya Mai 2018”, including the thematic maps by implementation stakeholder and output category: i) infrastructure (roads, schools, impluviums, improved gullies, etc.) ii) pine plantations, agroforestry, as well as the summary tables (number of hectares planted by site and provider, length of improved gullies, number of impluviums, etc.).

Figure 4 : Summary of field outputs of Project Macaya



## 1.5 GEF INDICATORS (TRACKING TOOLS) EXPECTED AND OBSERVED

The table below provides details regarding the outputs of the project based on GEF funding. Indeed, GEF procedures ask that outputs financed by the GEF be evaluated independently from those resulting from co-financing. At project level, the two main sources of funding were managed as a single project once



the HRF funds were received. As such, in 2015, after the mid-project review, a results framework according to the GEF criteria was developed. The evaluation team has updated this framework in the table below. The scoring system developed and specifying the awaited targets is presented in **Annex 7 – “Système de notation – Tracking tools GEF”**.

Table 4 : Comparison of expected project outputs and those observed (GEF Tracking Tools developed in 2015)

Objective/Result	Indicator	Expected target	Observed	Justification
<b>LD1 – Ecosystem services in agriculture and rangeland systems</b>				
i. Creation of a favorable agricultural sector environment	Land security	3	3	The park creation bylaw, including its geographic boundaries, was published March 13, 2013. The park extension bylaw was published July 23, 2014.
ii. Improve agricultural management	Community vulnerability	2	N/A	There was no monitoring of agricultural and pastoral production.
iii. Maintain the flow of agro-ecosystem services	Area of production systems with an increase in biomass cover	1,050 ha	2,112 ha	196,224 fruit trees, representing 1,962.24 ha and 300,427 coffee trees, representing 150.21 ha
<b>LD2 – Ecosystem services in forest landscapes</b>				
i. Strengthened favorable environment in the forestry sector in countries dominated by dry areas	Forestry policy	3	2	The methodology for the elaboration of a protected area management plan has been developed. However, this is a methodology and not a policy document: it does not have any legislative clout.
ii. Improved forest management in dry areas	Total area where SLFM is applied thanks to governmental ownership of forests	12 000 ha	0 ha	Land law for MNNP is yet to be validated, but is planned for 2018-2023 through the CIAT project funded by the IDB. Laws for the protection of natural resources in the park are not enforced, and at the time of writing, there has not been an improvement in terms of sustainable forest management in the park. The only document which calls for the regulation of natural resources usage is the management plan validated in 2016, but whose implementations remains limited.
	Total area where SLFM practices and technologies are applied: biodiversity conservation, forest protection, development of multi-scale management plans and land-use planning.	12,000 ha	0 ha	At time of writing, there has been no improvement of sustainable forest management in the park. No land-use plan has been developed. Park zoning was developed in the management plan as well as an ecosystem restoration strategy.
iii. Flow of agro-ecosystem services maintained in forest	Forest cover	7,925 ha	9,454 ha	The area mentioned includes the park and its surroundings which represents 26,437 ha.



Objective/Result	Indicator	Expected target	Observed	Justification
ecosystems in dry areas				
	Forest cover in the project zone (%)	66% (2015)	35.8% (2016)	The two studies are not comparable as the first only includes the park (13,426 ha) while the second includes the park as well as its buffer zone (26,437 ha).  The latter percentage includes all types of forests in the park and its buffer zone (evergreens, karst, deciduous and mixed). It is drawn from a study undertaken by CATIE in 2016 (p27). It must be noted that the percentage has probably decreased since Hurricane Matthew.

The project results are relatively poor based on the differential between expected and observed results. These results are partially explained by the dearth of documentation for the initial project, as the initial project had ambitious objectives, an optimistic intervention strategy and poorly considered (i.e. difficult to measure) indicators. This is obviously noticeable during the final financial evaluation. These mixed results are also explained by the difficult intervention context and certain shortcomings during the implementation of the project (see Part III Section 3 below). Nevertheless, these results do not reflect the diversity nor quantity of project outputs detailed above, and are not necessarily visible at the level of global indicators.

## 2. MAIN DIFFERENCES BETWEEN THE INITIAL CONCEPT AND THE FINAL PROJECT

### 2.1 CO-FINANCING CHANGES

The information collected on the different project co-financing is presented below.

The main project co-financer initially identified in the project document was the Natural Disaster Mitigation Programme (NDMP, HA-L1041) with a budget of USD 17,650,000 which ended in July 2015. The objective of the collaboration between Project Macaya and NDMP was to have an integrated intervention on all watersheds while considering the whole as a management unit. As such, Project Macaya would focus on the upper watersheds while the NDMP would focus on the central and lower watersheds. The planned interventions for both projects on these complementary sections were: i) the strengthening of watershed management capacity, the creation of management committees and the development of local management plans, and ii) the development of agroforestry activities.

The NDMP was established in Camp Perrin and Maniche in the Department of the South and at Grande Rivière in the Department of the North. The intervention site in the Ravine du Sud was situated in the municipality of Camp Perrin. According to the final project evaluation, embankment protection (i.e. gabions, compacted backfill, concrete) were built within Component 1 framework. Sustainable agriculture support activities (e.g. plurennial and sustainable crops, including yams, coffee and cocoa) were implemented through Component 2. The following activities fit within Component 3: i) training activities carried out by the Limbé center restored by the project; ii) the creation of two watershed management committees, and iii) the reinforcement of DDA. Apart for the management plans for which there is no information regarding implementation, the project was completed as initially planned.





However, there was no synergistic collaboration between Project Macaya and the NDMP. Despite the lack of report on co-financing that would help clarify any amendments made, everything points to a merging of the HRF funding with that of the GEF rather than co-financing.

The local MoE counterpart of USD 400,000 essentially corresponds to the salary of the 10 CSE civil servants made available to Project Macaya. A performance evaluation of PMU staff by ANAP was undertaken in 2017. It must be noted that no equipment, building or expert was made available by the State to bolster the PMU.

## 2.2 STRUCTURAL CHANGES TO THE LOG FRAME

There was a first structural change at the start of the project with a split into three geographic components (Quarterly report 2, 2013). These components were:

- The actual establishment of MNNP;
- The improvement of the attractiveness of the buffer zone area based on sustainable management of its resources;
- The development of the upper watersheds.

This came with a new output framework which was used in all the quarterly reports until the MPR. The second and last change to the log frame was in 2016 based on the MPR recommendations. This new structure was based on four components:

- Open the park to the public and regulate visits;
- Acquire at the national level technical capacity and equipment to monitor carbon stocks and greenhouse gas emissions;
- Have additional zones with permanent biomass coverage in the buffer zone;
- Improve the storage of water and sediments in selected gullies of the upper watersheds of southern Haiti.

The new associates output framework was used in all progress reports after the MPR and is still in use by the IDB. This new structure was used in semi-annual reports from the second half of 2016.

## 2.3 CHANGES IN PLANNED ACTIVITIES

There were many changes between what was initially presented as “priority actions” (in the CEO Endorsement Request) and what was actually completed in the field. For instance, the creation of a **participatory cadaster** was planned at the start of the project as well as **community conflict resolution committees** to address any risks associated with land ownership and a close collaboration with the police and justice department to enforce laws. Similarly, the adoption of an **intermunicipal agreement** for the creation of decentralized park governance, **land-use zoning of communal ground and local land-use planning** was planned, but have not, at the time of writing been carried out (May 2018). Finally, a **co-management** plan between communities and NGOs was planned in response to the State being unable to provide adequate protection to the park (see Annex B of the CEO endorsement request). Therefore, the initial project favored conflict resolution for land-use, intercommunal collaboration and co-management in order to ensure the protection of the park. These activities were not completed within Project Macaya’s framework. Some elements of understanding were found in the semi-annual reports, as presented below.

**The involvement of the police and justice department** was also a central element to the initial project in order to ensure law enforcement. Discussions regarding the police authorities’ commitment to the



project started during the first half of 2014<sup>1</sup> (Semi-Annual reports 1 and 2, 2014). A partnership between PMU-Macaya and the Police as well as a PMU-Macaya and the Justice Department were under development. Two draft versions of these memoranda of agreement were developed early 2015<sup>2</sup>. Subsequently, no mention of these memoranda was made, and the activity seemed to have been abandoned. Similarly, the initial check-points planned and highly recommended in the MPR were never implemented.

The creation of an **intercommunal committee** which was to meet quarterly was to reinforce the local authorities so that they could close support to the project on the ground. However, according to the semi-annual reports, this activity was hindered by the instability that remained in mayoral offices for about two years. Elections were delayed numerous times and this activity was therefore suspended until new officials were voted in to avoid starting afresh at each meeting. Still, considering the importance of such a structure for the implementation of the project, PMU-Macaya tried to organize an intercommunal meeting on June 19, 2015. Of the 12 town halls concerned by the MNNP, only four were present<sup>3</sup>. There were no other attempts thereafter.

Other collaborative initiatives have started to emerge. According to CASEC met at Douillette, there is an inter-CASEC collaboration with three large districts of the Charbonnière municipality that is currently being created. They have monthly meeting with each other and the FMD to discuss issues regarding the Park, and ensure that they are related back to the mayors.

The first discussions regarding **the co-management plan** of the watersheds were initiated by the PMU-Macaya in 2013. However, this initiative was suspended and postponed to the second year of implementation in order to favor visible and income-generating activities<sup>4</sup>.

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<sup>1</sup> Semi-Annual reports of PMU-Macaya 1 and 2 - 2014

<sup>2</sup> Semi-Annual reports of PMU-Macaya 1 - 2015.

<sup>3</sup> Semi-Annual reports of PMU-Macaya 1 - 2015.

<sup>4</sup> Semi-Annual reports of PMU-Macaya 1 - 2013.



## 3. MAIN COMMENTS ON THE PROJECT

### 3.1 LIMITS OF THE INITIAL PROJECT DOCUMENT

#### INITIAL PROJECT STRATEGY

The first comment regarding the project document is that all activities were focused on the protection of MNPN while the formulation of the project objective does not reference the Park at all. The project objective was very general and does not give a clear framework for the prescribed activities. As such, the objective mentioned in the project document and the one mentioned in the Operations Manual of May 2009 – found in the project document annexes – are very different. The latter is exclusively focused on the park, “Effectively and legally establish Macaya National Park in order to implement in an efficient and sustainable way policies for the conservation of biodiversity, forest and soils throughout the watersheds of the massif”.

The project considers MNPN and its buffer zone as the intervention site, which is extremely ambitious in light of the steps required to generate a positive effect in terms of reducing pressures on park natural resources: address land ownership issues, establish municipal development plans, ensure law enforcement at park level, and develop agricultural activities in the buffer zone. Considering the available budget and implementation time, the project seemed highly ambitious. For instance, an indicator of carbon storage increasing by 5% within the project’s four implementation period was not realistic.

The local communities living in the park are only mentioned once in the description of the activities of Component 2 of the initial project. It is explained that “the activities linked to the improvement of production conditions and the increase of revenues outside of the park, in parallel with community zoning and the participative land-use planning at the municipal level and spatial planning schemes, should attract park residents and motivate them to leave the park of their own accord”. This explicit hypothesis and voluntary movement of communities living in the park was fundamental in order to reach the target of reducing natural resource degradation. However, it is not mentioned anywhere else in the document. There is no precise strategy to attain such a result and this intervention strategy does not come out in the log frame.

#### INITIAL LOG FRAME

The initial matrix does not correspond either to a log frame of a successful project, one that is explicit and simple to grasp. For this to occur, the log frame should have been constructed based on the following logic:

*Finality/Objective => Component => Awaited outcomes => Outputs contributing to the outcome => Activities contributing to the outputs => SMART indicators and targets to track outputs, outcomes and objectives*

Some indicators of the output table are not SMART (Specific, Measurable, Achievable, Realistic, Time-bound, see Annex 9). For instance, Sustainable Forest and Land Management practices were to be applied in 70% of the zone, which is difficult to measure as the buffer zone was not previously defined. There are also numerous confusions between the nature of an indicator and of an output in the project results table.

The table of Section 1.A of the CEO Endorsement Request does not cite the outcomes of each component and the formulation of the expected outcomes is not always clear (e.g. “Watershed planning tools developed, including hydrological information and models, and land use”).

## RISK ANALYSIS

The risk analysis is very general and incomplete. For instance, the lack of a functional land system, which is a major risk for the implementation and sustainability of the interventions, is not mentioned in the risks table. Political instability was identified as a low potential risk and one of its direct consequences – staff turnover in the implementing agency – was not considered. Additionally, mitigation measures proposed were inadequate and the risk level categorization absent for a few. Considering the Haitian context, this project probably should have been identified as a project with high political, social and climatic risk.

**The operational consequences of the shortcomings identified in the initial project document are the following :**

- The concise risk analysis did not allow the project to anticipate a strategic action plan in case of major natural disaster (e.g. earthquake, hurricane) nor to predefine a strategic action plan in the face of emergencies (direct funding/actions towards emergency humanitarian aid and pre-identified basic infrastructure reconstruction such as cisterns, water and waste networks, schools and dispensaries).
- The concise risk analysis did not allow to anticipate the implementation and governance stakes of the project with local municipalities and populations and in terms of project management staff turnover
- The intervention strategy of the project consisted in investing in the buffer zone of the park and to monitor the inside of the Park based on an explicit hypothesis (voluntary displacement of communities from inside the park to the buffer zone due to the project benefits); however, the project probably did not have the means of its ambitions and did not gain the backing of the Park inhabitants. In particular, park inhabitants did not agree with the project, deemed it repressive and not benefiting them in any way. As such, the populations living within the park boundaries did not endorse the project.
- The weakness of the indicators (not SMART) and the lack of a baseline value for a number of them was a major setback for the evaluation of the outcomes and impact of the project.
- The project did not implement the totality of its planned activities, despite these guaranteeing the cohesiveness of the project.

## 3.2 INCOMPLETE ENVIRONMENTAL AND SOCIAL IMPACT STUDIES

An important risk was taken by this project as there was no in depth analysis of the potential social and environmental impacts during the project development nor implementation phases. For reasons unclear to the evaluation team, the impact assessment submitted in April 2015 was validated despite unfavorable comments from the project manager at the IDB.

As such, the environmental and social risks were not identified in an adequate manner, and consequently, compensation measures were not identified. For instance, a major environmental risk linked to the interventions of Project Macaya – as identified by the evaluation team – was the road rehabilitation impact on the exploitation of the park's natural resources. A mandatory mitigation action would have been to create truck check-points at strategic junctures.

Furthermore, it is important to note that there were no scientific studies undertaken on the impact of harvesting wild *Pinus occidentalis* seedlings to transplant in reforestation areas of the project. Indeed, tens of thousands of wild seedling were dug up in the park with no monitoring of potential impacts. This is despite the fact that such harvesting is most likely altered the natural regeneration of pine forests in the park. It is important to note that wild seedlings were often harvested from watersheds where only a few mature trees are left. An alternative to harvesting in the wild would have been to encourage training stakeholders in seed collection of *Pinus occidentalis* and setting up nurseries.

On a social level, the main risk which should have been identified was the risk of conflict between the project and local communities living in both the park and buffer zone if they were not sufficiently involved



in the project (see Part III Section 3.4) This led to the deterioration of certain material investments, such as the boundary markers, the nurseries and conifer plantations in the park, and ultimately threatened the sustainability of project investments.

### 3.3 WEAKNESSES IN PROJECT GOVERNANCE

It is important to note that all national and local institutions associated with project management are limited in terms of human, technical and financial capacity. Stakeholders therefore perceive Project Macaya as a potential source of logistical and financial means to carry out activities, even if they are not linked to Project Macaya, which creates a significant social and institutional pressure on the Macaya PMU.

#### 1. STEERING COMMITTEE:

The steering committee seems to not have been efficiently used as a platform for discussion and decision-making for difficulties which arose at all levels (including project management), nor for identifying and choosing solutions. No progress reports – or any other documentation submitted to the evaluation team – mentions the decisions taken during the Steering Committee meetings and the actions planned/implemented to carry out these decisions. There was no systematic capitalization of the decisions taken. The distribution after each meeting of an actionable plan to all members of the Steering Committee would have been a useful tool to encourage an active participation of its members; it would have also helped to develop a sense of ownership of the project by the stakeholders. The conclusions from the discussions of the Steering Committee are also poorly reported in annual and quarterly progress reports, notably during the second implementation phase period (2016-2017). Indeed, the quality of the sections describing decisions taken by the steering committee is of variable quality during the implementation period, but is usually very short.

During the Steering Committee meetings, in addition to the questions/answer sessions (between the members and coordinator), it would have been beneficial to organize targeted debates on specific difficulties encountered – previously chosen by the coordination team – in order to assess the committees opinions and have a more participatory decision-making process.

#### 2. IMPLEMENTING AGENCY AGENCY

The line manager of the Macaya PMU coordinator is the Minister of the Environment, notably as the MoE signed the grant agreements and that at time of signing, ANAP was not officially created. Particularly, contract signings and payment orders for sums over USD 20,000 were directly signed by the Minister. As such, ANAP was not generally consulted on expenditures. The availability of the Minister to sign contracts and payment orders being limited, the lack of signing proxy was part of the reason there were so many contract and payment delays. Additionally, the PMU team had to travel to Port-au-Prince to get documents signed.

ANAP limited itself to the technical supervision of the project. However, it did not participate in the recruitment of technical experts. The involvement of the ANAP in the implementation of Project Macaya limited itself to monitoring trips, where it met with the PMU at Camp Perrin and other stakeholders on the field. Only quarterly reports of late 2015 and early 2016 mention which activities ANAP took part in. As such, between July 2015 and June 2016, ANAP participated in the following activities: i) selection of a new coordinator; ii) monitoring of implementing stakeholders ; iii) revision of CSE deployment strategies with the DISE and the IDB ; and iv) the development of the Operation Manual.

It seems that the communication between the CSE and the MoE, including the supervision supplied by ANAP, stayed relatively poor during the entirety of the project's duration (5 years) (apart from the DISE training and the DISE participation to CSE agent training).

### 3. IMPLEMENTATION AGENCY

The GEF Tracking Tools were produced by the IDB at the Mid-Project Review (MPR). The Project Implementation Reports (PIR) were produced. The GEF never gave any feedback on annual progress reports or on the MPR submitted by the IDB.

The IDB permanently mobilized an international consultant to follow the program and ensured close monitoring of progress (supervisory trips to the field, training of technical and administrative teams). Despite this supervision, the project was not able to maintain a clear implementation strategy. The initial strategy defined in the project document become vaguer with staff turnover and the various political orientations of the multiple Ministers. A fundamental role of the implementation agency is to ensure that all decisions concerning project implementation are taken in consideration of the how activities will help achieve the overall objective and priorities previously defined. Considering the constant turnover, the project outcomes and lack of implementation of certain activities identified as high priority, it seems that the IDB supervisory efforts were focused on proper administrative and financial management (relative to the risk caused by team changes), to the detriment of close technical supervision.

Finally, the PMU was not sufficiently guided in the collection and analysis of data for the monitoring of indicators of the project outcome matrix. The outcome matrix is a tool which at first glance can be very complicated to understand and use. A document outlining the monitoring and collection of data for the PMU and updated throughout the project duration would have been beneficial, especially considering the team turnover. Additionally, the indicators which were part of it were mostly limited to the quantification of deliverables and outputs rather than to the benefits of the project (see Part II Section 3.4). As such, the results and awaited impacts were not monitored.

The evaluation team was nevertheless able to observe that, since 2015, there was closer supervision. Field visits by the IDB team were more regular and communication between the IDB and the PMU easier. Additionally, the IDB, despite the changing teams and unexpected events (such as the hurricane), showed flexibility in terms of adapting the park activities to the realities of the field.

### 4. PMU

The progress reports clearly show that the five successive PMU teams suffered many problems during the implementation of the project. Among these, the difficulty to lead a project efficiently without fully understanding its background, difficult relations with local communities frustrated by the slow pace of progress, the vastness of the target area, seasonal access difficulties to sites, and extreme weather events can be cite as having had negative impacts on both the project as well as local communities' living conditions. Despite these difficulties, all the PMUs strived to ensure the project's success, which allowed to partially complete the planned activities.

A management strong point was the flexibility in its implementation in order to adapt to new field conditions and correct the inefficiency of certain activities. Indeed, multiple PMU and CSE restructuration were made according to project results or recommendations made to increase their efficacy. Similarly, implementation stakeholder activities were adjusted many times to try to adapt to changing local priorities.

The main implementation problem of Project Macaya was the constant change in management. These changes had the following consequences on the progress of the project

- Each change led to a slow-down in project activities before the new PMU team became familiar with the project and became operational. The entirety of the project was marked by slow administrative processes.
- With each new minister came a new political and environmental strategy which questioned the utility of the project, and led to additional procedural hindrances.
- The relationships between project coordinators, implementing stakeholders, and government officials had to be rebuilt each time.
- The conditions under which team turnovers occurred did not favor efficient knowledge transfer. This led to a loss of project information data, loss of strategic approach and institutional knowledge, all





of which are necessary for a cohesive and efficient implementation. As such, activities tended to be viewed independently rather than as a whole.

- There were **several payment backlogs to service providers and implementation stakeholders** which led to delays in the initial schedule and therefore prevented to achieve expected outcomes in the allotted time (see Part III Section 1.1). A significant consequence of these delays was the loss of local community trust in the project and its partners. Indeed, the partners committed themselves based on the original schedule, but could not respect it due to payment delays. Consequently, the relationship between communities and implementing stakeholders deteriorated. In addition, the project being suspended for half of 2017 delayed the construction of Castillon school. Students therefore attended class under a tent for an additional five months. Finally, the delays also led to economic loss. For instance, seedling perished as they were kept too long in the nurseries.
- During the evaluation mission, all implementing stakeholders also highlighted the lack of communication from the PMU, who rarely visited the site, rarely contacted them or provided them answers when engaged.
- The follow-up of field activities and **technical support** was sporadic.

It is important to note that for the problems listed above, it is difficult to differentiate what results solely from the team changes from what was also caused by poor management. It seems clear though that a common weakness to most PMU teams was a reduced field presence. It was also noted at the MPR that the communities identified the implementing stakeholders as the financers of the activities. This was not as clear during the evaluation mission as the implementation stakeholders had since strived to clarify the funding sources. Still, it seems that **the PMU was not recognizable on the field**. There was also a lack of vulgarization of the project by the partners or signalization to explain the origin of the activities and financing (e.g. lack of explanatory panels, no PMU branding on infrastructure).

A major reason cited as why implementation partners were unable to properly inform the local populations of the project intervention logic and upcoming activities was the insufficient communication between the PMU and partners. **Project communication** was clearly a weakness throughout the entire project. In December 2015, there was still no communication strategy for the PMU. This increased the mistrust of local communities who were unaware of the scheduling or difficulties encountered (Semi-annual report 2015 – 1). As such the first communication plan for September 2016 to December 2017 was presented to the team in September 2016<sup>5</sup>. The project website and Facebook page were only created at the end of 2016, within the framework of said strategy. A new communications plan has been proposed for 2018.

### Procurement and contracting

The procurement process was slow throughout the implementation period, and this is partly due to the PMU changes as well as to the fact that ministerial approval was needed at each step. Apart from these delays, the evaluation team did not identify any specific problems relating to procurement. A general comment is that concerning the consistent delays in deliverable submission, the selection of institutions by direct agreement may not be the most appropriate.

At the start of the project, the processes of contracting and payment were not always adequate. Payments were based on the submission of progress reports rather than on the monitoring of the outcomes and their quality. Equally, the number of payment installments for larger contracts were at times insufficient (e.g. two installments for the CIAT agreement), which represented a significant financial risk. These weakness were identified early on and subsequently corrected for the most part. For instance, the payments for the second contracts of the three implementing stakeholders in agroforestry were proposed on the basis of the results seen in the field by the PMU.

<sup>5</sup> The following reports no longer mention the aforementioned strategy. We therefore cannot comment on the implementation of the strategy.

## Financial Management

At several points during 2015 and 2017, the BID challenged payments – for a total of USD 26,465 as of April 27, 2018 – as they were not justified or did not correspond to project activities.

Delayed payments were common throughout the project (up to four months). As mentioned previously, there was a lack of communication on the payment processes which impacted partner relationships, partner efficacy and relationships with local communities. However, this is mainly due to the team turnovers and the delays between these changes.

A major difficulty of this project was that it was the only large-scale project of the Ministry of Environment. The team was therefore pressured to use their budget on activities that were not initially planned but became high priority with governmental changes.

The IDB accepted some expenditures linked to these unplanned activities that were not part of the project (e.g. inauguration of the genetic center for USD 19,000 in November 2017). The manager was forced to travel to and from the capital often in order to obtain the signature of the Minister which led to significant delays.

Every audit detected some anomalies (usually two or three) regarding unjustified spending or over budget spending not validated by the IDB. The amounts vary from a few thousands of dollars up to 100,000. For instance, the 2014 audit report brings up over-budget spending and unjustified spending in the project management expenditures (e.g. per diem, fuel subsidy). It must be noted that there were suspicions of overcharging at several stages of the project. A project management manual was developed in March 2015, yet the 2015 and 2016 audits found that they were not systematically applied; other cases of over-spending and unjustified spending were still found.

Throughout the entire project duration, a response system to the audit recommendations lacked. Many recommendations were carried over from one audit to the next. As such, it can be concluded that the benefits of the audits in terms of strengthening the financial management were negligible.

## Administrative and financial closure of the GEF project

According to the 2017 audit, there were financial closure issues for the GEF project as some of the spending challenged by the IDB were still unjustified. The financial planning issue was one highlighted in audit reports and led to the inability to identify over-spending in due time.

Most of the challenged expenditures are from 2017 (USD 4,328 in 2014, USD 5,694 in 2015, USD 1,536 in 2016 and USD 14,604 in 2017). This can be interpreted a number of ways: i) an increase in IDB vigilance in terms of budget management control; or ii) a deterioration of the financial management and planning by the PMU in 2017.

## Monitoring and Evaluation

The semi-annual reports do not measure progress based on expected outcomes for each component nor for general objectives.

No monitoring system for project indicators (results framework) was set up. Furthermore, the annual progress reports (PIRs) do not contain any figures or tables outlining the progress towards project goals. There was no follow-up on the effects of the field activities and their contribution towards the project objective: reducing pressure on the park's natural resources. This objective was sidelined by the various PMU teams in favor of day-to-day scheduling of the activities. The lack of a general monitoring system of project outcomes prevented the application of an adaptive management strategy. Such a system would have allowed to quickly determine the lack of impact of certain activities on the overexploitation of resources, and subsequently, led to amendments to the implementation strategy.

The indicators of the new results framework of 2016 were mainly activity indicators rather than outcome indicators. This probably contributed to the fact that the activities were carried out independently from one another rather than as a cohesive whole to achieve an objective. Additionally, some of the indicators did not fit the SMART criteria; for instance, the first indicator, "10% increase of farmers' average net revenue" could not be calculated based on the formula provide: "Revenue = (value of the harvest +





value of livestock) – inputs” as it refers to a monetary value rather than a proportion. The baseline revenue and sample were not defined either.

The monitoring seems to have been limited to verifying that the activities were completed as described in the deliverables list (without questioning their quality). For instance, planting activities do not include monitoring of the seedlings survival rate. Rather, the monitoring carried out by Macaya PMU consisted in measuring how many seedlings – wild *Pinus occidentalis* or fruit trees – had been planted. Furthermore, at times over six months went by without any visits by the PMU.

As such the monitoring carried out only rarely led to technical discussions about the ongoing and completed activities. This is despite being important both in terms of creating strong relationships with partners, to continuously improve the quality of interventions, and to ensure that the project as a whole is progressing in a cohesive and timely manner. The monitoring visits by the PMU would have had many positive impacts on the activities if they had been carried out regularly, and used to discuss the difficulties encountered and to provide constructive feedback to the implementation stakeholders.

Awareness activities by the Environmental Directorates of the Southern and Grande Anse departments were also poorly monitored. For instance, there was no activity reports to account for the funding. The only monitoring activity was limited to the inspection of spending receipts, and at times, only after receiving the audit reports. A synchronization of all of the communication activities and a closer partnership between the departmental directorates would have been beneficial in order to increase the sense of project ownership at the local level. It would also have helped promote the maintenance and continuation of intervention post-project.

## 5- CONSTANT PROJECT TEAM TURN-OVERS

The staff changes led to ruptures in project management multiple times. For instance, there was no fully operational coordination team between June and October 2017. Simultaneously, all contractual CSE agents were suspended between September 2017 and March 2018. The reason given for this was the need for the new PMU to evaluate contractual agents. Consequently, all activities of the CSE were suspended as there was not enough staff to ensure them.

Most coordination changes were due to governmental change apart from one which was decided following the IDB fiduciary missions of December 2014 and January 2015. The IDB noticed an alarming shortcoming in financial management which prompted the firing of the project coordinator and the resignation of other team members. The project remained leaderless for three months. New administrative, financial and procurement executives and a communications specialist were hired in June 2015. Other personnel changes were mainly resignations for various reasons which could not be clearly identified, but directly influenced by political changes.

It is important to note that during the execution of the project, there were also Project Macaya personnel changes at the IDB - three long-term project supervisors and a three-month acting supervisor. However, the Macaya project team leader at the IDB remained the same during the entirety of the project.

## 3.4 LIMITED PROJECT INVESTMENTS WITHIN PARK BOUNDARIES

### INVESTMENT IN THE PARK

Most investment in the park were concentrated in the buffer zone. Within the park, the main investments were the following:

- Park boundaries demarcation;
- CSE agent activities (even if a large portion of their work is carried out in the buffer zone);
- Infrastructure at Haut-Formond (park-related and a school);



- Reforestation (*Pinus occidentalis*) at Haut Formond, Grand Plaine, Les Anglais and Camp-Perrin (to note : these activities were within park boundaries, though not at its heart);
- Some ORE agroforestry activities at Haut Formond for its first contract;
- The animation work at Haut Formond;
- The mapping and other research activities (carbon, scientific); and
- Some awareness and communication activities.

These activities correspond to a small part of the total project budget. As such, the priority status given to the buffer zone activities (agroforestry, community infrastructure and road restoration) is seen in terms of the budget allocated to these. For a project which had a conservation objective within park boundaries, this small budgetary proportion directly invested into the park seems rather weak to the evaluation team.

## SHORTCOMINGS

The following elements illustrate the poor commitment of the project in the park:

- There is no infrastructure allowing CSE agents to ensure park supervision, which is difficult to understand vis-à-vis the project's objectives. In March 2018, none of the nine cabins had been built.
- The CSE had been non-operational for over six months at the time of the evaluation. Even though during the implementation of the project, measures were put into place to improve the efficacy of the CES (ex: annual evaluations, development of a new operational strategy, change of inspectors), all project stakeholders agree that the CSE does not fulfil its supervisory role in the Park.
- The MNPN infrastructure at Formond (administrative building and hut for the technical team and CSE members) were badly damaged by Hurricane Matthew in October 2016. Eighteen months after the passage of the hurricane, the repairs to these two building are still not concretely planned. This is despite these building having been earmarked as the "showcase" or "entry door" of MNPN.
- Park demarcation is still not finished – the entire "Grande Colline" area is still to finish.
- Activities linked to land registry and land disputes identified in the initial project document were abandoned.
- The project did not work on the drivers of natural resource deterioration in the Park. No significant activity was developed with the farms in the park, notably to limit the impacts of their activities. Similarly, no meaningful work was initiated with people exploiting biomass (e.g. timber, charcoal, fuelwood...). The only activities were law enforcement by the CSE. Information and assistance were poor in the park.
- Apart from Formond and Grande Plaine, it seems that the various PMU members barely visited the park. As such, their knowledge of the social, environmental and economic dynamics in the park was not increased. The absence of infrastructure in the park (i.e. cabins) was obviously a huge hindrance for teams to access the park.
- The forging of links between the park and various local authorities was not systematic nor institutionalized in order to aid law enforcement in the park.
- Apart from the vegetation map, there is currently no consolidated and up-to-date database that allows to characterize MNPN. The following shortcomings can be cited:
  - A finalized map of the different access roads to MNPN from the buffer zone;
  - A map of pedestrian paths in the park, with estimated times (no path is geo-referenced);
  - A map or precise data on the communities living in MNPN (permanent habitat, temporary habitat, number of people per habitat, age groups and main activities);
  - A map of private and State-owned properties inside the park, and the comparison between legal land tenure and local land tenure in the park;
  - An economic and structural analysis of the industries identified as destroying natural resources in the park (notably charcoal production, plank making, and other wood-derived products);



- An agricultural diagnostic of the different agricultural and cultivation systems existing in the park in order to understand the dynamics favoring free-ranging and row-cropping.
- No sustainable income-generating activity was developed in the park.

### LITTLE ENGAGEMENT WITH PARK INHABITANTS

Finally, it seems communities living in the park were not involved in the project. This is explained by the intervention strategy of the project which prioritized improving the living conditions in the buffer zone to encourage people living in the park to migrate to this area. However, having an activity which communicated this objective to communities living in the park would have been pertinent. A complementary activity would have been to identify the levers which would have facilitated the move for those expressing interest in doing so.

A significant reason for the lack of positive impact of the project on the natural resource deterioration in the park is the absence of community participation in the decision-making process. The vandalism seen on the material investments of the project (e.g. boundary markers, seedling) prove this point.

## 3.5 PLANNED AND ACTUAL EXPENDITURES

According to the data available at the IDB and the PMU on project expenditure, many delays were observed during activity implementation. Most service contracts included an advance in order to take into account these delays and changed. The CIAT contract, for example, should have been completed in less than two years (2014-2015) and almost four years later, it still is not finalized. Project spending by funding and output are presented in Annex 6: “Annexe financière du Projet Macaya”.

The main differences observed between the planned and actual spending are the following:

- The entirety of the GEF/HRF combined budgets should have been spent by end 2017. However, most outputs are still being produced (apart from the Management Plan and impact study) and there are still USD 5 million to spend in 2018/2019.
- Switching to the buffer zone as the main priority area is visible in the budget. There was a significant increase in the budget allocated to Output 2.1. The initial budget was USD 996,000 between 2014-2015 while the actual budgeted is of USD 3.6 million for the 2014-2019 timeframe. Output 2.1 has therefore become a major element of the project.
- There were some significant delays with the demarcation initially planned as a high priority activity for 2014-2015. It is still not completed and for which the budget has doubled in respect to the one initially planned.
- There were significant delays in the carbon emission measurements. These measurements were to be taken annually from 2013 to 2015 included. They were mainly undertaken in 2016.
- USD 186,503 of GEF funding was not spent and therefore returned.

Financial planning was revisited annually. Nevertheless, there were still major discrepancies between the planned and actual spending. This shows the true weakness of the project in the financial planning. This was also seen multiple times in the audit reports.

## 3.6 LACK OF INVOLVEMENT BY STAKEHOLDERS

Efforts were made to promote the implementation stakeholders – FMD, FNGA, FMDL – into strategic partners, thanks to, for example, their participation in the steering committee. However, these efforts still seem insufficient and the participation in project approach lacking.

Project actions undertaken with the local communities can be categorized as:

- Environmental awareness, in terms of information and education;



- HILF projects, notably for reforestation activities, gully stabilization activities, and the construction of reservoirs along the Canon-Formond road;
- Income-generating activities in agroforestry and market gardening, and
- Development activities: construction of impluviums and repairing schools.

The participation of local communities in the decision-making process was very limited throughout the project. Indeed, a participative approach was only adopted for the selection of field activities, specifically when choosing high priority rehabilitation activities as well as agroforestry and market gardening activities. In addition, it is important to note that activities chosen through a participatory approach included almost exclusively communities living in the buffer zone.

The development of the MNPN Management Plan would have benefited from a participatory approach with local communities in order to develop a sense of ownership in the local communities. Local communities were not involved in this process.

Two significant community participations in the decision-making process were initially planned: i) the development of a participatory land-use strategy for the ten municipalities bordering the park, and ii) a co-management plan between the local communities and local NGOs for the conservation and management of the park. Neither of these two activities were undertaken.

## 3.7 LACK OF CONSIDERATION OF RECOMMENDATIONS AND PAST EXPERIENCE

In Part 1 Section E of the CEO Endorsement Document, it is stated for Component 2 that : “planning of these activities must be carefully adjusted to component 1 and 3 to avoid previous mistakes where revenue-generating activities have been totally disconnected from strengthening of local land use planning, zoning and land use regulation. For instance, activities of component 2 should not begin prior to the first agreements on communal land use and planning”. However, this exact thing happened during the implementation of the project, which is one of the evaluation team’s major criticism of Project Macaya. Similarly, a 2008 document written by Ronald Toussaint detailing the lessons learned in past projects and the associated recommendations strongly suggested to “create enabling conditions by establishing legal and institutional bases for the functioning of the Park” and “include the Park in a land-use planning process with local authorities in conservation and development”. However, it seems that activities linked to local governance were deprioritized over the project implementation.

There was no feedback system put in place for the different implementation phases. This includes for the steering committee, audit and the MPR. A large number of pertinent recommendations were made in the MPR submitted in May 2015. Unfortunately, it is difficult to evaluate how these recommendations were taken into account as no feedback or updated action plan was developed by the PMU with support from the IDB to address these recommendations. It is possible that certain efforts to address these recommendations were made, but they have not resulted in anything tangible. As such, many recommendations made during the MPR were identified as high priority by the evaluation team and are reiterated in Part IV Section 3. The main recommendations from the MPR which were not addressed – of which many were identified as high priority by the evaluation team – are:

- Steering committees, while being platforms where to present activities, must also allow for strategic thinking.
- Create an efficient monitoring system for the project, creating a sense of ownership of the indicators, and build simple, easy-to-use tracking tools.
- Geo-reference the different material investments and make maps.
- Before work is undertaken on the Canon-Formond road, ensure the existence and proper functioning of check-points.



- Clarify the intervention strategy: there is a need to share mandates between the MoE (Park Management), the Ministry of Agriculture (MARNDR; Development of the buffer zone) as there is too much dispersion of the interventions and the PMU team is too far from the buffer zone population.
- Increase the participation of the ANAP and the Ministry of Agriculture

The evaluation team did note that for technical actions were halted after the MPR as it was recommended to redirect the project approach. The new project structure and monitoring system are products of this readjustment period.

## 3.8 POOR TRACKING OF GENDER

There is no indicator which provides information on gender impacts in the initial project document. The same can be said for the matrix used since 2016 by the IDB to monitor Project Macaya. As such, the data available regarding the participation of women in training and awareness sessions are poor and sporadic.

ORE is the only organization to have systematically monitored the participation of women in its activities. As such, for 1,855 people formed during the first phase of the contract, there were 27.7% women. During the second phase, for 140 trained in market gardening, there were 81% women, while 11% of the 74 trained in improved yam cultivation were women. Generally speaking, women participation seems relatively low (under 40%) apart from market garden activities.

# 4. TERMINAL EVALUATION OF PROJECT MACAYA

In accordance with the GEF guidelines<sup>6</sup>, the terminal evaluation of the project outcomes are based on the following criteria: relevance, effectiveness, efficiency, progress to impact and sustainability.

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## 4.1 RELEVANCE

Measuring the relevance of the project consists in evaluating if the outcomes of the project are in line with the GEF focal areas and operational program strategies, the country priorities and the mandate of the implementation agency. The relevance is also evaluated in terms of how well the project was designed in order to obtain the expected outcomes (see Part III Section 3.1).

### CONGRUENCE WITH THE GEF FOCAL AREAS

The project was developed in 2008 at the time of GEF-4, but the tracking tools were developed a posteriori in 2015 based on the GEF-5 guidelines. As such, the strategic objectives of GEF cited below correspond to GEF-5, but are transposable to GEF-6. The project fits with the following objectives:

- LD-1 Agricultural and pastoral systems: Maintain or improve flows of agro-ecosystem services to sustain livelihoods of local communities
- LD-2: Forest landscapes: Generate sustainable flows of forest ecosystem services in arid zones, including sustaining livelihoods of forest-dependent people

This project can be considered a multi-focus project as it also falls under the focal area of sustainable forest management and contributes to the following two objectives:

- SLM-1: Reduce pressures on forest resources and generate flows of forest ecosystem services.

<sup>6</sup> GEF, April 2017. Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects.

- SLM-2: Strengthen the enabling environment to reduce greenhouse gas emissions from deforestation and forest degradation and enhance carbon sinks from LULUCF activities.

## CONGRUENCE WITH NATIONAL PRIORITIES

Project Macaya is in line with the Environmental National Action Plan (PNAE – *Plan National d'Action Environnementale*), the National Adaptation Action Plan (PANA - *Plan d'Action National d'Adaptation* – 2006), the Strategic Planning Document for Poverty Reduction (2007), the National Action Program to Combat Desertification (PAN-LCD - *Programme d'Action National pour la lutte contre la Désertification* – 2009) and the National Risk and Disasters Management Plan (2001), as seen in the CEO endorsement request (see section 2.B of the CEO endorsement request).

Project Macaya is also part of the first major project of the Haiti Strategic Development Plan (2012), notably falling under the following programs:

- Program 1.1 “Land-Use Planning and Development”; sub-program 1.1.4 « Elaborate and implement rural development plans » which includes the project “implementation a rural development plan blueprint in an area yet to be defined in each of the 41 target areas: Les Abricots, Corail and Pestel in Grande-Anse, L'Asile, Arnaud, Barradères, Grand Boucan and Petit-Trou-de-Nippes in the Nippes, Chardonnières and Port-à-Piment in the South”.
- Program 1.2 “Manage the environment” ; sub-program 1.2.1 “protect and secure the environment” which includes the following projects “implementation of emergency measures targeting the protection and security of the environment” and “environmental awareness and education”; sub-program 1.2.2 “Put into place a protected areas network” which includes the project “strengthen the protection of Haiti’s large natural parks: the Pine Forest, Mount Macaya and Parc de la Visite”
- Program 1.3 “Protect the watersheds”, sub-program 1.3.1 “development of the hills overlooking Beaumont and Roseaux, and the development of the Chardonnières and Côteau watersheds”.

Project Macaya contributes to achieve the following strategic objectives of the National Action Program to Combat Desertification, revised in 2015:

- Strategic objective 1: “Improve the living conditions of affected populations” – Expected result 1.1. “Population of areas affected by desertification/land degradation and drought have an improved and diversified livelihood and generate revenue from sustainable land use.”
- Strategic objective 2: “Improve the state of ecosystems” - Expected result 2.1 “Land productivity and the goods and services obtained from ecosystems of affected areas are sustainably improved, which contributes to the development of livelihoods”
- Strategic objective 3: “Generate overall benefits of effective implementation of the Convention” – Expected result 3.1. “Sustainable land management and combatting desertification/land degradation contributes to the preservation of biodiversity and sustainable use of natural resources as well as mitigation of climate change.”

## CONGRUENCE WITH IDB OBJECTIVES

Project Macaya fits within the framework of the second transversal axis of the IDB which aims to address “Climate Change and Environmental Sustainability”. Project Macaya is part of the IDB Biodiversity and Ecosystem Services Program in Latin America and the Caribbean, which has four main action axes. The activities of Project Macaya fit mainly under the second action axis: “Protect high priority regional ecosystems”. The IDB land project implemented in collaboration with CIAT – and to a lesser extent, with Project Macaya – addresses action axis 3: “Support effective environmental governance and policy”.





## 4.2 EFFECTIVENESS

Effectiveness of the project consists in evaluating whether the actual project outcomes are commensurate with the expected ones.

The new Project Macaya outcome matrix was developed in 2016, but the expected outcomes remain unclear and include the entirety of Project Macaya which is not yet finished. The evaluation team therefore chose to simultaneously present the current progress of the project compared to both the initial GEF results framework and the new IDB one. The expected project outputs are defined as initially presented and their levels of completion listed below:

*Table 5 : Level of achievement of Project Macaya results based on the initial expected outcomes*

Component/Outcome	Level of achievement
<b>Component 1. Institutional and local governance strengthening</b>	
Outcome 1.1 7,500 ha under SLFM in upper watershed Macaya Park	Not achieved
Outcome 1.2 A viable governance mechanism in place to address integrated watershed priorities through participatory processes.	Not achieved
Outcome 1.3 Watershed planning tools developed, including hydrological information and models, and land use	Not achieved
<b>Component 2. Adoption of Sustainable Land and Forest Management technologies</b>	
Outcome 2.1 At least 70% of land in the area of influence of Macaya Park under SLFM.	Partially achieved
Outcome 2.2 5% increase in carbon stock (t CO <sub>2</sub> e) by the end of the project.	Not achieved
Outcome 2.3 250,000 t CO <sub>2</sub> e total project contribution to carbon sequestration and avoided GHG emissions in 2035	Not achieved
<b>Component 3. Strengthening of local land tenure framework</b>	
Outcome 3.1 Park limits are legally established, clear of land disputes and at least 80% of park boundaries physically demarcated.	Partially achieved
<b>Component 4. Land-use greenhouse gas emission and carbon stock monitoring</b>	
Outcome 4.1 Country has the technical capacity and equipment required to conduct and replicate land use, GHG emission and carbon stock monitoring.	Partially achieved

In the new results framework developed in 2016, the expected results are not identified. However, the evaluation team deduced them based on the indicators and impact targets of the components. They are compiled in the table below.

*Table 6 : Level of achievement of Project Macaya results based on the outcome matrix developed in 2016*

Impact/ Component/Outcome	Level of achievement
Impact 1. 10% increase farmers' median agricultural net income	N/A
Impact 2.A 5% increase carbon stock in the buffer zone of the Park	Partially achieved
Impact 2.B 2% increase carbon stock in the Park	Not achieved
<b>Component 1. Local governance strengthening</b>	
Outcome 1.1 22 visitors' permits given	Partially achieved
Outcome 1.2 9 research permits given	Partially achieved
<b>Composante 2. Acquire for the country technological capacity and equipment to conduct carbon stock and Green House Gases emissions monitoring</b>	
Outcome 2.1 Established and operational carbon and greenhouse gas emissions monitoring system	Partially achieved

Impact/ Component/Outcome	Level of achievement
<b>Component 3. Additional areas with permanent biomass cover in the buffer zone</b>	
Outcome 3.1 an additional 4,948 ha with permanent biomass cover in the buffer zone	Partially achieved
<b>Component 4. Improve water and sediment containment in selected gullies of the upper watersheds of the Southern part of Haiti</b>	
Outcome 4.1 5,250 m3 total volume of sediments contained in the check-dams	Partially achieved
Outcome 4.2 4,500 m3 total volume of water contained in the water retention tanks	Partially achieved
Outcome 4.3 75 ha of market gardens in gullies	Not achieved

The evaluation team did not find evidence showing a positive impact of the project in terms of achieving the decrease of environmental degradation and erosion of carbon stocks in the upper watersheds of Southern Haiti. The environmental degradation has not decreased and the storage of carbon has not increased significantly. As such, the effectiveness of the project in terms of reaching its initial objectives is not achieved.

## 4.3 EFFICIENCY

The efficiency of the project consists in evaluating its cost-effectiveness in terms of the total investment.

In March 2018, there were still USD 4,273,000 available in the HRF funding (including approx. USD 2,000,000 which are not yet spent). In addition, about USD 256,000 were returned to the GEF. As such, of the USD 12,436,000 budget, approximately USD 7,907,000 were spent at the time of the evaluation. With what was spent, 1,010 people benefited from agroforestry activities. We can therefore consider that there was a positive effect on food security and/or the revenues on those 1,010 households. 715 households now also benefit from a better access to water thanks to the construction of four impluviums. The road (of which only 15% is currently payed for) improves access to Formond for all inhabitants of the area. The roof of a school was repaired and another is currently under construction. Considering the inertia and implementation difficulties encountered by most GEF projects in lesser developed countries, the social benefits obtained with the allocated funding are considerable.

*Table 7 : Summary of the funding spent (combined GEF and HRF) for each output (as of December 31, 2017)*

Output – new framework	Expenditure by output (USD)	Benefits	Cost-Benefit analysis
1.1 Established and functional monitoring system	587,458	No reduction in the degradation of natural resources in the park	Poor
1.2 Completed community infrastructure projects	273,816	Repaired school (roof of the Formond school)	Medium
1.3 Functional park infrastructure (Formond centers / CSE check-points)	945,217	Welcome center and administrative center not currently functional	Good
1.4 Intercommunal plan in the buffer zone created and implemented	0	N/A	N/A
1.5 Environmental education plan developed and implemented	260,336	Environmental education program implemented in 38 schools, impact of campaigns not assessed	Medium
1.6 High priority activities of the management plan implemented	21,471	High priority activities started but yet to be completed	Medium
2.1 Trained farmers and project beneficiaries	2,687,729	1,010 people received crops 715 households have better access to water for domestic usage	Medium
2.2 Environmental and Social Impact Assessment	29,200	Very incomplete impact access with no risk analysis	Poor
2.3 Renovated rural path and basins	622,839	Facilitated access to park and traffic	Medium





Output – new framework	Expenditure by output (USD)	Benefits	Cost-Benefit analysis
2.4 Reinforced private sector in terms of developing strategic industries	0	N/A	N/A
3.1 Physical boundaries of park established	316,426	50% of markers deteriorated and others not yet installed	Poor
3.2 Park land registry established	0	N/A	N/A
3.3 Facilitated scientific missions in Park	277,668	No finished products	Poor
3.4 Management Plan created and implemented	177,221	MP not implemented and already needing an update	Poor
4.1 CO <sub>2</sub> monitoring system established and implemented	144,008	No national monitoring system with a reliable baseline figure	Poor
4.2 Evaluation	132,528	Internal and external evaluations completed, but limited consideration of recommendations	Medium
4.3 Audit	87,769	Audits completed ; limited consideration of recommendations	Medium
4.4 Project management	898,586	Poor management based on observed results	Medium
<b>TOTAL</b>	<b>7,462,272</b>	<b>Cost benefit ratio (weighted)</b>	<b>Medium</b>

As such, the activities completed by the three agroforestry providers – which represented 60% of the budget analyzed in this table – are the only expenditures considered as relevant for the development of the buffer zone. This is based on the analysis of all completed activities and the apparent satisfaction of community members encountered by the evaluation team during the focus groups. Unfortunately, the breakdown by provider is not available so it is impossible to carry out a more refined cost-benefit analysis comparing the investments in agroforestry to those in other activities (e.g. awareness, impluviums, school repairs, construction and repairs of infrastructure) and generated income. However, these activities often lacked clarity in terms of objectives and complementarity. As such, these activities are spread over a large area (“peppering” phenomenon) and are not as visible at the scale of the buffer zone.

The cost-benefit ratio of Canon-Formond rural path rehabilitation is considered as “medium” as the amount invested is significant (USD 2,126,000 planned in total), despite the opportunities that this access route creates for the park in terms of economic development and ecotourism. The natural resource protection benefits and the development of ecotourism are currently inexistent. Actually, there seems to be a risk of increase in natural resource exploitation as now extraction of forest products is easier and no control check-points have been built. Finally, the use of 17% of the total budget of the project to restore the Canon-Formond road seems disproportionate to the final objective of the project (to limit environmental degradation of the park).

Apart from the agroforestry activities and potentially the road if it is used wisely (i.e. to promote the park), all other expected outputs generated mixed, usually unsatisfactory, results (e.g. park infrastructure, management plan). Unfortunately, most of the unfinished outputs were focused on the sustainable management of the park complemented by the activities in the buffer area. This results in the absence of a tangible project impact on the protection of park resources.

The evaluation team would still like to point out that the project context is complex. Protecting the environment all while improving water access in the medium-term in an area of extreme poverty is a major challenge and needs to be taken into account when analyzing the efficiency of the project. Additionally, Hurricane Matthew caused damages which negatively impacted on certain outputs such as the park infrastructure which had already been repaired. The hurricane also brought on important economic losses for the local communities and increased social tensions.

## 4.4 PROGRESS TO IMPACTS

### SOCIO-ECONOMIC BENEFITS

During the focus groups, communities mentioned that the implemented HILF works had a significant positive impact on the project. The construction of weirs by FNGA along 2,600 meters of gullies, for instance, created 156 temporary jobs (3 weeks). As such, at Despagne, beneficiaries mentioned that HILF activities allowed them to pay their children's school fees as well as hire extra farm workers. Still, this was a one-off benefit and does not have any long-term effect for the communities.

Agricultural activities also contributed to an increase in food security and in revenue in associated households. The activities cited as most useful by the surveyed farmers were: i) production of yams in minisets resistant to disease; ii) the association of crops in eco-friendly gardens, allowing the diversification of crops and year-long production; and iii) the introduction of perennial crops (e.g. banana, sugar cane, and yams) as alternatives to seasonal crops. The evaluation team did not meet any of the fodder parcel or greenhouse beneficiaries, but according to FNGA, these activities provide significant income (see Part III Section 1.1). However, the extent of these socio-economic benefits was not measured.

Fruit trees will also be productive in the coming years and contribute to income.

Coffee production activities were also very appreciated by local communities. However, many of the trees were damaged by the hurricane and there was no clear data available regarding the economic benefits generated to date. Implementation stakeholders are planning the distribution of new plants this year.

The Castillon National School and dispensary repairs are important social impacts for the Haut and Bas-Formond communities. The restoration of the road also improves living conditions and offers an opportunity to develop trade.

Other social benefits of the project in the buffer zone are:

- The improvement of transport conditions of all communities living alongside the improved road from Canon onwards;
- The restoration of Castillon National School which increases access to education for children in the area;
- The greenhouse built near the Despagne school, which produced 20kg of tomatoes and 6.7 kg of spinach in 2015 which was used at the school cafeteria;
- The construction of impluviums, which will improve access to water for Bonel, Duriz, Castillon and Cèdre.

### ENVIRONMENTAL BENEFITS

Environmental benefits resulting from pine plantations are not yet visible as their growth is slow and they are still saplings. Still, approximately 650,000 pines were planted. If they survive, they will store carbon dioxide, help avoid soil erosion and create habitat for other species living in the Park.

Despite the lack of monitoring of biomass in the buffer zone, the 200,000 fruit trees planted will help avoid soil erosion, enrich the soils and significantly contribute to carbon storage when they reach maturity.

There are no positive impacts of the project activities on the reduction of natural resource deterioration by local communities at this time.

The environmental education structures, such as the Nature House, will allow to organize awareness projects in the long-run. It is expected that these activities will have medium or long-term positive impacts on the natural resources of the buffer zone and MNNP.



## 4.5 SUSTAINABILITY

### FINANCIAL SUSTAINABILITY

#### Agropastoral activities:

The financial sustainability of the field activities is variable. According to the evaluation team's field visit and discussions with partners, the beneficiaries of the market garden activities led by ORE received inputs for a single season and continued to use the acquired techniques over the following seasons. They now buy seeds in bulk. For agroforestry, shade coffee techniques and yam minisets should be low maintenance. The evaluation team did not identify any particular risk in the long-term for either of these two activities.

#### Hydraulic and agricultural infrastructure:

The sustainability of hydraulic infrastructure if damaged is more uncertain. The fees paid by the communities for water access are very low and will probably not allow to secure a large enough maintenance fund to repair the impluviums if damage were to occur.

The school and community association greenhouses were damaged by the hurricane in late 2016. The beneficiaries did not have the financial capacity to repair the greenhouse structure and purchase new tarpaulin. The project therefore had to pay for the repairs, and because of the delays in implementation, some of the greenhouses were still not repaired at the time of the evaluation (March 2018). The financial capacity of the beneficiaries will most likely be too small to pay for future repairs. A hurricane passing after the project will probably end this particular activity.

#### Park Management Team:

In terms of the MoE, the ANAP does not have the financial capacity to keep the PMU once the project is completed. The PMU staff includes ten employees based at Camp Perrin (not including the field animators) and the CSE. If the ANAP were able to nominate a Park Director, it must be noted that the current project coordinator salary is much higher than the official national civil servant pay scale for the role of park director. When the project ends, it is likely that the trained personnel working at the PMU will not continue working for MNHP.

#### The CSE :

The BSAP, which supervises the CSE, also has a limited budget. Only ten of the 62 agents are currently civil servants. In the current state of things, it will not be possible for the BSAP to transfer all the contractual agents to civil servant agents at the end of the project. A potential option to compensate the understaffing of the CSE would be to maintain the Ecological Aid Groups (EAG) which were set up by the FMD in collaboration with mayoral offices. However, this also depends on the funding that FMD will receive post-project.

#### The demarcation:

According to CIAT, 50% of the boundary markers from the first section of the park have been vandalized by community members. At the moment, the replacement of these markers is not formally planned.

#### Management Plan:

There are currently no government funds available for the implementation of MNHP Management Plan.



## SOCIO-ECONOMIC SUSTAINABILITY

### Park investments:

Many awareness activities were undertaken during the implementation phase in both MNNP and the buffer zone. According to field partners, the communal conscience on the need to protect the environment is growing. Still, certain elements seem to suggest that this environmental awareness remains insufficient. Indeed, the prolonged absence of providers seems to have had a negative impact on park activities. For instance, the absence of ORE for ten months (May 2017-March 2018) resulted in the partial deterioration of the nurseries and planted seedling. This can be interpreted in a number of ways:

- Community members were unhappy because of the delays resulting by the contract suspension and broken promises ;
- Community members from within the park showed their discontent of benefitting very little from activities compared to those living in the buffer zone ; or
- Certain community members took advantage of the absence of ORE to hinder the activities that they were opposed to.

Either way, it seems clear that reforestation activities were not fully backed by local communities. Based on meetings with the Formond CSE, communities living in the park boundaries seem to view reforestation activities as a constraint as it reduces the availability of arable land rather than as an activity benefitting the park and therefore their quality of life. As such, free-ranging cattle continue to be seen to this day in the park. For similar reasons, the durability of the demarcation activity remains questionable. As mentioned previously, approximately 50% of the markers are already deteriorated despite the ongoing presence of the project. It is highly likely that without the project, these deteriorations will continue, if not accelerate.

### Buffer zone investments:

The FNGA systematically created community management committees for the management of impluviums and greenhouse prior to their construction. Existing groups took charge of the greenhouse, such as school management committees and agricultural associations. However, the weirs built in the gullies to retain sediments do not have management committees. Similarly, currently there are no management plans, clear access conditions, or usage rules put in place for the 13 reservoirs along the Formond road. There is therefore a risk of non-sustainability for these basins due to user conflicts or improper use.

There are no real risks in terms of the socio-economic sustainability of the agricultural activities. Beneficiaries seem satisfied and convinced. No social conflict was identified in the buffer zone. It must be noted that according to the FMD, basic grouping called Environmental Community Groups (GCE – *Groupes Communautaires Environnement*) were set up in areas near Macaya where FMD works. The role of these GCEs is to supply technical support to communities bordering MNNP in terms of sustainable natural resource management.

There seems to be good water resource management systems for water found in the impluviums. The beneficiaries are clearly identified and the management committee distributes resources in a fair and equal manner.



## INSTITUTIONAL SUSTAINABILITY

### Political instability

As seen throughout the implementation of this project, the political system of Haiti is unstable. There were quasi-annual changes of Ministers and of governmental institutional structure. Every governmental change is a validation risk or a risk to things created to improve MNNP management, such as the land registry law for the official demarcation of the park or the park management structure. Additionally, political instability is directly correlated to civil security and poverty which usually hinder sustainable natural resource management.

### Lack of governance clarity

As mentioned in Part II Section 2.3, the role of the different MoE entities – ANAP, BSAP and Minister in particular – is not clear regarding the management of MNNP. Additionally, the weak participation of local authorities such as the town halls, the CASECs and the ASECS in the implementation of the project prevented them from gaining a sense of ownership of Project Macaya.

This lack of clarity is identified as a significant risk to the future good governance of MNNP. Without a clear identification of the roles and responsibilities of each in the management of MNNP, the institutional structures (PMU and CSE) are at risk of being left with no human or financial means in the short-term and all physical project infrastructure abandoned.

## ENVIRONMENTAL AND CLIMATE SUSTAINABILITY

### Environmental sustainability of reforestation activities:

The reforestation activities in the park are not monitored. A positive impact will occur if, and only if, the seedlings survive. The plants should be protected and the resulting populations monitored. For instance, the evaluation team concluded, to the dismay of the project partners, that no activity has been planned to protect the reforested areas. Currently, free-ranging seems to be the norm in areas where young pines have been transplanted.

### Environmental sustainability of gully infrastructure:

To combat erosion, the project worked on many gullies, mainly through building mini-weirs with gabions to retain the soil. The evaluation team noticed that new gullies have formed a few meters from some of these weirs. The runoff is therefore too powerful for some of these installations, which are in essence undersized. To increase the sustainability of the weirs built by FNGA in the Grand Colline gully, and therefore guarantee the durability of the investment, an upstream erosion prevention activity would have been useful. Indeed, the watershed occupying this gully is subject to massive erosion due to the lack of vegetation, and this phenomenon is growing as free-ranging and agriculture are becoming more and more common upstream of the gully.

As such, a major problem in the gully works to prevent erosion is that no concrete action was planned to address the root causes. Gully works should have been associated with soil conservation activities upstream of the gullies: implementation of agroforestry based agricultural systems and the banning of land degrading agricultural or pastoral practices. The evaluation team would still like to highlight the huge work undertaken by the project, even if the positive impacts are debatable in certain gullies.

### Environmental sustainability of income-generating activities :

Income-generating activities implemented in the buffer zone were designed to increase productivity as well as the resilience of the production systems. As such, the methods and species used are adapted to the ecological conditions.

## Climate sustainability:

The Macaya area is exposed to extreme weather events. During the implementation period, the area faced a category 5 hurricane and a long dry spell. Both had major socio-economic consequences on the local communities. In terms of agricultural activities, the dry spell of early 2016 largely reduced agricultural output and Hurricane Matthew destroyed part of the coffee trees. Hurricane Matthew also deteriorated all infrastructure financed by the project : the FMD Nature House, the administrative center and the Guesthouse. The project financed the Nature House repairs which included a special wind resistant roof, but the latter two remain in state of disrepair. Hurricanes are common, so there is a high risk that other park investments will be damaged in the coming years.

## 4.6 CRITICAL EVALUATION SYNTHESIS

The scoring system used is presented in **Annex 8 : Notation des réalisations du projet**. It is based on the GEF Terminal Evaluation Guidelines (April 2017).

Table 8 : General evaluation of Project Macaya by criteria

Criteria	Summary of Evaluation Team comments	Evaluator's score
<b>Scoring of project outcomes (Total Score)</b> <b>Quality sub-criteria (HS,S, MS, MU, U, TU) *</b>		
Relevance (including project formulation quality)	[See Part III Sections 3.1 and Section 4.1]	MU
Effectiveness	[See Part III Section 4.2]	U
Efficiency	[See Part III Section 4.3]	MU
Total score	[GEF scoring rule: the total score cannot be higher than the effectiveness score]	MU
<b>Sustainability of the project outcomes (Total Score)</b> <b>Sub-criteria (see below) (L, ML, MU, U)</b>		
Finances	[See Part III Section 4.5]	MU
Socio-economics	[See Part III Section 4.5]	MU
Institutions	[See Part III Section 4.5]	U
Environment and Climate	[See Part III Section 4.5]	U
Total Score		U
<b>General quality of implementation (Total score)</b> <b>Sub-criteria (see below)</b>		
<b>Quality of execution :</b> <b>a) PMU – Project Implementation</b> <b>b) MoE – Project Supervision</b>	a) A certain number of management weaknesses are due to the multiple staff changes during the implementation phase. The various PMUs showed adaptation and tenacity. Still, the most prominent weakness identified was the severe lack of communication with communities and implementation stakeholders.  Financial management overall was adequate but every audit noted procedural deviations and there was a systematic lack of consideration of the recommendations (see Part II Section 3).  b) There was a lack of clarity regarding the roles of the institutions and ensuring that the project was in line with its objectives. There was a lack of participation of other sectors, such as the MARNDR.	MU
Implementation Agency : IDB	The BID supervision on monitoring and evaluation as well as in terms of ensuring the congruence of the project with the initial strategy to achieve the objective were not fully satisfactory.	MS
Communication	The visibility of the project on the field and general communication was overall lacking during the entirety of the project.	HU



Criteria	Summary of Evaluation Team comments	Evaluator's score
	(See Part II Sections 2.3, 3.1, and 3.3)	
<b>Monitoring and Evaluation</b>	There were efforts in terms of monitoring the agroforestry activities, but no systematic monitoring system for indicators, outcomes or impacts of the project (See Part II Section 3.4).	U
<b>Civil Society Stakeholder participation</b>	Communities living in the park did not participate in the project. The communities living in the buffer zone were involved in the implementation of the field activities, but not in the decision-making processes of the project (See Part III Section 3.5). Three NGOs were very involved in the implementation, but not in the strategic development and planning of the project (see Part II Section 4.1).	U
<b>Catalytic role / Scaling up</b>	The only utilization of project outputs outside of the intervention sites was the use of the National Protected Area Management Plan for two Marine Protected Areas. There is no evidence of scaling up of interventions in other sites of the MNNP buffer zone nor in other protected areas.	MU
<b>Total score</b>		MU

\*HS : Highly satisfactory ; S : Satisfactory ; MS : Moderately Satisfactory ; MU : Moderately Unsatisfactory; U Unsatisfactory; HU Highly unsatisfactory.







# PART IV : PROJECT MACAYA PROSPECTIVES

## 1. LESSONS LEARNED

### 1.1 PROJECT MANAGEMENT AND GOVERNANCE

The main lessons learned in terms of project management are the following :

- Maintaining a stable coordination team throughout the project is necessary to maintain a coherent and efficient implementation strategy to achieve positive results in the allocated time. Eventual changes of personnel should be independent of personal MoE politics.
- Implementing stakeholder contracts need to be very precise and include: i) strict clauses regarding breaches of contract if performance is not completed and ii) payment unblocking conditions dependent on the quality of deliverables and achieving properly defined, tangible results.
- The project team and implementing stakeholders must maintain their credibility in the eyes of the local communities from the first consultations regarding project development to the end of implementation. Non-respected planning and unfulfilled promises lead to community mistrust and a lack of backing. Continuous communication and transparency are necessary to create and maintain community engagement.
- There is a need of autonomy in administrative and financial management by the project coordination team and of a technical Director at ANAP available to monitor the project. This director must have clear and well-framed roles and responsibilities, with a signing and decision-making proxy, in order to limit important administrative delays to project implementation.
- In response to the external political pressure on the project administrators for short-term visibility, many activities were implemented without taking into consideration their sustainability and role in achieving expected results. For each activity, it appears necessary to decide on their management prior to their realization. The following examples illustrate this problematic: need to create a management system of infrastructure prior to its construction (with the beneficiaries); need to communicate with local communities and ensure their support prior to the boundary marker deployment; need to create control check-points before the building of the road; need to include the police and justice department in work with CSE. These prerequisite activities are necessary in order to ensure the success of the interventions.

### 1.2 TECHNICAL ASPECTS

The main lessons learned on certain technical aspects of the project are the following:

- In order to work and plan activities in the park, it is necessary to have detailed knowledge of the park, starting by the path network and human settlements in the park.
- The improvement of overall living conditions in certain villages of the buffer zone did not suffice to attract people who live and exploit the park into this area. It is necessary to precisely identify the communities or groups which are responsible for the degradation in order to tailor specific and adapted responses to each case (through relevant stakeholder collaboration).
- The State is not strong enough nor present enough to impose things by force. Negotiations must be continuous with the communities living in and around the park.



- The purchase of quads/Polaris was not a purchase with a good cost/benefit ratio. The entire fleet of quads was out of order at the time of evaluation. Months pass before repairs are possible. There were already a few thousands of dollars that have gone to repairs, and more than USD 17,000 are planned in 2018 to repair five quads.

## 2. SHOULD PROJECT MACAYA BE EXTENDED?

Project Macaya encountered difficulties from its inception and during its implementation. The GEF funding is now finished, but there are still funds available through the HRF. The program is due to finish at the end of 2018. The available funds will most likely not be completely spent during 2018, based on the current estimates.

The IDB is considering a one-year extension of the project if the remaining HRF funding can be used wisely. Similarly, the IDB is open to conducting a phase II of the project providing it is convinced of the relevance of continuing the project. Particularly, measurable results which are in line with the project stakes should be achieved: the park management must be efficient and management and governance issues resolved (starting with the continuous team turnovers).

Even though the final evaluation of Project Macaya, presented in this document, is highly critical, the evaluation team considers that the project should be continued and a phase II proposed otherwise:

- Macaya Park will be subjected to more natural resource deterioration. Park Macaya's forest ecosystems will probably be converted, for a large part, into agricultural land.
- The investments made during this project will be completely obsolete.

## 3. RECOMMENDATIONS UP TO END OF 2019

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Up to the end of the project (end of 2019), the evaluation team recommends to prioritize actions which include the following elements:

- Invest and work in the park;
- Improve the functioning and governance of the project;
- Capitalize on the investments made in Formond;
- Consider the feasibility of a Phase II.

The following sections details these elements.

### 3.1 INVEST AND WORK IN THE PARK

For the evaluation team, it is important that the project significantly increase its presence and actions in the park, without waiting for an eventual phase II. The objective is to better know the park territory and the natural resource degradation processes, in order to prioritize prevention, monitoring and combat such actions.

#### INCREASE KNOWLEDGE OF PARK REALITIES

In order to define activities/actions which are most relevant in the short, medium and long-term, it is necessary that the current team increase its knowledge of the park, and notably:

- Map the paths. The issue of access paths is essential as no one seems to know the park network of the park, which is a major constraint. This mapping task represents much work, but is necessary for the general management of the park. It is a prerequisite to operationalizing any intervention in MNNP. It will also allow the CSE agents to locate themselves and existing activities in the Park. It is therefore necessary to map the paths and main access roads.



During this mapping exercise, it is imperative to detail whether paths are pedestrian, accessible by horse, motorcycle or car, as well as to give indicative travel times.

- Survey and list all infrastructure, types of shelter and populations in the park
- Implement monitoring of anthropogenic activities in the park by establishing a monthly report on the main natural resource degradation activities in MNNP: agriculture, livestock, precious wood exploitation, saw pits and charcoal production. This report can be done either by CSE agents and a technical team from the PMU or externalized to external stakeholders (NGO or current project partner).

These reports should allow the CSE coordinator to adjust the CSE agents' work plan to reflect the activities reported. These reports should also serve as a discussion starter between the PMU and project stakeholders in order to ensure law enforcement inside MNNP and in its buffer zone.

Indicators characterizing human activities in the park could be identified and monitored at this time. For instance: number of people, area of cultivated land, area of burnt land, number of free-ranging cattle, number of cut or damaged trees in specific areas, area protected from anthropogenic activity, etc.

- Document the community dynamics and identify interest groups. The objective would be, on the basis of acquired understanding, to be able to propose action strategies allowing to progressively create an alliance between the park and populations living in the park in order to prevent and manage all of the Park's natural resources.

## CONCRETE ACTIONS IN MNNP

To ensure State and project presences in the park and concretely orient a part of the project activities towards achieving the objectives of the Management Plan, the evaluation team recommends to undertake before the end of the project, the following actions:

- Finish the demarcation of the park boundaries and putting in place all information and social acceptance activities necessary.
- Rehabilitate as quickly as possible the Formond infrastructure (see Part IV Section 3.3)
- Ensure that the CSE is operational with a clear mandate, targeted and specific tasks and precise objectives to achieve. CSE agents must also have a consolidated reporting system.

The evaluation team recommends that, to start (over the course of a few months), the CSE activities be directed towards documenting the current natural resource degradation process (who, where, how, why). This information should subsequently allow to establish an overall short, medium and long-term action plan to limit/ban these activities, based on the CSE's human and material means.

The CSE role and strategy must be explained and understood by all project stakeholders. By the end of the project, it is mandatory that the CSE be able to work without administrative interruptions and a complete staff. Similarly, in the perspective of a phase II, there must be a continuity in all activities (as well as anticipate a relay period to account for the financial arrangements between phase I and II).

- Clarify the role of the police and justice department in the protection of the park and their collaboration with the CSE: recall existing laws and associated penalties for each crime category, and establish partnerships between Park Management/Justice and Park Management/Police to formalize the commitment of these institutions.
- Build the network of multifunctional cabins (nine in total). This network must allow CSE members to ensure a constant presence in the Park. Macaya PMU is planning to build five cabins in 2018 (Grande Plaine, Déglacy, Duchity, Rossignol and Pourcine). For each cabin, the following criteria must be fulfilled:
  - Ease of access: the cabins must be located less than a four-hours walk from an area accessible by motorized vehicles.
  - Visibility: the cabins must be near (less than a 30-min walk) an area where there is a panoramic view on a large section of the park. Ideally, the cabin network will allow to monitor the entirety of the park.



- Communication: cell phone reception is a must near the cabins; if this is not possible, the cabins will need another means of communication (e.g. satellite phones).
- Multifunctional space: shelter for agents/park personnel; able to house a minimum of three people and include a cooking space; work space; secured storage space to keep CSE work material.
- Formalize the community action strategy in terms of the project objectives (identifying levers to help inhabitants willing to leave the park, control illegal activity in the park, identify win-win activities for park inhabitants).
- Identify and ensure that all degraded areas are fully defended and respected (see the CATIE report 2017, Elements to develop an ecosystem restoration proposal in Macaya National Park, Post-Hurricane Matthew Scenario 2016). In order to ensure their natural regeneration and discourage alternative use of the land (e.g. agriculture):
  - Include neighboring communities in degraded areas management by forbidding their access: information, consultation and participation
  - Reinforce the role of park agents in the continual monitoring of these areas, with, if necessary, the construction of a cabin nearby, and reprimanded any trespassing, if necessary, with police support.
- Increase project visibility, using billboards in strategic locations and on all infrastructure built by the project. It is necessary to show what the project is doing, and therefore the park in itself, is the perfect means to favor project and park acceptance.
- Communicated with MNNP populations, notably through organizing community workshops that explain the project implementation strategy and management plan objectives.
- Implement check-points on roads and river networks prone to environmental contraband.
- Train project partners in seed retrieval techniques of *Pinus occidentalis* and create nurseries as an alternative to wild harvesting.

## 3.2 IMPROVE PROJECT FUNCTIONING AND GOVERNANCE

The main recommendations from the evaluation team are the following:

- Ensure that all interventions implemented answer the project strategy and directly contribute to the objective of protecting MNNP.
- Stabilize the current PMU and integrate PMU sustainability as prerequisite to defining and implementing a Phase II project.
- Use the Steering Committee meetings as a platform for strategic discussions and decision-making for the project.
- Endow the project with an effective monitoring system which measures outcomes of activities, with easy-to-use indicators and tracking tools. For instance, monitoring activities for reforestation activities should not be limited to the number of seedlings produced and distributed. Instead, there should be a survival and growth indicator, or even a productivity indicator. Data collection for specific project indicators should be specified in implementing stakeholder contracts; this would have a dual purpose of: i) motivating partners to maximize the benefits and sustainability of their activities; and ii) facilitate the monitoring of project results by the PMU.
- Systematically geo-reference the different activities/investments of the project, and publish corresponding maps.
- Improve progress reports by integrating: i) an analysis of difficulties encountered, and proposed solutions (this was not done in 2017 reports); ii) a summary of decisions taken during Steering Committee meetings and associated work plan.
- Favor as much as possible – during tenders – a competitive selection among national organizations, opening it to international organizations when national capacities are insufficient. Integrate, as much as possible, financial penalties for delays in deliverable submission in contracts.



- Regain the trust of local communities both in and outside of the park by implementing a communication system with local communities.
- Implement and maintain constant communication with implementing partners on both technical and management issues in order to create and maintain quality relationships with partners.
- Increase ORE, FMD, and FNGA participation as partners so that: i) the project benefits from their field expertise; and ii) share responsibilities and motivate them to look further than activity outcomes, in order to achieve the overall objective of park conservation.
- Plan and select in a participatory fashion all field activities to implement during the final year of the project according to the Management Plan.
- Share the 2019 annual work plan with all partners (UNEP, IDB, Norwegian Government, UNDP, MoE, Ministry of Agriculture, implementing stakeholders, CASEC, ASEC, and municipalities) using the management plan as a strategic guide: a clear outline of activities, expected outcomes and roles for each implementing actor.

### 3.3 CAPITALIZE ON FORMOND INVESTMENTS

With regards to infrastructure investments (e.g. roads, building) and park access in Formond, the project should capitalize on the investments made by defining a territorial pilot project. This project should include conservation and community development activities (including through the reception of researchers and possibly tourists).

This includes cohesively integrating the following elements:

- Repair the Formond Guesthouse so that CSE agents, PMU personnel, and any other person working for the park (e.g. MoE personnel, funding bodies, consultants, researchers, etc.) can be hosted.
- Repair the administrative building in Formond and make it an entry point to MNPN. As well as being a workspace for park personnel and a meeting room, there must be a reception area for researchers and tourists with all the necessary information ("park showcase").
- Initiate the development of tourism in Formond. Indeed, in order to develop income-generating activities linked to tourism, Formond seems like the best option: it has good access, hiking opportunities to Macaya Peak and complementary tourism activities in the area. For instance, the project could promote a tourism circuit including: trekking in Macaya Park from Formond, visit of the Platons platform, relaxing on the beach in Port-Salut, visit of the Marie-Jeanne cave (spelunking) and an excursion to Cow Island (*l'île-à-vache*).

In the Park buffer area, the project could promote and set up a management system of the Platons platform to welcome tourists (establish a community management system);

Tourism infrastructure is still needed (bathrooms, restaurant, sleeping area: camping or rooms). An option would be to size and build *ad hoc* such a building. Another option would be to convert the current Haut-Formond school for this use (including new bathrooms/kitchen/rooms and camping) and to build, in counterpart, a new identical (or larger) school at Bas-Formond. The evaluation team suggests to study and discuss this option as there is a dual benefit; first, there is a larger population (so more school-age children) in Bas-Formond. Secondly, Haut-Formond is supposed to be within park boundaries, while Bas-Formond is in the buffer zone. As such, based on the project intervention strategy, the project should promote community infrastructure in the buffer zone rather than the park. Such an option could be promoted as a win-win solution to local populations.

Complementary income generating activities resulting from researchers and tourists visiting could also be promoted by the project: restauration, local produce trade, and possibly, further down the line, local homestays.

## 3.4 CONSIDERING THE FEASIBILITY OF A PHASE II

The evaluation team recommends the instruction of a Phase II by the end of the current implementation phase. However, it is imperative that the next project differ from the current one and capitalizes on the lessons learned. The main elements to improve on are the following:

- Define a new institutional structure
- Identify concrete expected objectives and outcomes for a Phase II of Project Macaya, with a reworked intervention strategy. The project document should have a log frame respecting the following structure:

*Finality/Objective => Components => Expected outcomes => Outputs contributing to the outcome  
=> Activities contributing to the outputs => SMART indicators and targets to track outputs, outcomes and objectives*

- Evaluate the necessary funding and identify potential co-funders.

Current project funding can ensure the continuation of the project until end 2019, so a phase II would have to begin at the latest in January 2020 in order to avoid any funding gap which would decrease the value of previous activities and project credibility.

The concrete instruction of Phase II and the furthering of reflections presented below must therefore begin no later than September 2018 with a fixed timetable.

## 4. RECOMMENDATIONS FOR A POTENTIAL PHASE II

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The majority of activities recommended by the evaluation team during the extension of Phase I should be furthered during Phase II.

### 4.1 INSTITUTIONAL STRUCTURE

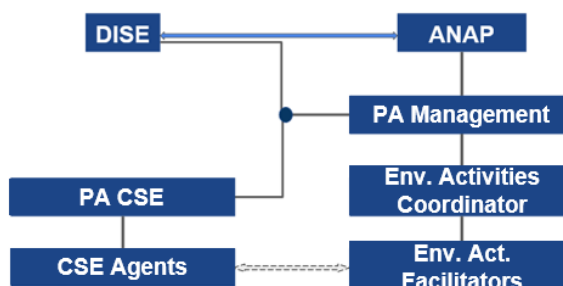
The fundamental structural change to bring about is on project governance. The evaluation team recommends considering the following propositions:

- Question the relevance of keeping the MoE as sole executing partner. The MoE/ANAP has legitimacy as executing partner for all activities in the Park. However, it would be relevant to evaluate the possibility to have a shared executing partner role with the Ministry of Agriculture, especially for agricultural activities in the buffer zone (if these activities reappear in Phase II).
- Impose condition precedents to project spending if staff changes occur due to personal politics.
- Question the State's desire to invest in Macaya Park by increasing its co-financing requirements. In particular, fully funding the salaries of CSE agents seems pertinent as the CSE ensures a sovereign mission of the State (territorial surveillance and law enforcement). Considering that most funding bodies are unwilling to continue to finance CSE agents, this issue must be addressed rapidly in order to not become a hindrance in the formulation of phase II.
- Consider different park management options while keeping in mind that i) the management team must be in the park to be at close proximity to the local populations and ii) the pay gap between PMU staff and ministry staff (e.g. Park Director) should be addressed in order to ensure the sustainability of the team post-project. A few options can be considered:
  - Keep the current system with a Project Management Unit (PMU).





- Depart from the PMU model to a Park Directorate model, financed partly by the project and structured as proposed in the organizational chart below



- Change management structure, and establish a Private Public Partnership (PPP) with a conservation NGO with a public service delegation to manage the park under MoE/ANAP authority.
- Recruiting a part-time International Technical Advisor (“punctual” assistance) to back the Implementation Agency and the Park Management team throughout the project. This assistance must allow to: i) have hindsight and limit the impacts of short-term national political stakes on the project; ii) question the pertinence and coherence of the project interventions; and iii) find concrete solutions and answers to technical, political and administrative questions utilizing past experience.
- Define the rights, duties, responsibilities and roles of each stakeholder and institutionalize dialog with communities as a permanent concertation process for reasonable management of natural resources.

## FINANCIAL MANAGEMENT RECOMMENDATIONS

- Create every December a budget for the upcoming year with quarterly details based on the expected or ongoing contract payments and other estimated costs. The provisional annual budget document should be clear and simple to use and present all outputs, budget lines, and funding sources if there are more than one, the previous years’ spending, the expected quarterly spending for the coming year and the amount remaining at the end of the upcoming year. The provisional budget must be validated by signatories. Better financial planning will, as such, shorten payment approval times as each expenditure will be understood and expected by the signatories.
- Complete quarterly financial reports analyzing variance by budget line based on the aforementioned provisional annual budget in order to identify any discrepancies immediately.
- Strengthen the payment validation process and clarify the role of each in the validation chain so that each validation be: i) dependent on submission of supporting documents; or ii) of the availability of funds in the corresponding budgetary line (based on the provisional annual budget). If either of these conditions are not met, the process must be suspended until non-objection obtained by the IDB.

## 4.2 INTERVENTION STRATEGY AND ACTIVITIES PROPOSED FOR PHASE II

### INTERVENTION STRATEGY

In line with the recommendations made for the end of the project (end 2019), the evaluation team recommends to build the technical content of phase II of the project around the following elements:

- The goal of the project remains the protection of MNNP natural resources with a main operational objective being its effective management.
- The components of the project could be built around the following elements:
  - i) Support initiatives looking to limit anthropogenic pressures in the park by collaborating directly with the communities exploiting park resources and creating the necessary conditions to displace their activities to outside park boundaries.



- ii) Ensure the presence of the State and law enforcement in the park.
- iii) Back the territorial pilot project at Formond to develop income-generating activities based on the conservation of natural resources, including the development tourism and research (as discussed in Part IV, section 3.3) and potentially a Payment for Ecosystem Services (PES) scheme (see below).

## OTHER ACTIVITIES RECOMMENDED FOR PHASE II

- Study the relevance of extending the buffer zone to a “membership zone<sup>7</sup>” in which sustainable use of soils and enhancement activities around natural resources will be encouraged. The notion of “buffer zone” should be limited to 2-5 km (income-generating activities linked to agriculture in the future project could be prioritized in this new zone – close to the park and included in the membership zone, in order to maximize its benefits).
- Study the relevance of establishing a **governance charter** for the park with relevant stakeholders and the membership zone.
- Fully integrate the communities living in and/or exploiting the resources of the park in the management development process. This will allow to develop a common and shared vision taking into consideration: i) natural resource needs of the local populations and ii) the extent to which resources need to be protected from overexploitation.
- Update the Park Management Plan using a participatory approach involving relevant governmental agencies (e.g. environment, agriculture, water), local NGOs and associations, local authorities (e.g. CASEC, ASEC and municipalities), and local community representatives (e.g. village chiefs, community leaders). This Management Plan will have to integrate and fully address the issue of communities living within park boundaries and land disputes. The new plan will also include the determination of priority actions to implement with help from the project and other partners; the determination will be done in a participatory manner.
- Collaborate with CASEC, village chiefs and mayors to adopt a communal park protection strategy and formalize the decisions taken thanks to inter-CASEC, inter-village, and inter-communal partnerships within the larger membership zone.
- Direct the implementation of a co-management system between NGOs or local associations intervening in the membership zone and the Park Directorate/ANAP with a clear understanding of the roles of each organization.
- Complete the environmental and social impact assessment of all the proposed activities at the start of the implementation phase, identify feasible and concrete mitigation measures for identified risks and implement these in a systematic manner.

## PILOT PROJECT FOR A PES SYSTEM

In order to defend prioritized areas of MNPN, the population will have to participate in the surveillance and preservation of these areas. The intervention strategy could consist in starting, through a pilot project in Formond, a Payment for Ecosystem Services (PES) system.

The idea would be to pay a community (or certain individuals) living in proximity of a deteriorated area a fixed fee/salary to keep this area protected from human activity. If natural regeneration occurs and forest cover increases, a previously agreed sum is paid to the community every year (in multiple instalments). The preamble to this is understanding the actual land-use and land rights (e.g. private land, State land, State farmers) prior to launching such a mechanism.

The funds could feed into a Community Development Fund (CDF) which would have to be created. The governance of this fund would have to be transparent, collegial and the collected money would have to benefit the community’s general interest. For instance, the objective could be to finance community infrastructure: schools, water supply network, waste sanitation, etc. or go towards ensuring regular visits by medical staff.

<sup>7</sup> Membership zones are similar to buffer zones, but are not limited to areas adjacent to the protected area. Instead, they include areas further afield which may benefit directly or indirectly from the protected areas’ ecosystem services, and only impact indirectly on the protected area (e.g. a downstream urban system which receives water from a watershed in the PA).



A pilot project could be started in Formond by financing this PES over the course of several years (min. 10 years) by one or more communities. This project would allow to assess the relevance of such a mechanism and test its efficiency.

If the experiment is conclusive, the money from the CDF would have to cease being linked to the project, and become perennial, all while remaining linked to proper management of the same forests. Different sources could over time feed these CDFs. Considering the current context, this is a utopic concept, but in the long term, it could for example be :

- A percentage of tourism revenue from the park;
- A percentage of fines from illegal activities;
- A tax on park employee salaries, e.g. guides, reforestation workers, construction/repair workers;
- A redistribution of profits collected from water supply operators in areas downstream from Park Macaya (considering the Haitian context, this is probably utopic today, but should be considered a general concept to test).

In order for this approach to have any chance of success, it is necessary that the entire community understand the importance of preserving natural resources in their surrounding and that the results be visible and beneficial to a large number.

The implementation of such a system would have to be backed by a robust information campaign, which clearly outlined the rights and responsibilities of each. The success of such a project relies on the community which must be able to manage its territory and decide in a synergistic way on how to use the funds. A fundamental element is the sizing of the amount allocated to the fund as it must be a sufficient amount for the community to benefit from tangible services.





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# Annexe 1. Termes de références de l'évaluation

## Programme de Protection Durable des Terres des Hauts Bassins Versants du Sud-Ouest d'Haïti/Macaya / Accord de Don GRT/FM-11803-HA Capitalisation des productions et Évaluation finale GEF – HA-X1002 GEF ID : 3132

### TERMES DE REFERENCE

#### 1. Contexte

- 1.1 Le PNNM constitue l'une des dernières réserves de biodiversités du Pays, et probablement la dernière forêt primaire d'Haïti. Connu pour sa grande richesse biologique et considéré aussi comme le château d'eau du sud d'Haïti, ce massif détient les records de pluviométrie de l'île. Caractérisé par des pentes très abruptes, autrefois entièrement recouvertes de forêts tropicales et de forêts de pin, le Macaya est aujourd'hui menacé par la disparition de sa forêt au profit de l'industrie des planches, du charbon et de l'agriculture de subsistance. Le déboisement des hauts bassins versants est la cause des inondations de plus en plus fréquentes dans les départements du Sud et de la Grande Anse, ce qui provoque des dégâts considérables dans les localités situées aux abords des principaux cours d'eau faisant chaque année de nombreuses victimes.
- 1.2 La déstabilisation des bassins hydrographiques du Macaya limite toutes les interventions de mitigation des risques et des désastres réalisées en aval et oblige les acteurs du développement d'Haïti à intervenir sur les hauts bassins versants pour enrayer de manière durable les phénomènes d'érosion des sols. C'est dans cette logique que s'inscrit le Projet de Protection Des Hauts Bassins Versants du Macaya (Projet Macaya), ayant pour objectif principal la protection des ressources naturelles du PNNM.

#### 2. Logique d'intervention du Projet Macaya

- 2.1 Le Projet Macaya mis en œuvre par le Ministère de l'environnement à travers l'Unité de Gestion de Projet Macaya (UGP Macaya), supervisé par l'Agence Nationale des Aires Protégées (ANAP) et administré par la BID grâce aux financements du GEF (Global Environment Facility) et du Gouvernement de la Norvège (FRH), répond à un double objectif: améliorer les conditions de vie des populations autour du Parc et assurer la protection des ressources naturelles du PNNM. Le lien entre la dégradation de l'environnement et la pauvreté étant indissociable, il est donc fondamental d'accoupler dans la logique d'intervention du projet le développement de filières agricoles durables (café, cacao, agrumes, fourrage) et la protection stricto sensu du Parc (Renforcement de la surveillance environnementale, délimitation physique et l'établissement d'une structure de gestion).  
Le Projet Macaya s'inscrit dans cette logique, en intervenant sur le PNNM pour le protéger et garantir sa régénération, ainsi qu'en intervenant sur la zone tampon afin d'améliorer les conditions de vies de ses habitants.
- 2.2 Le projet GEF conçu en 2008-2009 et approuvé en août 2009, il a fallu attendre octobre 2012 pour que les conditions d'éligibilité soient remplies par la partie nationale et que le premier décaissement soit effectué. En septembre 2013 le Projet Macaya prend une autre dimension avec la signature d'une nouvelle convention de financement (FRH - GRT/HR-13930-HA) entre la BID et le Gouvernement Norvégien qui décide de cofinancer le projet à hauteur de 9 millions de Dollars.
- 2.3 Suite à l'approbation en Août 2013 du cofinancement Norvégien, le comité de pilotage a décidé d'approuver une reformulation du projet, en maintenant les mêmes objectifs et les mêmes activités, lesquelles sont présentées de façon plus logique. Cet effort de reformulation du projet a permis de créer une nouvelle matrice d'impact et de résultats organisée autour de 3 axes stratégiques :  
- L'Établissement effectif du PNNM : consiste en la mise en place des structures de gestion, de protection et de promotion du PNNM telles que le bornage, le plan de gestion, le bureau du Parc, le Corps de Surveillance ou encore le centre d'interprétation environnementale.  
- L'Amélioration de l'attractivité du territoire de la zone tampon selon une gestion durable de ses ressources : la principale menace pour le Parc étant liée aux pressions exercées sur celui-ci par les populations locales (production de planches, charbon, bois gras, agriculture sur brûlis...) il est fondamental de promouvoir le

développement économique de cette zone pour casser la dépendance néfaste de la population vis-à-vis des ressources du Parc. Pour ce faire 4 grands domaines d'intervention ont été identifiés :

- L'appui aux agriculteurs (matériel, technique et économique),
- L'appui aux autorités locales à travers la préparation et l'exécution de projets d'infrastructures communales,
- La réalisation d'une campagne d'éducation et de sensibilisation environnementale de concert avec les Directions Départementales du MdE,
- L'appui aux secteurs privés et aux initiatives privées, pour promouvoir le développement des filières stratégiques.

- L'Aménagement des hauts bassins versants : cette partie du projet s'inscrit dans une logique transversale devant couvrir à la fois la zone centrale et la zone tampon, puisqu'il s'agit ici de réaliser des aménagements (mécaniques et biologiques) afin d'endiguer l'accélération du phénomène d'érosion. La composante 3 prévoit donc un important volet infrastructure, avec notamment la réhabilitation de pistes combinée à un système de récupération et de stockage de l'eau de ruissellement. Cette démarche répond ainsi à trois problèmes majeurs des zones concernées, l'enclavement des communautés et l'absence de débouchés pour les produits agricoles, l'érosion des sols, ainsi que l'absence de l'eau pour l'irrigation en saison sèche. L'autre volet infrastructure concerne l'aménagement des hauts bassins versants les plus critiques avec la réalisation de structures mécaniques (murs en pierre sèches, murs de soutènement, micro retenues, impluvium, bassins de rétentions...) et biologiques (maraichage, bambous, agroforesterie) nécessaires pour freiner l'érosion.

2.4 En 2015, le Plan de Gestion (PG) du Parc a été validé par le MdE et les parties prenantes impliquées dans la gestion du Parc. Ce dernier s'articule autour de 9 programmes de gestion :

- Administration
- Surveillance, protection et lutte contre les incendies
- Gestion des ressources forestières
- Conservation d'espèces et monuments géomorphologiques
- Lutte contre les catastrophes
- Education, sensibilisation et communication
- Loisirs et valorisation des ressources
- Développement socioéconomique intégré
- Recherche, monitoring et évaluation

Les composantes des financements GEF et FRH ont alors été intégrées dans ces 9 programmes de gestion et les plans opérationnels annuels ont été adaptés en conséquence.

2.5 Le 4 Octobre 2016, Haïti a été frappé par l'ouragan de catégorie 5 Matthew. Ce dernier a eu d'importants impacts dans le Sud du pays et particulièrement sur le PNNM puisque près de 40% des écosystèmes forestiers ont été endommagés. À la suite de l'évaluation des impacts de Matthew sur le Parc, l'UGP et ses partenaires ont définis 5 axes prioritaires d'intervention pour la planification des activités GEF et FRH :

- Surveillance efficace du Parc
- Développement de la zone tampon (réduction de la pression anthropique sur la zone centrale)
- Régénération des écosystèmes forestiers
- Gouvernance
- Communication, sensibilisation et formation

### 3. Objectifs de la consultation

3.1 L'objectif général de la consultation est de réaliser une évaluation des produits financés par le fonds FRH jusqu'à date et de réaliser une évaluation finale des résultats du projet GEF « Programme de Protection Durable des Terres des Hauts Bassins Versants du Sud-Ouest d'Haïti/Macaya » selon les lignes directrices d'évaluation des projets GEF 2017.

3.2 Les objectifs spécifiques la consultation font les suivants :

#### **Fonds FRH et GEF**

- Capitaliser et classer tous les livrables et produits du projet issus des financements FRH et GEF jusqu'à date : rapports, cartographie, base de données.
- Effectuer une analyse du processus d'exécution du projet, des produits obtenus et de la réalisation des objectifs tels qu'ils ont été définis dans les documents FRH et GEF.





- Évaluer l'utilisation et le niveau de décaissement des ressources, tant des fonds FRH et GEF que de la contrepartie identifiée pour ce projet.
- Proposer les actions prioritaires à financer pour la fin du projet (FRH) et pour une éventuelle phase 2 du projet.

### **Fond GEF (conformément aux critères d'évaluation définis par le GEF)**

- Évaluer la conception du projet, son système de suivi et d'évaluation et l'application ou non d'une gestion adaptative de la planification basée sur les risques identifiés et les résultats de l'évaluation à mi-parcours.
- Présenter une analyse des acteurs impliqués dans le projet durant sa vie et son impact sur ses résultats.
- Évaluer qualitativement et quantitativement les impacts du projet permettant une réduction du stress sur l'environnement et l'amélioration de l'état des écosystèmes.
- Déterminer si des mesures appropriées de sauvegardes environnementales et sociales ont été mise en œuvre. Le niveau d'intégration des questions de genre dans la mise en œuvre du projet sera également évalué.
- Évaluer la durabilité du Projet et de ses composantes en termes institutionnels, financiers, environnementaux et socio-politiques (ainsi que le degré d'appropriation de ses utilisateurs / groupes cibles à travers une analyse rétrospective de l'implication des acteurs liés au Projet).
- Faciliter un processus de consultation et de présentation des résultats qui favorise la transparence et l'appropriation des résultats du projet.
- Systématiser les leçons apprises qui peuvent améliorer la sélection, la conception et l'exécution des futures activités financées par le GEF.
- Fournir un retour sur les questions récurrentes dans les projets du GEF en fonction des objectifs stratégiques établis pour le financement des projets de biodiversité.
- Rendre compte de la pertinence des résultats du projet par rapport aux objectifs du FEM et aux priorités nationales.
- Évaluer la performance des institutions impliquées dans l'exécution du Projet, et du soutien et de la supervision fournis par la BID en sa qualité d'agence d'exécution du GEF,
- Évaluer les résultats obtenus à la suite de l'évaluation à mi-parcours.

## **4. Activités**

- 4.1 Actualisation du plan de travail et de la méthodologie : Lors de la réunion de lancement, le consultant devra présenter sa méthodologie et son plan de travail actualisé pour assurer le respect des objectifs du présent mandat et coordonner les différentes actions requises avec l'Unité d'exécution (UGP Macaya) en tenant compte des directives et politiques du GEF, ainsi que des politiques pertinentes de la BID.
- 4.2 Collecte et revue documentaire : Toute la documentation nécessaire à la conduite de l'évaluation est mise à la disposition du consultant sur un dossier Dropbox<sup>8</sup>. Certains documents trop volumineux seront remis au consultant lors de sa première mission en Haïti. Le consultant devra :
- Réviser la bibliographie relative au programme : documents de projet, documents de cadrage stratégique élaborés par le programme, manuel des opérations, rapports semestriels, rapports de supervision (GEF et BID), rapports des prestataires de services, rapports d'audits, suivi budgétaire, Matrices d'impact et de résultat, Plan d'Exécution Pluriannuel, Plan Opérationnel Annuel etc.
  - Archiver et organiser les données SIG produites par l'UGP et les différents prestataires ;
  - Identifier et intégrer les lignes directrices d'évaluation du GEF et les « tracking tools GEF » (TTs) applicables à ce projet.
  - Examiner les TT (base de référence) approuvés par le GEF ainsi que les TTs mis à jour à mi-parcours.
- 4.3 Entretiens et visites de terrain (prévoir 2 au minimum semaines en Haïti) : le consultant doit préparer et réaliser un programme d'entretiens pour obtenir les opinions et les perceptions des principales parties prenantes sur la performance du projet :
- Entretiens au MdE avec : Le Cabinet du Ministre, la Direction Générale, l'Agence Nationale des Aires Protégées (ANAP), la Direction de l'Inspection et de la Surveillance Environnementale (DISE), l'équipe du programme (coordonnateurs, techniciens, administration), le Corps de Surveillance Environnementale (CSE).
  - Entretiens avec les prestataires de services et bienfaiteurs du projet : Organisation pour la Réhabilitation de l'Environnement (ORE), Fondation Macaya pour le Développement (FMD), Fondation Nouvelle Grand'Anse (FNGA), Société Audubon d'Haïti (SAH), Programme des Nations Unies pour l'Environnement (PNUE)...

<sup>8</sup> <https://www.dropbox.com/sh/e4j0ym6xpps302a/AAAz3uryWtKskVYh18yBUCHXa?dl=0>

- Entretiens avec les institutions étatiques impliquées et autorités locales: Comité Interministériel de l'Aménagement du Territoire (CIAT), les directions déconcentrées des Ministères liés à ce projet (DDE et DDA Sud et Grand'Anse), la Direction de la Police Nationale d'Haïti aux Cayes, les Tribunaux de Paix de Camp-Perrin et Torbeck, Mairies des communes du Parc, ASEC, CASEC...
- Entretiens avec le gestionnaire des fonds et autres bailleurs : Banque Interaméricaine de Développement (BID) et Coopération Norvégienne.
- Entretiens avec des partenaires du MdE intervenant dans le PNNM ou sa zone tampon : PNUE, PNUD, GIZ, AVSI, CRS, AVSF...

Les entretiens seront complétés par des visites de terrain dans les zones d'intervention du projet. Les sites à visiter seront déterminés entre l'UGP et le consultant lors de la mission de démarrage. Les visites de terrain doivent permettre de géoréférencer tous les résultats et les produits du projet (en cours et terminés). En fonction des données disponibles, le consultant définira la méthode la plus adaptée aux besoins de l'évaluation. A ce stade, il est suggéré que l'expert national accompagne les techniciens de l'UGP sur le terrain pour effectuer le recensement des données manquantes. Les experts internationaux se rendront uniquement sur les sites retenus pour mener l'évaluation.

La logistique pour les visites de terrain sera coordonnée et assurée par l'UGP. Les conditions de terrain pouvant être difficile dans le Parc, il est demandé au consultant de prévoir des équipements appropriés.

#### 4.4 Évaluation des impacts, produits et résultats du projet :

##### **Fonds FRH et GEF**

- Le consultant doit évaluer le degré de conformité avec les objectifs environnementaux globaux, les objectifs et les indicateurs du Projet obtenus pendant son exécution, identifier qualitativement et quantitativement la portée atteinte dans les cadres techniques, administratifs, financiers et institutionnels, ainsi que les leçons apprises.
- L'analyse doit se concentrer sur les impacts et les résultats et non seulement sur les produits du projet. Il faut déterminer quelles sont les limites ou les facteurs qui ont influé sur la mise en œuvre du projet et qui ont contribué ou entravé la réalisation de ses objectifs, y compris l'évaluation de la conception initiale du projet.
- Le consultant doit dresser un tableau précis et actualisé des réalisations physiques et montants dépensés par produit et par composante, et des sommes d'ores et déjà engagées mais non encore dépensées (contrats en cours d'exécution), ainsi qu'une compilation des tableaux de suivi des indicateurs d'impact et de Outcome du projet.

##### **Fond GEF (conformément aux critères d'évaluation définis par le GEF)**

- L'analyse devrait inclure l'identification des éventuels impacts positifs et négatifs indirects résultant des activités du projet, qui n'étaient pas prévus à l'origine, à inclure dans l'évaluation de l'impact global, en particulier en ce qui concerne les ressources naturelles les plus sensibles.
- L'évaluation des produits GEF et des résultats du Projet GEF tiendra compte de leur pertinence, de leur efficacité et de leur efficacité, en attribuant le score correspondant selon l'échelle utilisée par le GEF.
- Évaluation de l'approche ou du mécanisme d'exécution du projet, de ses limites et avantages pour l'obtention des produits et des résultats attendus.
- Évaluation du système de suivi et d'évaluation du projet sur la base de la politique de suivi et de suivi du GEF. L'évaluation couvrira sa conception, son exécution et son utilisation pendant le projet, ainsi que le budget et le financement des activités de S & E. Le consultant veillera à faire des recommandations pour améliorer le système de suivi et monitoring et ses indicateurs d'impacts et de résultats.
- L'analyse financière du projet doit revoir la répartition du budget du projet en fonction de ses produits et des résultats. Il sera nécessaire d'évaluer si le Projet a exercé les contrôles financiers nécessaires, y compris un système de planification et de justification des ressources qui permettrait la prise de décision. Il devra être examiné s'il y avait une gestion adéquate des fonds et la présentation en temps opportun des états financiers du projet.
- Analyse de la durabilité des investissements ainsi que des valeurs ajoutées positives.
- Analyse du niveau de participation et d'appropriation des différentes parties prenantes, ainsi que des engagements pris par les partenaires et les partenaires locaux.
- L'outil de suivi du GEF (*Tracking Tools*) du domaine d'intervention du projet doit être mis à jour.



- 4.5 Recommandations pour la gestion du PNNM : A partir de l'analyse des activités précédentes, le consultant proposera un plan opérationnel d'activités allant jusqu'à la fin du financement FRH (2018/2019). Ce plan se basera sur la programmation actuelle du projet, le plan de gestion du parc, les priorités post-Matthew et la feuille de route du MdE. Le consultant proposera également les orientations et actions pertinentes pour la formulation d'une éventuelle phase 2 du projet.
- 4.6 Restitution des résultats de l'évaluation GEF: L'évaluation doit prendre en compte les opinions des parties prenantes concernées dans l'exécution du projet. À cette fin, un atelier de restitution des résultats de l'évaluation GEF aura lieu dans le Sud d'Haiti. Un rapport d'atelier de restitution sera annexé à l'évaluation finale.

## 5. Livrables et calendrier

- 5.1 Tous les documents produits devront être en français. La version finale validée du rapport d'évaluation à transmettre au GEF devra être traduite en anglais.

Livrables	Date de livraison	Modalité de Paiement
Note méthodologique et chronogramme actualisés	Signature du contrat + 1 semaine	30%
Base de données capitalisant tous les produits FRH et GEF du projet (les données SIG pourront être provisoires) Rapport provisoire : - Rapport d'évaluation des produits FRH et GEF - Tableaux de suivi financier et de réalisation des produits - Rapport d'évaluation finale pour les produits GEF selon les critères du GEF	Signature du contrat + 6 semaines	30%
Version finale du rapport d'évaluation FRH et GEF en français Version finale de la base de données de capitalisation Version finale du Rapport d'évaluation finale pour les produits GEF et des Tracking Tools selon le modèle du GEF en français et en anglais	Signature du contrat + 9 semaines	40%

## 6. Supervision

- 6.1 La supervision sera assurée par le coordonnateur de l'UGP. La validation des livrables et de toutes les activités sera faite conjointement par l'UGP et la BID.

## 7. Caractéristiques des services de consultation

- Consultant international et consultant national
- Durée du contrat : 3 mois.
- Lieu de travail : Haïti / pays du consultant
- Langues de travail : français, créole et anglais

## 8. Qualifications

Chef de mission	Qualifications requises
Chef de mission : expert en évaluation de	Master ou équivalent en environnement ou gestion des ressources naturelles. Au moins 10 d'expérience professionnelle en évaluation de projet de gestion de l'environnement et d'aires protégées.

<b>projet / environnement</b>	Au moins 3 mandats similaires d'évaluation de projets en lien avec la gestion de l'environnement. Maîtrise d'un logiciel de SIG. Français et Anglais parlé et écrit courant
<b>Expert GEF*</b>	<b>Qualifications requises</b>
<b>Chef de mission : expert en évaluation de projet / environnement</b>	Master ou équivalent en environnement ou gestion des ressources naturelles et ou de gestion de projet. Au moins 10 d'expérience professionnelle en évaluation de projet de gestion de l'environnement. Au moins 3 mandats similaires d'évaluation finale de projets GEF. Français et Anglais parlé et écrit courant
<b>Expert local / SIG</b>	<b>Qualifications requises</b>
<b>Expert local : Environnement / développement rural et SIG</b>	<b>Licence ou équivalent en environnement, agriculture ou développement rural.</b> Au moins 5 d'expérience professionnelle en projet de développement rural et protection de l'environnement. Maîtrise d'un logiciel de SIG. La connaissance du Grand Sud et est plus. Français, créole parlé et écrit courant

*\* Conformément aux exigences du GEF le personnel proposé ne peut en aucun avoir été impliqué dans la formulation, la mise en œuvre ou l'évaluation du projet à évaluer.*

## 9. Autres Exigences

- 9.1 Paiement et conditions : La rémunération sera déterminée conformément aux politiques et aux procédures de la Banque. En outre, les candidats doivent être des citoyens d'un pays membre de la Banque Interaméricaine de Développement.
- 9.2 Consanguinité : Conformément à la politique de la Banque, les candidats qui ont des parents (y compris le quatrième degré de consanguinité et le deuxième degré d'affinité, y compris le conjoint) travaillant pour la Banque en tant que membres du personnel ou en tant que contractuels des effectifs complémentaires, ne seront pas admissibles à fournir des services à la Banque.
- 9.3 Diversité : La Banque est engagée dans la diversité, l'inclusion et l'égalité des chances pour tous les candidats. Nous considérons la diversité sur la base du sexe, de l'âge, de l'éducation, de l'origine nationale, de l'origine ethnique, de la race, du handicap, de l'orientation sexuelle, de la religion, et du statut VIH / SIDA. Nous encourageons les femmes, les Afro-descendants et les personnes d'origine autochtone à postuler.



## Annexe 2. Méthodologie et modalité d'exécution de la mission d'évaluation

### METHODOLOGIE DE L'EVALUATION

#### Déontologie de l'évaluation

L'évaluation a été conduite de manière autonome par rapport aux processus de gestion et de décision du Projet Macaya. Les règles déontologiques et attitudes suivantes ont été appliquées :

- adoption de méthodes de travail orientées vers le partage de l'évaluation avec les parties prenantes et acteurs du projet : réunions avec débat contradictoire sur les jugements évaluatifs formulés ;
- neutralité et impartialité ; éviter les suggestions a priori, recouper les informations ;
- pas de culpabilisation ni d'inquisition mais engagement dans une démarche de progrès et accorder le bénéfice du doute ;
- adoption d'une attitude de détachement émotionnel et de non engagement dans le projet ni en faveur d'un acteur particulier, de manière à éviter les jugements partiels ;
- garantir la confidentialité des sources lorsqu'elle a été requise.

Plus généralement, l'évaluation a combiné qualité relationnelle et maintien de l'indépendance. L'évaluation ne lie aucune partie prenante du Projet Macaya aux conclusions et recommandations produites dans le présent rapport.

#### Principes de la démarche d'évaluation

L'évaluation du Projet Macaya a suivi la démarche des évaluations de projet, fondée sur la comparaison entre, d'une part, la conception et la programmation du projet et, d'autre part, la manière dont il s'est déroulé et les résultats effectivement obtenus.

L'évaluation s'est fondée essentiellement sur trois sources d'information :

- une revue documentaire,
- des entretiens avec les parties prenantes du projet et
- des constatations des réalisations effectives des activités du projet sur le terrain.

La démarche a reposé sur une approche en étapes successives :

#### ***1 - Etablir un bilan factuel, global et objectif des actions du projet***

Une fois le référentiel d'évaluation défini, cette étape a permis d'établir d'un bilan objectif qualitatif et quantitatif des activités du projet et des résultats obtenus. Ce bilan a été réalisé à plusieurs niveaux :

- Au niveau des activités, dans l'optique de vérifier que les activités réalisées et les décaissements ont été conformes à la programmation et d'identifier les raisons qui ont conduit à d'éventuelles réorientations.
- Au niveau des résultats attendus, permettant d'identifier leur niveau d'atteinte et d'analyser les causes d'écarts. La mesure des écarts s'est basée sur les documents contractuels du projet ainsi que sur les observations issues des visites de terrain et de la consultation des parties prenantes.
- Au niveau de la gouvernance du projet : fonctionnement des entités du projet (Copil, direction exécutive), processus de prise de décision et de contrôle, fonctionnement administratif et financier.
- Analyse de l'état de la mobilisation effective et de l'affectation des cofinancements.

## 2 - Elaborer l'analyse évaluative

L'analyse évaluative des actions conduites et des résultats obtenus s'est appuyée sur les critères standards d'évaluation, dont en particulier :

- La pertinence : la mise en œuvre des composantes a-t-elle répondu aux attentes des acteurs concernés ?
- La cohérence interne et externe : la mise en œuvre des composantes disposait-elle de moyens cohérents avec les objectifs à atteindre ?
- L'efficacité et l'efficience : les composantes ont-elles atteint leurs objectifs ? Les moyens utilisés ont-ils été en rapport avec les effets produits ?
- L'effectivité : les composantes ont-elles respecté la programmation, les actions ont-elles été mises en œuvre ?
- Les impacts et la viabilité : quels ont été les effets produits par les composantes ?
- La durabilité : les résultats du projet sont-ils de nature à se maintenir, voire s'amplifier, dans le temps ?
- Le processus participatif : l'intégration des différentes catégories d'acteurs a-t-elle été efficace et pertinente ?
- La valeur ajoutée de l'action des bailleurs : sans les actions de la BID, le projet aurait-il eu un déroulement et une appréciation générale différente ?
- La redevabilité : la redevabilité permettra d'analyser le dispositif de suivi opérationnel et financier du projet et la qualité des produits de suivi tels que les rapports périodiques.

Les jugements évaluatifs ont été construits en mettant en perspective les faits constatés et en les reliant par des relations de cause à effet. L'analyse évaluative est conclue par une présentation des forces et faiblesses de la gestion (terrain, gouvernance, financement) du PNNM depuis 2012.

## 3 - Elaborer les conclusions et recommandations de l'évaluation

Les conclusions ont été formulées en se basant sur les résultats du bilan, de l'analyse évaluative et de la réponse aux questions évaluatives.

Sur la base des conclusions de l'évaluation, des recommandations et des propositions pour améliorer les performances de gestion (terrain, gouvernance) et de financement du PNNM ont été élaborées.

### Principes de la démarche de capitalisation

Le travail de capitalisation des produits issus des financements GEF et FRH dans le cadre du Projet Macaya s'est fait de manière concomitante à la mission d'évaluation. La capitalisation a consisté à :

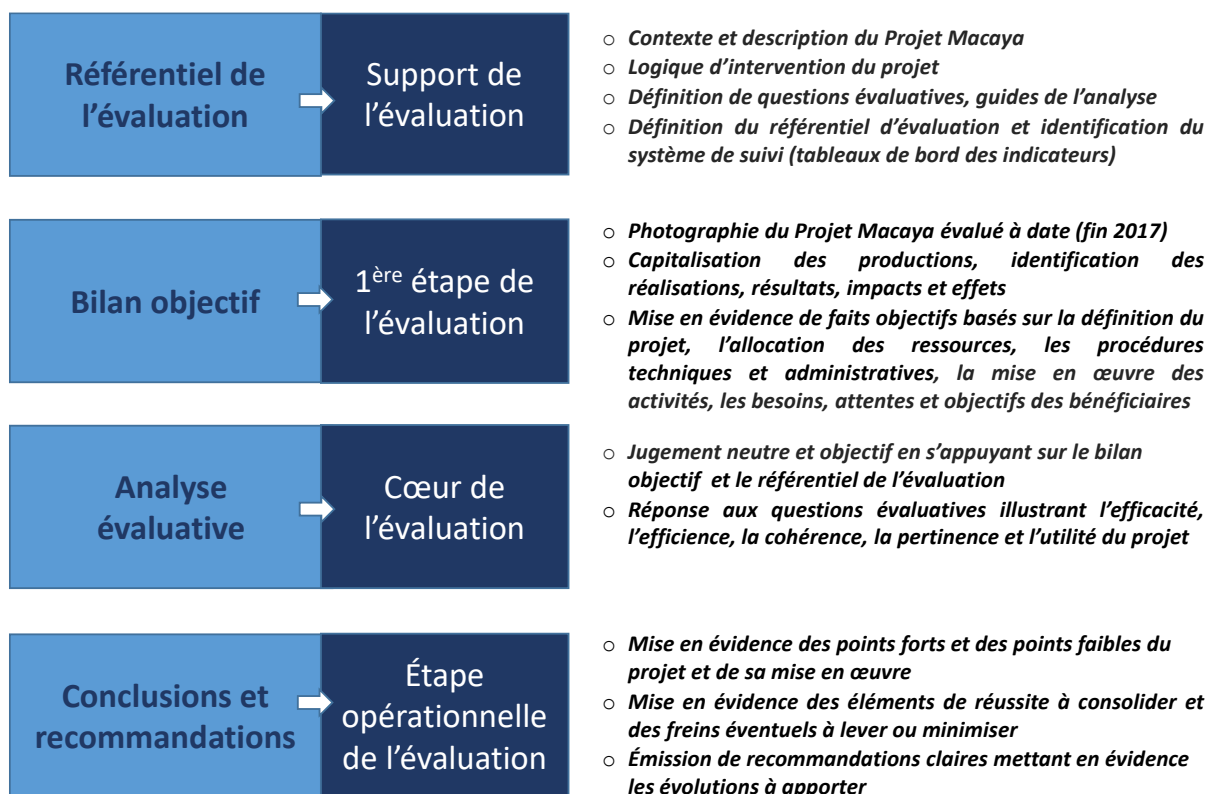
- Réaliser une BDD des livrables et produits du projet issus des financements FRH et GEF jusqu'à date (cf. Annexe 5).
- Cartographier les réalisations physiques du projet (cf. Annexe 4).
- Systématiser les leçons apprises pour améliorer la sélection, la conception et l'exécution de futurs projets. (cf. Partie IV).

### Synthèse des étapes méthodologiques

La figure ci-dessous synthétise la méthodologie suivie.



Figure 5 : Main methodological steps for the evaluation



## EXECUTION DE LA MISSION D'EVALUATION

La mission d'évaluation s'est déroulée en suivant le chronogramme ci-dessous. Grégoire Lejonc (Chef de mission) et Lucille Palazy sont les évaluateurs de la présente étude. Ronald Cadamus a fait les constats additionnelles des réalisations terrains du Projet Macaya.

Table 9 : Evaluation mission chronogram

Activités		2018				
Etape	Lieu	Février	Mars	Avril	Mai	Juin
<b>Démarrage de l'étude</b>	Bureau consultant					
<b>Mission de terrain - Consultation des acteurs</b>	Haïti					
Entretiens institutionnels	Port au Prince					
Consultation des acteurs Macaya	Province sud					
Constatations réalisations terrain	PNN Macaya					
Entretiens institutionnels additionnels						
Consolidation de la BDD capitalisation & SIG	Port au Prince					
Restitution mission d'évaluation à UGP/BID						
Constatations réalisations terrain additionnelles & SIG	PNN Macaya					
<b>Rédaction des rapports provisoires</b>						
Transmission des livrables	Bureau consultant					
Réception des commentaires						
Diffusion des rapports provisoires						
<b>Restitution &amp; Finalisation de l'étude</b>	Haïti/Bureau					
Atelier de restitution des résultats de l'évaluation	Province sud					
Restitution évaluation aux parties prenantes institutionnelles	Port au Prince					
Finalisation et transmission des livrables finalisés	Bureau consultant					
Traduction du rapport d'évaluation du projet GEF						

La liste des personnes rencontrées par la mission d'évaluation se trouve ci-après.





## Programme de la mission d'évaluation du 05 au 20 Mars 2018 – G. Lejonec, L. Palazy

Date	Site	Heure	Activité
Mardi 06 Mars	Port-Au-Prince	journée	Planification de la mission et des réunions
Mercredi 07 mars	Port-Au-Prince	14h-17h	Géraud Albaret, Responsable Projet Macaya à la BID M. Clavens –Resp. Financier UGP de 2015 à 2017
		18h	Maximilien Pardo (ONU Environnement)
Jeudi 08 mars	Port-Au-Prince	8h-10h	Emmanuel Sildor (Coordonnateur UGP)
		10h	Annulé - M. Bain Ulrick Directeur BSAP
		11h-13h	Mme Oriole, CIAT
		14h	Kjersti Tromsdal, Coopération Norvégienne
		16h-20h	Transit vers les Cayes
Vendredi 09 Mars	Les Cayes	8h-10h	Antonio Pererra, Consultant ONU-E
	Camp Perrin	11h-15h	Equipe technique, UGP Macaya
	Camp Perrin	16h-19h	Mathieu Eliassaint (Directeur de ORE)
Samedi 10 Mars	Port-Salut	9h-11h	Dario Noel, responsable passation des marchés, PNUE
Dimanche 11 mars	Port-Salut	7h-10h	Transit vers Rendel
	Rendel	10h-18h	Rencontre Equipe FMD & Visite des sites d'interventions de Grande-Plaine et Rendel
Lundi 12 mars	Camp Perrin	9h-13h	Equipe UGP Macaya
	Les Cayes	14h	Prénor Coudo (ANAP)
	Les Cayes	16h	Annulé – RDV avec la DDS
Mardi 13 mars	Formond	9h-15h	Samedi (responsable infrastructure de l'UGP) et Raphael Spencer (GRETCO): Observation des travaux sur le tronçon de route Canon-Formond
		15h	Samedi (responsable infrastructure de l'UGP) et Professeur de l'école: Visite du site de l'Ecole Nationale de Formond
Mercredi 14 mars	Formond	7h	Agents CSE: Visite de terrain dans le parc
		9h	Equipe ORE: Visite des sites de reforestation, des pépinières
		14h	Focus groupe avec les communautés à Haut Formond
		15h30	Equipe ORE: Visite des sites d'agroforesterie et de stabilisation des ravines de Haut Formond, Bas Formond et les Platons
Jeudi 15 mars	Camp Perrin	10h	Equipe ORE
		11h30	Emmanuel Sildor (Coordonnateur UGP)
		13h	Kelly Maxcia (Directeur Départemental Grand-Sud)
		16h	Voyage jusqu'à Jérémie
Vendredi 16 mars	Jérémie	8h	Voyage jusqu'à Despagne
	Despagne	12h	Visite des sites d'agroforesterie, d'élevage, de stabilisation des ravines, d'impluvium, de serres et de réhabilitation de l'école
		17h	CASEC de Magon
Samedi 17 mars	Despagne	9h-11h	Focus groupe avec les communautés bénéficiaires à Despagne
		11h30	Débriefing Equipe FNAG
		14h-17h	Transit vers Les Cayes
Dimanche 18 mars	Les Cayes	8h-12h	Ronald Toussaint – Directeur de Cabinet MdE
		14h-19h	Transit vers Port-au-Prince
Lundi 19 mars	Port-au-Prince	8h-10h	Géraud Albarez (BID – ancien GIZ)
		10h11h	Géraud Albarez & Gilles Dammé (Chef des opérations BID)
		11h-12h	Hytheard Jeudy Charlemagne, responsable financier UGP
		14h-16h	Jean Hilaire, Société Audubon
		16h-19h	Ronald Cadamus
Mercredi 28 Mars	Rendez-vous	16h	Alexandra Ortega (Unité GEF de la BID)
Mardi 03 Avril	Skype	16h30	Bruno Jaquet (superviseur BID )



## DEROULEMENT DE LA MISSION D'ÉVALUATION DES RÉALISATIONS PHYSIQUES DU PROJET MACAYA

### Objectif de la mission et dispositions préliminaires

Cette mission de terrain a été réalisée par Ronald Cadamus, expert agronome. La mission consiste généralement à aller voir les différentes activités physiques mise en œuvre au cours de la période d'exécution du projet. Plus particulièrement c'est un exercice de géo localisation qui permet d'aboutir à la cartographie des réalisations afin de mieux orienter les nouvelles décisions.

Une prise de contact a été effectuée, avant tout déplacement, avec le bureau exécutif de chaque organisation partenaire afin de disposer des agents de terrain comme guides. Une prise de connaissance préalable a été aussi entreprise sur l'étendue des différentes réalisations dans les localités afin de planifier l'itinéraire des visites.

### Méthodologie

Cette section décrit les différentes méthodes utilisées et les activités entreprises pour mener à bien l'évaluation des activités réalisées avec les partenaires du programme.

#### Planification opérationnelle

Vu les contraintes que représente l'accès aux sites d'intervention, on a contacté les responsables de chacune des organisations partenaires du programme, puis on s'est réuni avec l'équipe en vue d'arriver à une planification opérationnelle. Une analyse de la documentation sur les différentes interventions a été faite. Ceci a permis de prendre connaissance de manière détaillée avec qui, où et comment les activités ont été mises en œuvre.

La mission d'évaluation a été réalisée pendant une tournée en trois semaines allant du mois de mars au mois d'avril. Soit la période du 22 au 27 Mars, visite effectuée à FNGA, du 06 au 08 Avril au sein de la FMDL et du 16 au 21 Avril à ORE.

Les accompagnateurs suivants, venant des trois organisations partenaires de l'UGP dans l'implémentation du programme:

- • FNGA : Agr. Tech.Berthony, Agr. Blk2anchard
- • FMDL : M. Pluviose, Cinea William, Jean marc
- • ORE : Agr. Edoine, Agr. Eberle, Agr. Eliassaint

Pour toutes les visites qui sont réalisées l'accompagnement d'une ou deux personnes de la localité a été sollicité.

#### Collecte de données de terrain

Chacun des partenaires et leurs zones d'intervention présentent des contraintes et des opportunités différentes. De ce fait, l'effort et le temps mis pour géoréférencer chacune des interventions ont variés. Dans le souci de rendre productif le travail de collecte d'information et en suivant les directives des partenaires, on a fait une priorisation des sites à visiter. Par exemple, certains sites qui sont très loin, d'accès difficile et avec peu de réalisation sont sacrifiés pour des sites de moins difficile d'accès et avec beaucoup plus d'interventions. Cependant les sites qui se retrouvent à l'intérieur des limites du parc national sont priorisés malgré étant plus loin et d'accès difficile, dans la majorité des cas.

Les données de terrain ont été collectées en utilisant une application mobile de géolocalisation appelée "Map Plus" téléchargée sur une tablette iPad. On a parcouru dans des transects dans toutes les zones d'interventions, en prenant des photos (géotagguées) durant tout le parcours. Ces photos sont enregistrées avec des coordonnées géographiques et d'autres informations descriptives sur l'intervention évaluée.

### Relevés géo-localisés des activités exécutées par FNGA

Le consultant est arrivé à Despagne le Jeudi 22 Mars 2018 vers 4 h de l'après-midi. Une fois arrivé il a rejoint l'équipe FNGA et ensemble ils ont fait les dernières mises à jour de planification. Un membre délégué de FNGA, Agr. Berthony et un agent de terrain de la localité de Despagne ont formé l'équipe de visite. Ils entreprennent deux heures après la direction vers Pourcine, une localité très enclavée et située à plusieurs kilomètres de Despagne.

#### Visite à Pourcine

A partir de la localité Kfou Magon le trajet vers Pourcine se fait à pieds. Des points de localisation géographique, dans cette localité, ont été relevés pour des activités de conservation de sol, ce sont des travaux de gabionnage de la ravine de Magon. Mise à part cette réalisation aucune intervention n'a eu lieu sur le trajet menant à Pourcine. L'équipe arrive à Pourcine vers 10h du soir. Etant donné l'heure tardive aucune autre observation n'a pas pu être effectuée. Le lendemain, dès la première heure, le directeur de l'Institution mixte Gérard Sarah de Pourcine a rejoint l'équipe. La visite a commencé par l'emplacement de l'Ecole nationale de Pourcine suivi par l'Institution mixte Gérard Sarah de Pourcine. En effet, après le passage de l'ouragan Matthew les deux écoles de la région ont été détruites, les cours se déroulent dans des abris provisoires précaires.

L'emplacement de la pépinière a été relevé. En effet cette pépinière qui a servi pour la production des plantules a été de manière provisoire car le terrain est une propriété privée.

Plusieurs échantillons de parcelles qui ont bénéficiés des plantules ont été également géo-localisées. Les plantations se font sur de très grand territoire mais à l'intérieur des parcelles on peut compter que quelques pieds d'arbres. L'observation de ces diverses parcelles a montré que, parmi les espèces plantées dans cette zone, le café est quasiment absent, suite à sa destruction après le passage de l'ouragan Matthew ; ce sont quelques arbres forestiers comme le cèdre (*Cedrella odorata*), le saman (*Samanea saman*), le gris-gris (*Bucida buceras*) qui restent encore debout. La visite pour cette localité s'est terminée par les relevés des corrections de ravines. Ces travaux qui ont été réalisés dans le lit même d'un cours, avaient pour objectif de dévier la direction de l'eau pour ne pas emporter les plantations de banane qui sont dans le lit même de ce cours d'eau. L'équipe est retournée au bureau de FNGA à Despagne très tardivement aux environs de 9h30 du soir.

#### Visite à Despagne et les localités environnantes

Les conditions météorologiques du Samedi 24 et du Dimanche 25 Mars 2018 ont retardé la visite ce qui l'a rallongé vers la journée du Lundi 26 Mars 2018. La visite pour la journée du Lundi a d'abord été tournée dans la localité de Despagne. La majeure partie des activités physiques localisées correspondent à l'agroforesterie.

L'intérêt pour les bénéficiaires de planter des espèces forestières est majoritairement pour l'exploitation en charbon de bois et/ou menuiserie. Parmi ces espèces plantées le cèdre (*Cedrella odorata*) se développe timidement tandis que le Marot montre une plus grande capacité de développement adaptée à cette altitude.

Ensuite, la visite a été poursuivie dans les autres localités environnantes qui comprennent Bonel, Castillon, Magon, Grand Letang, Cèdre. Les principaux points de géolocalisation relevés concernaient plusieurs plantations agroforesteries qui comprennent : Banane plantain, Canne à sucre Café, Avocat, Citrus, Sucrin, Acajou, Marot, Cassia. Ainsi que 3 impluviums déjà construits, 4 serres dans lesquels des choux sont cultivés. Sur les trois pépinières visitées un seul a servi de manière provisoire, c'est celle située dans la localité de Magon et qui était sur la propriété de l'organisation "Men kontre". Les deux autres qui se situent à l'étang et à Despagne contiennent des plantules voués pour d'autres campagnes de reboisement. Deux autres infrastructures comme l'Ecole nationale de Castillon ainsi que le Centre de développement durable de la Montagne Bonel sont en cours de construction.

En fin de la mission pour la FNGA, une autre localité qui s'appelle Duri a été visitée le mardi 27 Mars 2018. L'activité qui a été géo-localisée est le quatrième impluvium déjà construit.



### Relevés géo localisés des activités exécutées par FMDL

Le vendredi 6 avril 2018 la mission a quitté les cayes et est arrivée à Port-à-Piment aux environs de 12h30, le chauffeur de FMDL a pris le relais de Port-à-Piment. Arrivé dans la localité Déjoie, avant d'arriver à destination, le jardin ornamental de l'École Nationale de Déjoie a été visité. Ce jardin ornamental constitue un lieu de détente pour les élèves et parmi les écoles dans la zone cette activité a été expérimentée seulement par le directeur de cet établissement. Après avoir effectué cette visite, le trajet a repris et aux environs de 2h30, le consultant arrive à Rendel. Accueilli par Agr. Pluviose et M. Jean Marc et quelques autres membres de l'équipe de FMDL, par la suite des échanges ont eu lieu pour déterminer le déroulement de la visite, les itinéraires et faire le point sur les différentes activités réalisées. Une fois les échanges terminés, la visite de la maison du parc Macaya a eu lieu avec l'accompagnement de M. Jean Marc. Ce dernier a été présent pendant toute la tournée.

### Visite de reboisement au sein du parc Macaya

Le samedi 07 Avril 2018, la tournée a commencé vers 9h du matin pour se rendre dans la localité de grande plaine au sein même du parc Macaya. La pépinière du parc a été visitée. C'est une pépinière ayant une grande capacité de production et qui peut être élargie d'avantage. Beaucoup de plantules sont encore disponibles au sein de cette pépinière et qui seront servies à la prochaine campagne de reboisement. Les discussions ont également eu lieu sur la méthode d'élevage des pins et selon M. Jean Marc la seule méthode qui existe consiste à récupérer des sauvageons au-dessous des pieds-mères ensuite de les repiquer individuellement dans les sachets en polyéthylène. Ces plants sont arrosés et le désherbage est effectué ainsi que d'autres interventions. Pour ensuite les acheminer dans la zone de reboisement. Les plantations de Pins (*Pinus occidentalis*) qui ont été effectuées ont survécu au passage de l'ouragan et sont pourtant menacées par le piétinement du bétail. Des jeunes arbres sont cassés à cause du bétail qui y est attaché. Plusieurs points y ont été relevés afin d'obtenir une estimation de la superficie de reboisement.

En s'éloignant de la zone du parc, la visite continue par la correction de la Ravine Pélagi qui prolonge les localités Ste Alba et fière ville; cette activité résulte à une reprise abondante de la végétation dans la ravine. Ce sont les cultures effectuées par les riverains et les plantations de bambous ainsi que d'autres espèces sauvages. Les activités de cultures agricoles ont été également localisées ; Des apports des plants d'igname et de banane plantain ont été distribués exemple pris de Ronald Romélus qui possède des cultures maraichères et a bénéficié des plants d'ignames et de bananes plantains.

La tournée a repris dans la journée du Dimanche 8 avril avec la visite du rucher traditionnel de Bertrand Lenny. Ces mêmes types de ruches ont été distribués à plusieurs bénéficiaires localisées de façon isolée. Ce type d'activité génère des revenus en parallèle des activités agricoles. Le propriétaire y était absent cependant les échanges avec son paternel sur l'intérêt qui découle de la ruche ont été très positifs. La tournée a pris fin avec des visites pour localiser les parcelles de bois énergétiques.

### Relevés géo localisés des activités exécutées par ORE

Le consultant a rejoint l'équipe de ORE au bureau de ladite organisation à Camp-Perrin, le Lundi 16 avril 18. Autour d'une table ronde, ont été discutés : la localisation des différentes activités, le type d'intervention qui y existent et la répartition journalière des zones à visiter Les interventions de ORE sont élargies sur un plus grand nombre de communes ce qui a nécessité plus de visites sur le terrain concentrées dans une seule journée.

Les visites ont débuté le Mardi 17 Avril dans la localité de Duchity. Les interventions ont variées entre des plantations forestières exclusives et des plantations agroforesteries et sont ainsi représentées dans la plupart des autres localités suivantes qui ont été visitées : la Source, Pot Kanal, Dorlamitie, au centre, bas l'étang. Dans les parcelles agroforesteries les espèces forestières sont plantées en bordure des parcelles, c'est une méthode pour encourager les riverains de ces localités à planter les espèces forestières. Ainsi on retrouve les espèces comme cassia, cèdre (*Cedrela odorata*) et bois ple. Le café et le surgreffage de l'avocat sont les espèces fruitières les plus distribuées.

Le Mercredi 18 Avril le consultant et l'équipe de ORE ont visité Formond. Là-bas, des plantations de pins ont eu lieu à partir de la limite de l'ancienne plantation détruite par Matthew, tout le périmètre de reboisement a été parcouru, pour le calcul de la superficie. Ces relevés ont été pris dans la localité de Durand. Des relevés géographiques ont aussi concernés les emplacements d'une pépinière de pins, des maisons de l'UGP réparé dans le cadre du projet puis détruite par le cyclone Matthew, ainsi qu'une école située la haut. Dans la localité de Platon, tout au long de la route, les relevés de tous les réservoirs d'eau ont été pris. Il faut noter que ces réservoirs n'ont pas été construits par ORE, sinon d'autres firmes privées. Les relevés des plantations agroforesteries, des parcelles de fourrages et des activités agricoles ont concernés ces mêmes localités.

Les Jeudi 19 et Vendredi 20 Avril des visite ont été menées dans des localités dans les communes de Camp-Perrin, Beaumont et Pestel. Les relevés ont concernés les localités Roze, Monyen, Bellance, au Centre, Pot Kanal et la Source. À l'instar des autres zones, les relevés des emplacements des pépinières et des plantations d'agroforesterie ont été pris.

La mission a pris fin le samedi 21 Avril par une rencontre avec l'équipe de ORE autour des données des sites non visités. Ils ont mis des informations disponibles pour compléter le travail d'évaluation.

### **Contraintes rencontrées, limite de l'évaluation des réalisations physiques**

- Les arbres sont plantés dans des systèmes agroforestiers déjà établis, avec quelque arbres plantés à et là, sans respecter aucune méthode de plantation (i.e., distance entre les plante). Du coup, ce n'était pas possible d'estimer les superficies de plantation.
- Les conditions météorologiques n'étaient pas toujours favorables, notamment la pluie. Donc, certaines zones n'ont pas pu être observées, comme cela est illustré sur la carte générale des réalisations physiques du projet.
- L'ouragan Matthew a eu beaucoup d'impacts sur les interventions du projet, ce qui a empêché d'évaluer certaines des vraies réalisations. Par exemple, à Pourcine une école a été complètement disparue, ne laissant aucune trace.
- La grande dispersion des interventions du projet et l'inaccessibilité des sites ont rendu difficile la géolocalisation exhaustive des réalisations, dans le temps imparti.
- Pour des questions d'échelle et de visualisation, quelques points d'observations ont été omis dans la cartographie des réalisations (cf. Annexe 5).



## Annexe 3. Matrice initiale de Outcome du projet (DP HA-X1002)

Produits (ProDoc)	Indicateur	Niveau de base (2009)	Cible attendue
Indicateurs d'effet			
Pratiques de Gestion Durables des Terres et des Forêts (GDTF) mises en œuvre dans les BV supérieurs du Parc	Nombre d'hectares de BV supérieurs qui sont sous pratiques de (GDTF)	0 ha	7 500 ha
Emission de carbone évitées et augmentation du stockage de carbone	Tonnes d'émission de CO2 évitées et augmentation du stockage de carbone	Emission causées par les changements d'utilisation des terres entre 2009-2034 (scénario sans projet) : 225 000 tCO2eq	5% d'augmentation du stockage de carbone dans le parc. Contribution totale du projet sur le carbone séquestré et les émissions évitées d'ici 2034 : 250 000 tCO2eq.
Pratiques de gestion durable des terres et des forêts (GDTF) mises en œuvre dans la zone d'influence du parc	% des terres de la zone tampon du parc qui sont sous GDTF	0% des terres sont sous méthodes GDTF (à confirmer au lancement du projet)	70%
Sécurité foncière dans le parc et à sa bordure	Sécurité foncière dans la zone du parc qui motive l'utilisation de méthodes de GDTF	Pas de sécurité foncière	Pas de conflit concernant les limites du parc et 80% du parc délimité physiquement
Le pays acquiert la capacité technique et l'équipement nécessaire pour faire le suivi carbone	Niveau de capacité technique, équipement nécessaire pour faire le suivi carbone et suivi réalisé sur un autre projet	Pas de capacité nationale pour le suivi carbone à l'échelle du projet	Capacité à entreprendre indépendamment une mesure similaire sur un autre projet
Composante 1 : Renforcement institutionnel des Collectivités Territoriales			
Plans d'aménagement communaux établis avec consensus local, officialisé et mis en œuvre en prenant en considération la protection des BV	Nombre de plans d'aménagement communaux adoptés, développés et publiés	Pas de plans d'aménagement	Comités techniques et du gouvernement local (ASEC et CASEC) formés dans la planification participative et la gestion financière, plan d'aménagement de 10 communes développés, adoptés et publiés dans Le Moniteur
Accord intercommunal pour créer une structure décentralisée permanente de gouvernance du parc et un zonage d'utilisation des terres signées par les autorités locales et nationales, et publiées dans Le Moniteur	Nombre d'accords intercommunaux validés et publiés dans le moniteur	Une première version d'accord datant de 2004 non validée	Un accord intercommunal développé, signé et publié dans Le Moniteur, suivi et amendement réalisé
Les limites et le zonage du parc sont faits de manière participative	Existence d'une loi définissant les limites du parc	Pas de lois précises qui définissent les limites du parc	Communautés informées, limites déterminées, législation définissant les limites du parc soumise au niveau national

Produits (ProDoc)	Indicateur	Niveau de base (2009)	Cible attendue
Plan de gestion du parc en adéquation avec les plans d'aménagement des communes approuvés et signés	<i>Nombre de plans de gestion du parc développés et approuvés</i>	Pas de plan de gestion	Plan de gestion (incluant étude de terrain et zonage) approuvé par les autorités locales et nationales et publié
Unité de gestion du parc, comité de pilotage et arrangements de cogestion établis	<i>Nombre d'employés, comités et conseils établis, et nombre de documents de gestion développés</i>	Pas d'unité de gestion, de comité de pilotage et d'accords de cogestion	Coordinateur et employés du projet/parc recrutés ; 1 bureau du parc établi ; 1 comité et 1 conseil du parc établis ; lignes directrices administratives adoptées ; 3 accords de cogestion signés et plan de travail de cogestion signé et mis en œuvre ; un business plan développé et mise en œuvre initiés
Gardes du parc et d'agents communaux de surveillance qui ont un rôle, des procédures, une gestion et une supervision bien définie pour appliquer les lois dans le Parc	<i>Nombre de gardes du parc et d'agents communaux de surveillance qui ont un rôle, des procédures, une gestion et une supervision bien définie pour appliquer les lois dans le parc</i>	10 gardes non formés recrutés en Novembre 2008	15 gardes du MOE et des communes formés et en service
Compréhension des limites et du zonage du parc par les communautés locales	<i>Nombre de personnes qui sont d'accord et connaissent les limites et le zonage du parc (à travers des questionnaires à mi et fin de parcours) (intermédiaire outcome)</i>	0%	70%
<b>Composante 2 : Adoption de technologies de Gestion Durable des Terres et des Forêts (GDTF)</b>			
Agroforesterie développée	<i>Nombre d'arbres pour la production de bois d'œuvre et d'arbres fruitiers à haute valeur économique en dehors du parc sur terrains privés à Formond, Cavalier, Rendel, Fièrre Ville, Des Barrières et Rey</i>	[A identifier lors d'une visite de terrain après l'identification des bénéficiaires]	10 000 arbres greffés, 20 000 plants fruitiers greffés, 50 000 plants d'arbres pour la production de bois d'œuvre
Un centre de lavage du café établis en soutien aux associations productrices de la frontière nord du parc (cofinancement)	<i>Valeur ajoutée à la production de café biologique sous ombrage</i>	Pas de système de transformation au site de Des Barrières	Régénération et expansion du système de production et Système de transformation ouvert à Des Barrières
Des micro-barrages et citernes de collecte des eaux de ruissellement sont construits.	<i>Nombre de structures de collecte des eaux de pluie pour les pépinières de légumes et d'arbres (citerne, réservoir (impluvium), bassins de rétention à Formond, Durand, limites sud-ouest)</i>	Pas de structures (deux petits bassins à Formond, Grande Plaine)	10 structures
La reproduction des moutons est intensifiée grâce à la production de fourrage comme substitut	<i>Elevage : promouvoir le fourrage (production et distribution de brins d'herbe</i>	[A identifier lors d'une visite de terrain après l'identification des bénéficiaires]	500 brebis





Produits (ProDoc)	Indicateur	Niveau de base (2009)	Cible attendue
au pâturage libre par les vaches dans le parc.	<i>à éléphant) et production de moutons (race locale)</i>		
Reforestation active de forêts	<i>Nombre d'hectares reforestés</i>	Pas de forêts	200 ha dans 4 zones (Formond, la Hatte, Desglacis Sud, Grandes plaines)
<b>Composante 3 : Renforcement du cadre légal local de résolution des conflits fonciers</b>			
Un cadastre physique des terres privées et de l'état dans le parc et définissant les limites du parc	<i>Nombre d'hectares couverts par un cadastre participatif et délimité physiquement (en utilisant des GPS et avec consensus local)</i>	Pas de cadastre	7 500 ha
Mise en place de mécanisme de résolution des conflits	<i>Nombre de comités de résolution de conflits établis et pourcentage de problèmes résolus</i>	Pas de mécanisme	7 comités de résolution des conflits et 70% des problèmes rapportés au comité résolu
Les limites du parc sont démarquées physiquement et soumises à validation législative	<i>Nombre de marqueurs clairs installés et nombre de loi qui officialisent cette démarcation</i>	Pas de démarcation, pas de loi	Des marqueurs clairs et sécurisés tous les 200 mètres et une loi publiée dans Le Moniteur
Révision et analyse des lois formelles et coutumières en application	<i>Nombre de règlements intercommunaux développés pour renforcer les institutions locales y compris DGI (Institution responsable de la gestion des terres de l'état) et la police dans l'utilisation du nouveau cadre de résolution des conflits</i>	Pas d'instruments légaux pour la résolution des conflits d'utilisation des terres	Des règlements intercommunaux pour la mise à œuvre du nouveau cadre de résolution des conflits au niveau local et plaider au niveau parlementaire
Adoption d'un nouveau mécanisme de régulation foncière	<i>Nombre de personnes formées sur l'utilisation du nouveau cadre de résolution des conflits</i>		Police, juges et gouvernement local savent comment résoudre légalement les conflits fonciers (formations)
<b>Composante 4 : Changement d'affectation des sols, suivi des émissions de CO2 et des stocks de carbone</b>			
Suivi de l'utilisation des terres	<i>Pourcentage du parc où l'utilisation des terres a été cartographiée</i>	Pas de suivi de l'utilisation des terres à l'échelle du pays	100% du parc cartographié, 7 catégories d'utilisation des terres, 100% des zones suivies (7 500 ha avec unité de cartographie minimum d'1 ha)
Suivi du stock de carbone	<i>Calcul du niveau de base (projection des émissions sans le projet)</i>	Pas de suivi du stock de carbone à l'échelle du pays	Un cycle annuel complet de mesure, 100% du stockage de carbone de la biomasse aérienne et souterraine suivis
Capacité technique acquise	<i>Nombre d'employés qui ont la capacité technique de suivre les émissions et les stocks de carbone</i>	Une petite équipe (6 personnes) en charge du suivi de carbone national (université, MARNDR, MdE) ont la capacité de faire le suivi.	Formation initiale et finale de 8 personnes du MdE et MA, 4 x3 jours de séminaire, 5 personnes ont la capacité technique pour faire le suivi carbone
Suivi des émissions de CO2	<i>Nombre d'éléments du suivi carbone mesurés</i>	Pas de suivi des émissions de CO2 dans le pays	100% des éléments de la table de mesure des



Produits (ProDoc)	Indicateur	Niveau de base (2009)	Cible attendue
			émissions de CO2 sont suivis (y compris l'utilisation d'énergie fossile et la fertilisation azotée dans le parc) suivi, mesures d'émissions de carbone faites pendant 4 ans
Suivi des émissions de CO2	<i>Nombre de mesures du carbone réalisées</i>	Suivi de mesures du carbone lié à LULUCF en opération dans le parc et sa zone d'influence	Un cycle annuel complet de mesure (tous les calculs recommandés dans la méthodologie sont faits)



## Annexe 4. Réalisations physiques du Projet Macaya – Mai 2018

### RESULTATS DE L'EVALUATION DES REALISATIONS PHYSIQUES

#### Base de données constituée

Les données d'évaluation des parcelles d'intervention sont présentées dans un tableau Excel. Cette base de données attributaires a été jointe aux données géographiques (Shapefile) pour réaliser la cartographie des sites évalués. Ces données ont été transmises à l'UGP. Les données recueillies ont été catégorisées avec les informations suivantes :

- Catégorie : De façon généralisée, le type d'intervention réalisée
- Sub\_Categorie : Le type d'intervention réalisée de façon plus particulière
- Description : Une petite description de l'intervention observée, quand cela est nécessaire.
- Condition : Dépendamment de l'intervention observée, une description de l'état actuel.
- Espèces : La culture agricole, forestière ou un ensemble de cultures dans un système agroforestier
- Phase : Phase du programme (1 ou 2)
- Lon/Lat: Coordonnées géographiques d'un point à l'intérieur de la parcelle où la réalisation a été observée.
- Zone : Zone géographique
- Localité : La localité où la réalisation a été observée.
- Organisation : organisation partenaire de l'UGP qui a implémenté la réalisation observée
- Date : La date d'exécution de ce qui a été réalisé
- Observé : Désigne si le site a été visité ou non

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#### Cartographie des interventions

Les 5 cartes ci-dessous sont présentées ci-après :

- Carte générale des interventions du projet
- Carte des interventions de FNGA
- Carte des interventions de FMDL
- Carte des interventions de ORE
- Carte des interventions d'autres partenaires.

Une analyse des observations faites par partenaires complète cette annexe.

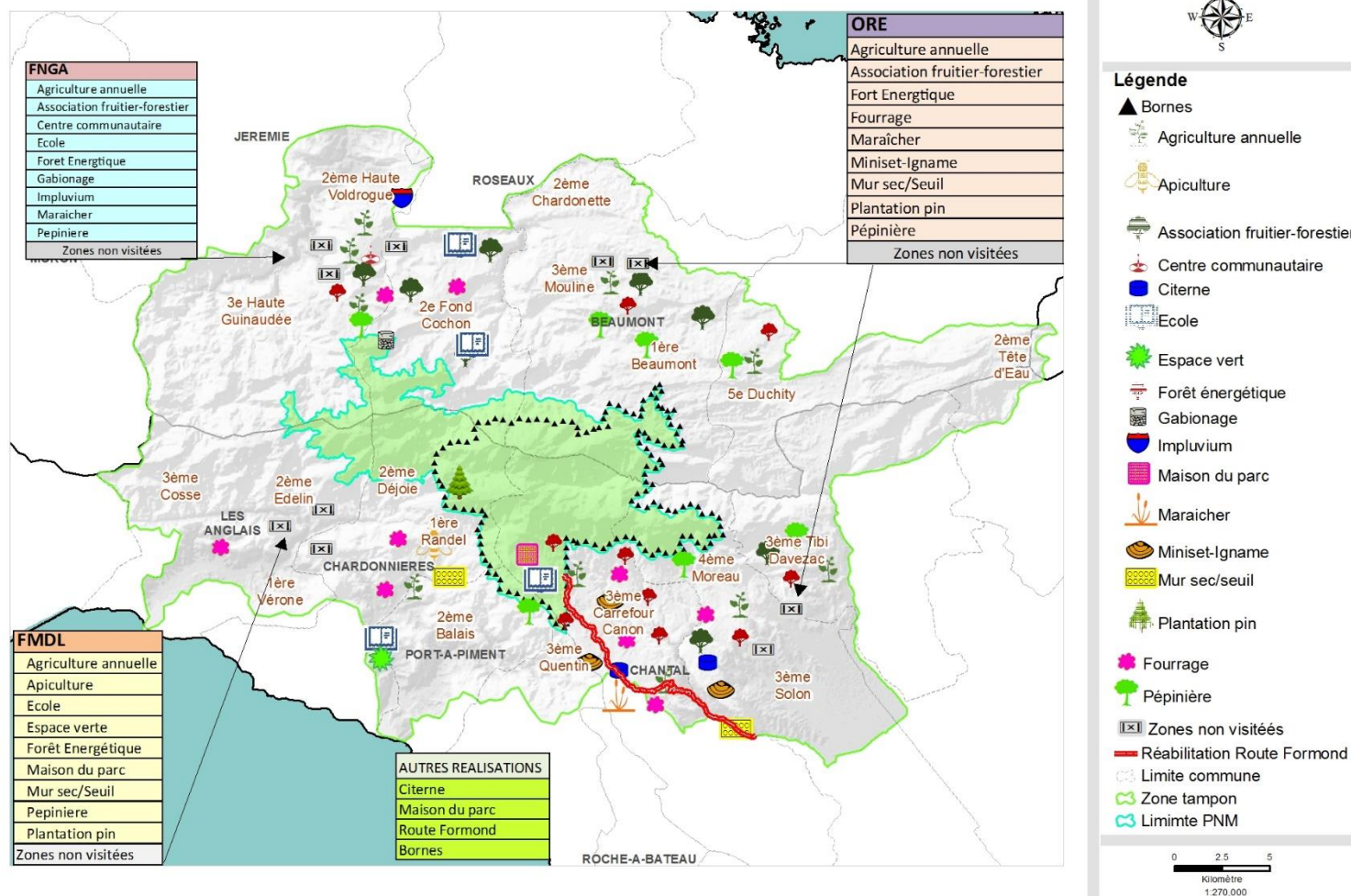
### RECOMMANDATIONS SPECIFIQUES SUITE AUX VISITES DE TERRAIN

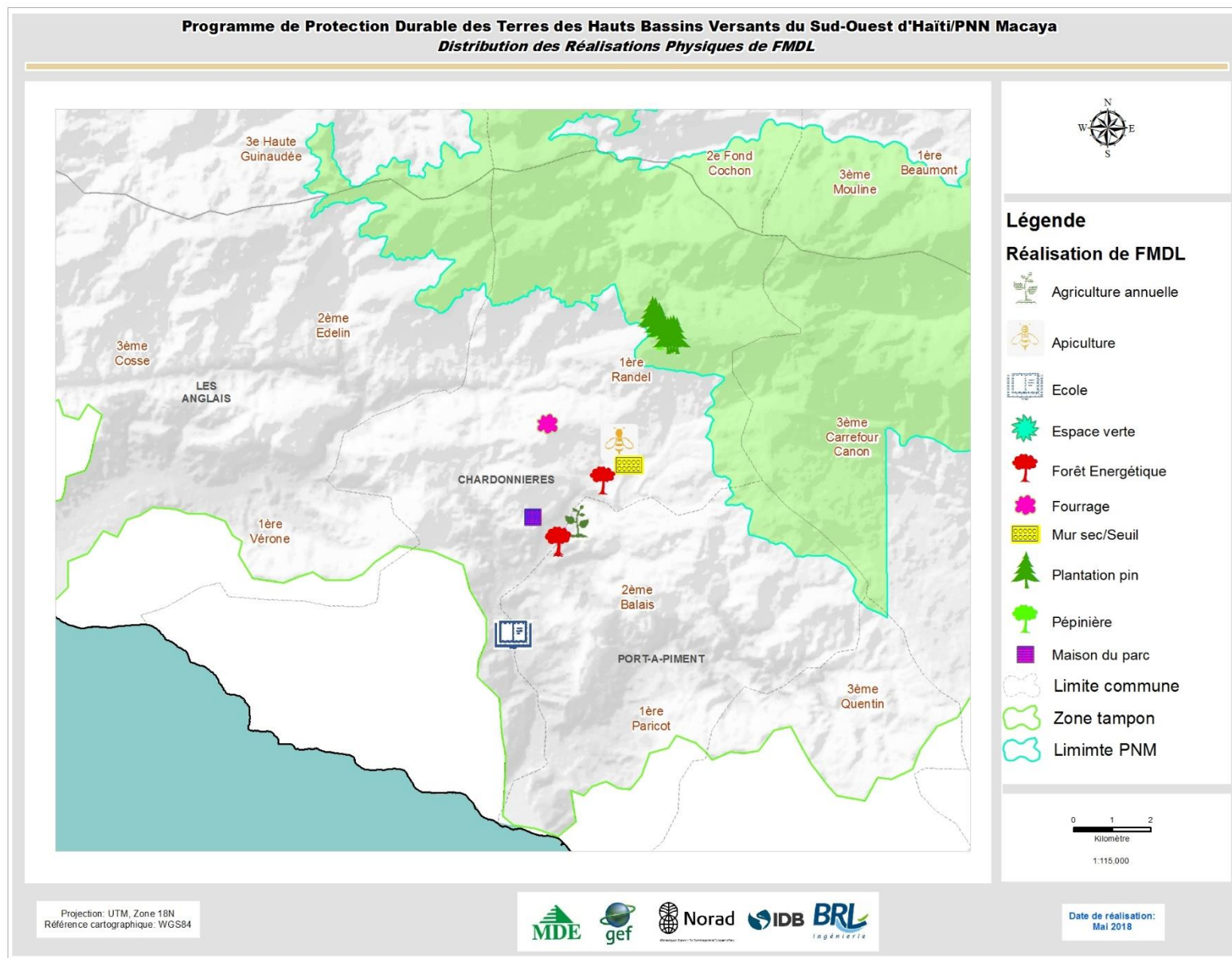
- Production de Pinus occidentalis : L'écosystème de pinède a été fortement impacté par l'ouragan Matthew. Dans les sites visités à Formond, les grands arbres sont tous complètement séchés. Pour les riverains, c'est la même situation dans d'autres zones. Dans la zone de Grande Plaine (Haut Chardonnière/Port-à-Piment), il existe encore des pins en bonne santé. Ainsi on pourrait commencer le travail par la géolocalisation d'arbres semenciers. Ensuite, il faudrait former les riverains dans la collecte et manipulation des semences pour la production en pépinière.
- Développer la filière de miel dans ces zones en renforçant les ruchers déjà existant et augmenter la distribution d'autres ruches. Cela aiderait dans la production des arbres fruitiers.



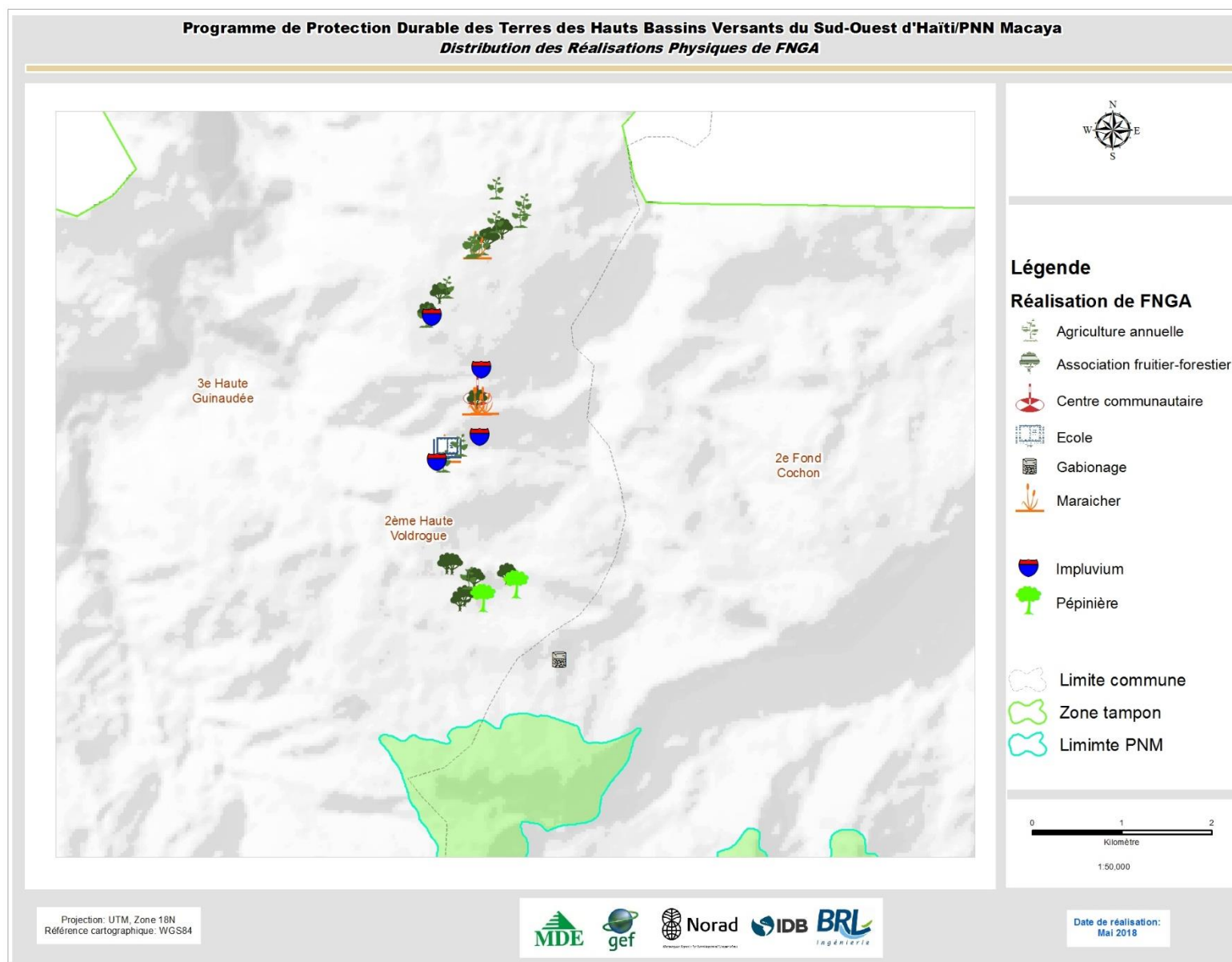
- Là où les plantations de forêts énergétiques dominées par le cassia sont abondantes, il faudrait étudier les modalités de gestion et de commercialisation du bois.
- Les avocats surgreffés sont assez abondants qu'il faudra étudier les modes de commercialisations avec les bénéficiaires.
- Dans les communautés où ORE a travaillé, la surgreffage est d'une grande réussite. Il serait bon d'organiser des visites d'échanges d'expérience avec les autres communautés où interviennent les autres organisations partenaires.

**Programme de Protection Durable des Terres des Hauts Bassins Versants du Sud-Ouest d'Haïti/PNN Macaya**  
**Evaluation Réalisations Physiques**



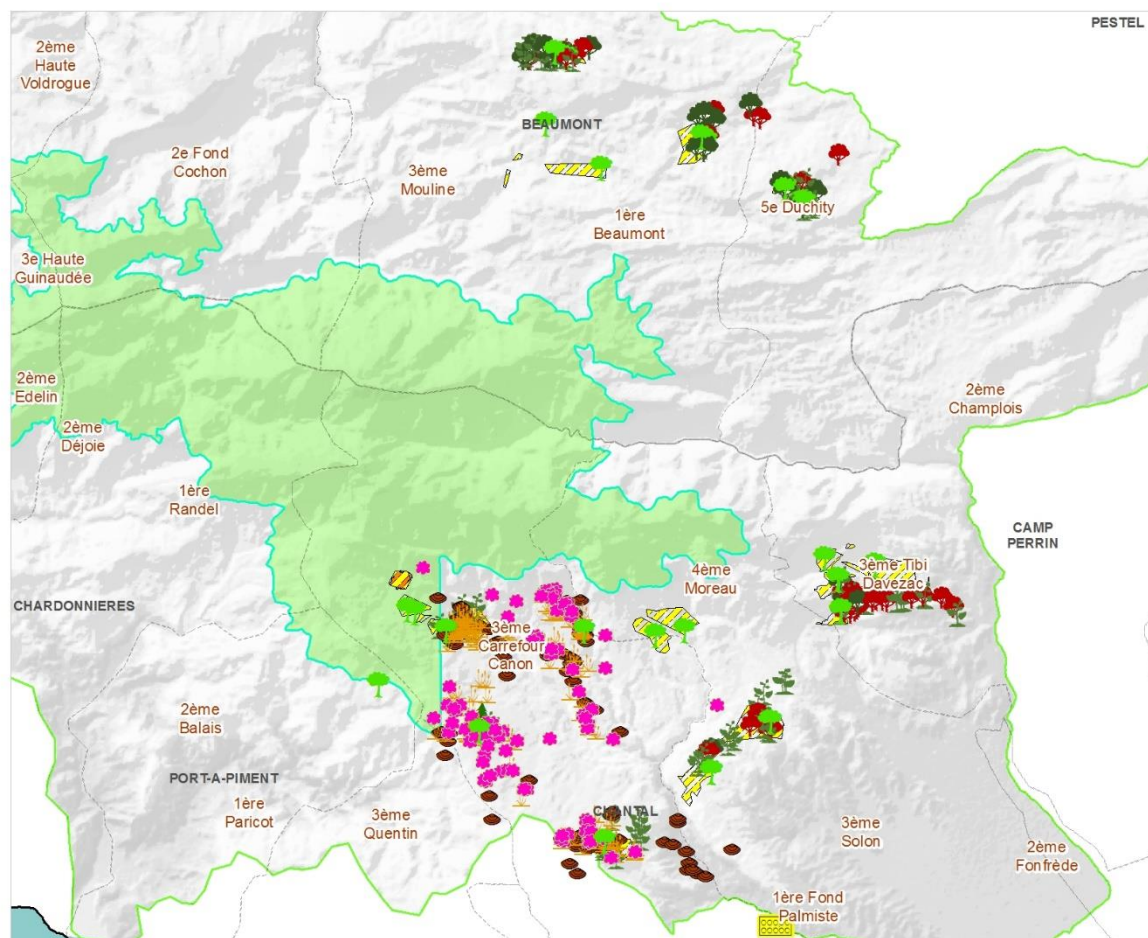








**Programme de Protection Durable des Terres des Hauts Bassins Versants du Sud-Ouest d'Haïti/PNN Macaya**  
**Distribution des Réalisations Physiques de ORE**



### Légende

#### Réalisation de ORE

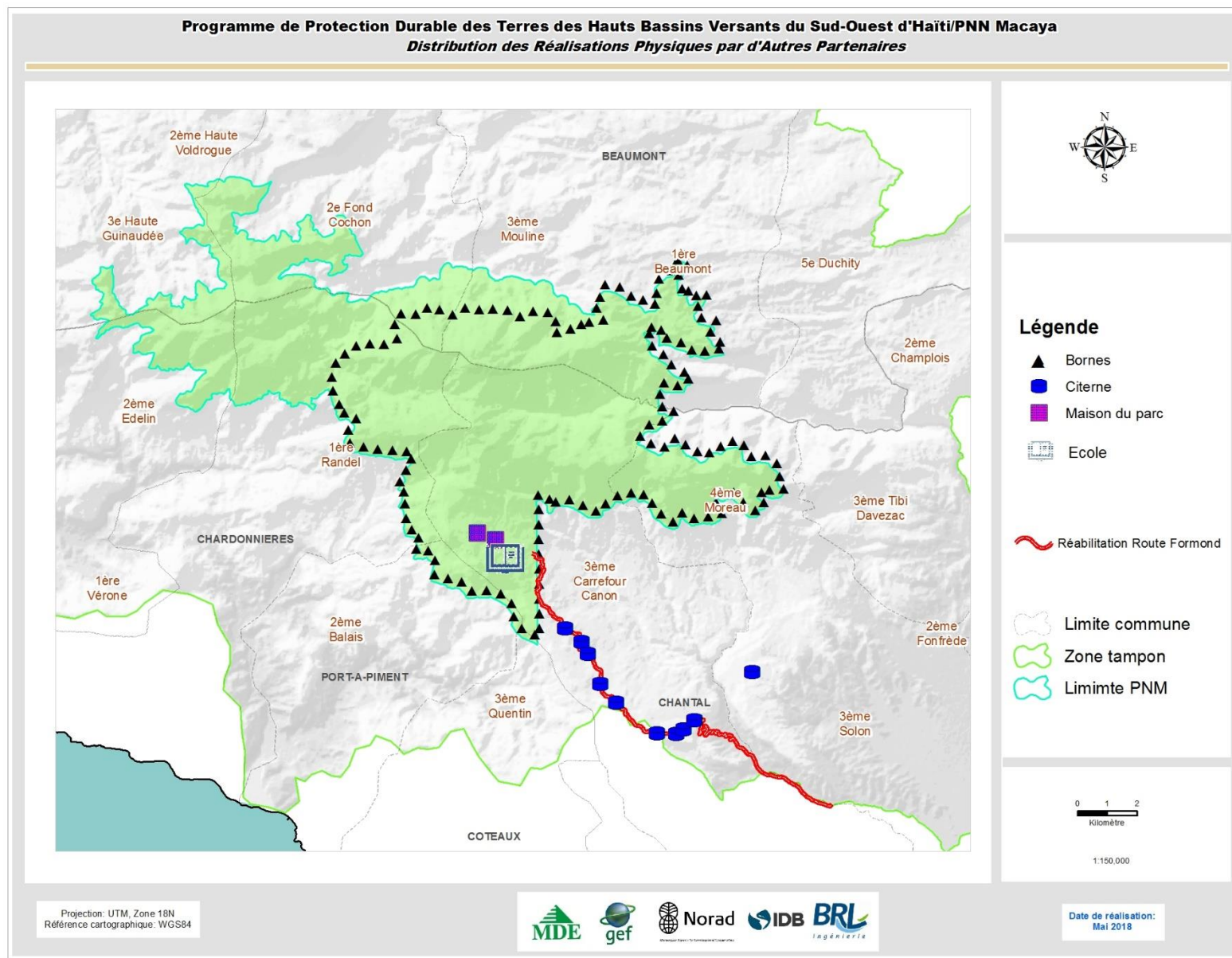
- Agriculture annuelle
- Association fruitier-forestier
- Forêt Energétique
- Fourrage
- Maraicher
- Miniset-Igname
- Mur sec/Seuil
- Pepiniere
- Plantation pin observée
- Plantation Agroforestière
- Plantation Pin
- Limite commune
- Zone tampon
- Limite PNM

0 1 2  
Kilomètre  
1:150.000

Projection: UTM, Zone 18N  
Référence cartographique: WGS84



Date de réalisation:  
Mai 2018





## ANALYSE SUR LES OBSERVATIONS DE TERRAIN PAR PARTENAIRE

Table 10 : Analysis by implementing stakeholder and physical output of Project Macaya

4.2.1.1.1 Catégorie d'interventions 4.2.1.1.2 Définition	4.2.1.1.3 Partenaire/Entité			
	4.2.1.1.4 FNGA	4.2.1.1.5 FMDL	4.2.1.1.6 ORE	4.2.1.1.7 Autres réalisations
4.2.1.1.8 Agriculture annuelle <i>Culture à une seule récolte par année. Ex : les arbres fruitiers, café</i>	À Despaigne, Castillon, Magon, on a pu observer des bananiers, avocatier, café, canne-à-sucre et citrus. Ces arbres sont plantés dans les systèmes agroforestiers locaux (autour des maisons des riverains).	4.2.1.1.9 Dans la localité de Fièrre Ville, on a observé une bananeraie avec des ignames.	Dans toutes les 5 communes visitées, on a observé des surgreffages réalisés sur des manguiers, avocatiers. Ces derniers sont très dominants, dans la zone de Desronceray. Dans les données reçues de ORE pour les sites non visités, il y a une prédominance de café dans les zones de Dalest	
4.2.1.1.10 Association fruitier-forestier 4.2.1.1.11 Arbre fruitiers et forestiers associés	4.2.1.1.12 Dans toutes les zones visitées (Pourcine, Bonel, MagaonGrand Letang), on a observé des essences forestières comme le saman, marot, laurier, cassia, associées à des arbres fruitiers (avocatier, citrus)		4.2.1.1.13 C'est présent dans toutes les communes, particulièrement dans la zone de Bellance, où les arbres forestiers sont souvent associés avec cassia. L'association avec le café est surtout très appréciée par les bénéficiaires.	
4.2.1.1.14 Forêt Énergétique 4.2.1.1.15 Forêt de feuillus établie pour la culture du bois de feu, dominée par le cassia	4.2.1.1.16 Les parcelles observées se trouvent à Magon et sont composées majoritairement de d'acajou, cèdre, sucrin et saman.	4.2.1.1.17 On a pu observer plusieurs parcelles à Fièrre Ville et dans les environs de la ravine Pelaji. La plus remarquable plantation a été observée dans la zone Poty (Rendel) versant amont de la rivière de Port-à-Piment. La plantation a été mise en place en 2014 et détruite par Matthew dans la grande majorité. Une nouvelle plantation a été établie en 2016, allant jusqu'au sommet, estimée à 30 ha.	4.2.1.1.18 Les plantations établies dans les 5 communes ont un très grand impact sur les communautés, en témoignent les habitants. L'espèce la plus répandue et adaptée est le cassia. En effet, les gens l'utilisent déjà dans plusieurs activités : dans les jardins comme clôture des parcelles et support pour les plantes herbacées, à la maison, comme bois de feu. Les arbres sont plantés à une distance moyenne de 3 m, soit 9 m <sup>2</sup> par plantule.	
4.2.1.1.19 Fourrage 4.2.1.1.20 Plante herbacée cultivée pour la nourriture des animaux	4.2.1.1.21 On s'est entretenu avec l'équipe technique mais on n'a pas pu observer les parcelles établies dans la deuxième phase du projet.	4.2.1.1.22 On a visualisé une parcelle à Fièrre Ville mais les parcelles mais d'autres parcelles situées à Rendel (Nan Couline), Tiberne, Tiletang, Delibarin, n'ont pas pu être observées.	4.2.1.1.23 Les parcelles ont été établies dans la phase 2 du projet, sur à peu près 55 ha. On a pu visualiser certaines parcelles dans la zone de Desronceray (Haut Torbeck). Cette activité a un grand impact sur l'élevage dans la communauté	



			de par la présence de variétés de bœufs améliorés. Beaucoup d'autres parcelles n'ont pas été visité mais sont représentées sur les cartes à l'aide des données géoréférencés reçues de ORE	
<b>4.2.1.1.24</b> Maraîcher <b>4.2.1.1.25</b> Culture de légumes (ex : Carotte, mirliton, poireau)	<b>4.2.1.1.26</b> Les parcelles observées se trouvent dans les communautés de Despaigne, Castillon et Bonel. Certaines cultures se trouvent en production sous serre.	<b>4.2.1.1.27</b> Les parcelles situées dans les communes de Chardonnière et de Port-à-Piment n'ont pu être observées, à cause de la pluie.	<b>4.2.1.1.28</b> D'après les rapports, des parcelles de maraîchers ont été mises en place sur environ 11.7 ha, pour un total de 140 bénéficiaires.	
<b>4.2.1.1.29</b> Miniset-Igname <b>4.2.1.1.30</b> Technique de Multiplication de l'igname		<b>4.2.1.1.31</b> Dans la communauté de Fièrre Ville des parcelles d'igname ont été observées.	<b>4.2.1.1.32</b> Dans toutes les communes visitées la production d'igname par la technique de multiplication mini-set est très appréciée par les habitants. Dans beaucoup de cas, les paysans utilisent des poteaux de cassia comme support.	
<b>4.2.1.1.33</b> Mur sec/Seuil <b>4.2.1.1.34</b> Murettes en pierres sèches dressées dans les ravines pour diminuer la force érosive de l'eau de ruissellement	<b>4.2.1.1.35</b> Tout au long des ravines traitées à Magon et Nan Ramenn à Pourcine, des seuils ont été érigés. Beaucoup n'ont pas été observés à cause de la pluie.	<b>4.2.1.1.36</b> Des seuils ont été érigés dans les ravines visités (ex. ravine Pelaji). Dans beaucoup de cas on observe une repousse abondante de la végétation à base de bambous qui rend les seuils presque invisibles sont presque disparus et remplacés par des plantules de bambous.		
<b>4.2.1.1.37</b> Plantation pin <b>4.2.1.1.38</b> Plantation de <i>Pinus occidentalis</i> , au niveau du parc		<b>4.2.1.1.39</b> À Grande Plaine on a pu observer des plantations de pin, établies entre 2015-2016. Dans beaucoup de cas, il faudra sarcler pour éviter la compétition avec d'autres herbes.	<b>4.2.1.1.40</b> À Formond, on a mesuré une plantation de <i>Pinus occidentalis</i> sur environ 19 hectares. Cette plantation a été établie avec des activités HIMO. La plantation peut être considérée comme réussie, même s'il faudra remplacer quelques plantules disparus dans certains endroits.	
<b>4.2.1.1.41</b> Maison du parc <b>4.2.1.1.42</b> Bureau de l'UGP ou autres partenaires, construit ou réhabilité par le projet, pour les travaux dans le parc		<b>4.2.1.1.43</b> Construction/réhabilitation du bureau de la FMDL à Rendel. L'infrastructure avait été inaugurée par le ministre de l'environnement.		<b>4.2.1.1.44</b> À Formond, 2 bâtiments de l'UGP ont été réhabilités, mais ayant été impactés par l'ouragan Matthew, ils sont aujourd'hui non fonctionnels.
<b>4.2.1.1.45</b> Citerne				<b>4.2.1.1.46</b> 13 citernes de 35 m <sup>3</sup> ont été construites tout au long de la route de





				Formond, au niveau des localités du Durand et Platon.
<b>4.2.1.1.47</b> Pépinière <b>4.2.1.1.48</b> Localisation de pépinières pour la production de plantule	<b>4.2.1.1.49</b> Trois pépinières ont été observées à Pourcine, Magon et Grand Letang. Cette dernière existe encore mais elles sont toutes des pépinières volantes (provisoires).	<b>4.2.1.1.50</b> À Grande Plaine, on a pu observer une pépinière de <i>Pinus occidentalis</i> . Il ne s'agit que de la transplantation de sauvageons de pins. Les plantes étaient en majorité bon état lors de la visite. Cependant leur viabilité reste un critère à considérer.		<b>4.2.1.1.51</b> 26 pépinières (20 dans la phase 1 et 6 dans la phase 2) ont été mise en place dans les 5 communes où ils ont intervenu. De es pépinières, 13 ont été observé. Elles ont été établies près des sources d'eau, dans les zones où les plantules ont été distribuées.
<b>4.2.1.1.52</b> Centre communautaire <b>4.2.1.1.53</b> Construction ou réhabilitation d'infrastructure servant la communauté	<b>4.2.1.1.54</b> À Bonel, le centre de développement durable de la montagne est en cours de construction.			
École <b>4.2.1.1.55</b> École construite ou réhabilitée par le projet	<b>4.2.1.1.56</b> À Pourcine 2 écoles ont été construites/réhabilitées. Elles ont fortement impactées par Matthew, dont l'une complètement disparue	<b>4.2.1.1.57</b> À Dejoie il y a eu réhabilitation d'une école.		<b>4.2.1.1.58</b> Il s'agit de la réhabilitation d'un école à Formond.
<b>4.2.1.1.59</b> Gabionnage <b>4.2.1.1.60</b> Emplacement de gabions dans les ravines ou au bord de la route, pour diminuer la force érosive de l'eau de ruissellement	<b>4.2.1.1.61</b> On a observé la mise en place de gabion dans la ravine Magon, non loin Despaigne, et près de Pourcine, dans la ravine Nan Ramènn			
<b>4.2.1.1.62</b> Impluvium	<b>4.2.1.1.63</b> 4 impluvims opérationnels avec une gestion communautaire. Il reste encore 3 à construire.			
<b>4.2.1.1.64</b> Apiculture <b>4.2.1.1.65</b> Installation de rucher pour la production du miel		<b>4.2.1.1.66</b> Un rucher traditionnel (en tambour), en mauvais état, a été observé à Rendel.		
<b>4.2.1.1.67</b> Espace verte : <b>4.2.1.1.68</b> Jardin avec des plantes ornementales	<b>4.2.1.1.69</b> Il faut aménager pour que les élèves puissent en profiter			
<b>4.2.1.1.70</b> Route Formond <b>4.2.1.1.71</b> construite ou réhabilitée par le projet, de la route menant à Formond				Lors des visites la route était encore en construction, en débutant du cote du côté de Formond.



<p><b>4.2.1.1.72</b> Bornes</p> <p><b>4.2.1.1.73</b> Géolocalisation des bornes limitant le parc</p>				<p><b>4.2.1.1.74</b> Comme on peut voir sur les cartes, le bornage du parc est incomplet. On a pu observer quelques bornes mais aucun relevé n'a été réalisé. Les données proviennent du travail de CIAT.</p>
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## PHOTOS CES REALISATIONS PHYSIQUES DU PROJET MACAYA PAR CATEGORIE D'INTERVENTIONS

Agriculture annuelle



Association fruitier-forestier



Forêt Énergétique



Fourrage



106

Maraîcher



Miniset-Igname



Mur sec/Seuil



Plantation pin





Maison du parc



Bornes



Pépinière



École



Impluvium



Citerne





## Annexe 5. Base de données numériques du Projet Macaya - Mai 2018

Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
Capitalisation_ProjetMacaya\00_AccordsDon	Accord de financement non remboursable GRT/HR-13930-HA entre la République d'Haïti et la Banque Interaméricaine de Développement	HA-G1023 FRH Accord de don GRT-HR-13930-HA
Capitalisation_ProjetMacaya\00_AccordsDon	Sustainable management of upper watersheds of south western Haïti - Macaya National Park - Grant Proposal	HA-G1023-POD
Capitalisation_ProjetMacaya\00_AccordsDon	Accord de financement non remboursable GRT/FM-11803-HA entre la république d'Haïti et la Banque Interaméricaine de Développement	HA-X1002 GEF Accord de don
Capitalisation_ProjetMacaya\00_AccordsDon	PROJET GEF-MACAYA Protection de la partie supérieure des bassins versants de la zone du PNNM Projet HA-X1002 - Manuel d'Opérations - Version provisoire	HA_x1002_POD_Annexes
Capitalisation_ProjetMacaya\00_AccordsDon	Sustainable management of upper watersheds of south western Haïti - Macaya National Park - Grant Proposal	HA-X1002 GEF_POD_EN
Capitalisation_ProjetMacaya\00_AccordsDon	Request for CEO endorsement/Approval	HA_X1002_Request_for_CEO_endorsement.doc
Capitalisation_ProjetMacaya\00_AccordsDon\DocAnnexes	Analyse des aspects fonciers et juridiques relatifs à la Protection du PNNM : Diagnostic et propositions pour une meilleure gouvernance Rapport préliminaire_II	Analyse_Foncière_Pierre2009.pdf
Capitalisation_ProjetMacaya\00_AccordsDon\DocAnnexes	Description de montage institutionnel du Projet GEF-IDB	Analyse_institutionnelle_Smucker2009.pdf
Capitalisation_ProjetMacaya\00_AccordsDon\DocAnnexes	Projets sur la protection des hauts bassins versants du Sud Ouest d'Haïti ou projet GEF-Macaya - Révision et synthèse des leçons apprises des interventions dans la zone d'intervention du Parc National de Macaya - Rapport final	Lecons_Interventions_Toussaint_2008.doc
Capitalisation_ProjetMacaya\01_Admin	Manuel de gestion du projet GEF/FRH-Macaya-Procédures comptables et administratives	ManuelGestionComptableAdmin_Mars2015.docx
Capitalisation_ProjetMacaya\01_Admin	Manuel d'opérations - Version finale -Avril 2012	ManuelOpération_Avril2012.doc
Capitalisation_ProjetMacaya\01_Admin\00_POA	Tableaux budgets du Plan d'Opération Annuel	3 documents Excel : HA_G1023_POA_PPM2018_VF; PEP_POA_PPM2017_VF060717_PMR2017.xlsx; UC-RT-MainRMReport.xlsx



Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
Capitalisation_ProjetMacaya\01_Admin\01_RapportsSuivi_GEF	Rapports de suivi GEF-BID 2013 à 2017	7 documents Excel : Draft_SUIVI_GENERAL_UGP_MACAYA_Mar2018.xls; PIR_FY2013_GEF_IDB_HA_X1002.docx; PIR_FY2014_GEF_IDB_HA_X1002(2).docx; PIR_FY2014_GEF_IDB_HA_X1002.docx; PIR_FY2015_GEF_IDB_HA_X1002.docx; PIR_FY2016_GEF_IDB_HA_X1002.docx; PIR_FY2017_GEF_IDB_HA_X1002.docx
Capitalisation_ProjetMacaya\01_Admin\02_RapportsSuivi_FRH	Rapports de suivi FRH 2015-2017	7 docs word : HRF_IDB_ProjectStatusReport_Dec2016_HA_G1023.docx; HRF_IDB_ProjectStatusReport_HA_G1023_July2016.docx; HRF_IDB_ProjectStatusReport_HA_G1023_July2016vf.docx; HRF_IDB_ProjectStatusReport_HA_G1023_june2017.docx; HRF_ProjectStatusReport_HA_G1023_June2015.docx; HRF_ProjectStatusReport_HA_G1023_March2015.docx; HRF_ProjectStatusReport_HA_G1023_Sept2015.docx
Capitalisation_ProjetMacaya\01_Admin\03_RapportsSemestriels_UGP	11 Dossiers classés par semestre du 2ème semestre 2012 au 2ème semestre 2017	Rapports d'avancement, Rapports des dépenses, Rapports financiers, Tableau des marchés financiers, Plans de passation de marché, Rapports de mission d'évaluation FMD- FNGA-ORE, Analyse de la situation du PNNM après le passage de l'Ouragan Matthew et proposition d'intervention
Capitalisation_ProjetMacaya\01_Admin\04_Rapports_EvaluationProjetMacaya\Eval_MdE_2017	Evaluations du MdE en 2017	2 documents : Termes de Référence de la commission d'enquête, Résumé du Rapport d'enquête Projet Macaya Financé les Fonds GEF/FRH
Capitalisation_ProjetMacaya\01_Admin\04_Rapports_EvaluationProjetMacaya\FinalEval_GEF_FRH_2018	Evaluations Finales du GEF 2018	Vide
Capitalisation_ProjetMacaya\01_Admin\04_Rapports_EvaluationProjetMacaya\MidTermEval_GEF_2015	Evaluations intermédiaires du GEF	2 documents : Tableau excel de suivi des résultats, Mission de revue intermédiaire - Rapport Final de mai 2015
Capitalisation_ProjetMacaya\01_Admin\05_RapportsAudit	4 Dossiers classés par années de 2013 à 2016	Rapports d'audits, Recommandations BID, Réponses UGP
Capitalisation_ProjetMacaya\01_Admin\06_RapportsCOPIL	9 Dossiers classés par semestres de 2012 à 2017	Comptes Rendus de Comité de Pilotage, Comptes Rendus d'atelier de lancement, Agendas, Budgets et Présentations COPIL, Notes de Presse, Plan d'action 2017-2018 et Perspectives



Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
Capitalisation_ProjetMacaya\01_Admin\07_Docs_Budget\Budgeting_Planning_Stanley	Document excel de suivi du budget GEF-FRH	GEF_FRH_19mars2018.xlsx
Capitalisation_ProjetMacaya\01_Admin\08_TDR_SalariésUGP	Coordonnées des Salariés Termes de Références des différents postes des salariés	9 documents : Coordonnées des Employés_mars2018, Termes de référence des postes : Administrateur, Assistant Passation de Marchés, Chargé de Projets Communautaires Sociaux, Chargé de Sensibilisation, Comptable, Inspecteur Chef de Brigade, Responsable Suivi Evaluation, Spécialiste de Passation de Marchés
Capitalisation_ProjetMacaya\02_Produits\11_SystèmeSurveillance\Cabanes	Emplacement des cabanes Points GPS	1 dossier comprenant 11 fichiers Google Earth et 1 plan de localisation des cabanes de surveillance
Capitalisation_ProjetMacaya\02_Produits\11_SystèmeSurveillance\Evaluation_Agents	Code de conduite TDR Rapports Evaluation Critères de performance Rapports Prime de Performance	11 documents : Code de Conduite CSE Tableau de Critères de Performance, Suivi des Indicateurs de performance du CSE, Rapport.ACSE.Oct2016-Mai2017, Rapports d'analyse de Performance Rapports d'évaluation des agents de surveillance environnementale, Evaluation des 31 agents contractuels du Corps de Surveillance du Parc National Naturel Macaya, Termes de référence des postes : Agent et Chef de Brigade
Capitalisation_ProjetMacaya\02_Produits\11_SystèmeSurveillance\Modules_Formation_Agents	Module de formation Rapport de formation Sélection des postulants	3 documents : Module de Formation pour les Agents du CSE, Liste des postulants pré-sélectionnés ; Rapport de la formation intitulée "Techniques de base pour la Gestion des Incendies Forestiers", réalisée à l'intention des agents de surveillance du Parc National Naturel Macaya.
Capitalisation_ProjetMacaya\02_Produits\11_SystèmeSurveillance\Modules_Formation_Agents	Certificats	30 attestations de participation à la formation sur la lutte contre les incendies
Capitalisation_ProjetMacaya\02_Produits\11_SystèmeSurveillance\Renforcement_CSE_Phase3\Post-NO	Post-NO : Contrat Phase 2 et descriptif des tâches ACS	2 documents: Contrat ACS_2eme Phase Descriptif des tâches
Capitalisation_ProjetMacaya\02_Produits\11_SystèmeSurveillance\Renforcement_CSE_Phase3\Rencontre_Aides_Ecologiques	Rencontres_Aides_Ecologiques : Résultats de l'atelier du 21 dec2015 et Commentaires UGP	2 documents ; Résultats Atelier du 21dec15 Commentaires de l'UGP_Macaya_FMD
Capitalisation_ProjetMacaya\02_Produits\11_SystèmeSurveillance\Renforcement_CSE_Phase3	Contrats ACS Descriptifs des tâches Processus de recrutement Compte rendus de rencontres des ACS à Rendel et Formond	7 documents : Contrat_ACS_2eme Phase Contrat_ACS Version Haïtien Descriptif des tâches, Processus du recrutement de 26 agents pour le renforcement de l'effectif du CSE au PNNM,





Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
		Rencontre avec les agents fonctionnaires du corps de surveillance affectés à Rendel et à Formond du 5 et 17 mai 2016, Rencontre avec les agents contractuels du corps de surveillance du PNNM du 14 juin 2016 : Présentation du nouveau plan de déploiement et signature du contrat
Capitalisation_ProjetMacaya\02_Produits\11_SystèmeSurveillance\Strategie_CSE	Mise en place des réseaux de surveillance Rapports de visite Feuilles de route Comptes Rendus de réunion Plans de surveillance Plan Stratégique de surveillance Plan de campagne d'information sur le redéploiement des agents du CSE	15 documents : Mise en place d'un réseau de surveillance et de guets terrestres dans le PNNM, Rapport de visite sur la déforestation, Feuille de route pour le déploiement du CSE Sud et Grand'Anse, Répartition des abris Compte rendu de réunion du 1er avril 2016, Compte-Rendu réunion de réorientation de la surveillance du PNNM 21 Avril 2017 , Plan de campagne d'information sur le redéploiement des agents du CSE Juin 2016, Plan stratégique de surveillance, Rapport d'analyse des offres d'achat d'uniformes, Nouveau plan de déploiement des ASE (version haïtien), Plan stratégique pour la surveillance du Grand Sud (Départements Sud et Grand'Anse) : PNM, Axes routiers et centres urbains, Plan stratégique pour la surveillance du PNM, Mémo d'A Africot : Renforcer la Coordination du Corps de Surveillance du PNNM
Capitalisation_ProjetMacaya\02_Produits\12_ProjetsInfraCommunales	Soutien à l'amélioration des conditions socioéconomiques des communautés du Parc National Naturel Macaya : Méthodologie d'intervention	Methodo infrastructure_VF_revu GAL
Capitalisation_ProjetMacaya\02_Produits\13_InfrastructuresParc	Vide	
Capitalisation_ProjetMacaya\02_Produits\14_Plan intercommunal	Vide	
Capitalisation_ProjetMacaya\02_Produits\15_ProgEducEnvir	Plan de communication du PNNM	Plan_Communication_Parc_Macaya.docx
Capitalisation_ProjetMacaya\02_Produits\15_ProgEducEnvir\Renforcement_DDE_Gde_Anse	Renforcement DDE de Grande Anse	2 documents : Tableau de suivi du budget, Programmation Annuelle Exercice 2013-2014
Capitalisation_ProjetMacaya\02_Produits\15_ProgEducEnvir\Renforcement_DDE_Sud	Protocole d'accord pour faciliter la mise en œuvre du projet de protection durable de la partie haute du PNNM entre l'UEP Macaya et la Direction départementale du MdE Sud	Draft_ProtocolAccord_DDES_UEP_Macaya.doc
N:\DBG\Capitalisation_ProjetMacaya\02_Produits\16_ActivitésPrioritaires_PG\PlanLutte_Incendies\Livrables	Livrables comprenant 2 Dossiers : 2 rapports BRLi Cartes et LivrableFormationIncendiesCSEJuin2017 et	<b>2 Rapports BRLi :</b> Note de cadrage méthodologique, Note de planification de la prestation <b>16 Cartes</b> sur la topographie, géologie, localisation, végétation du PNNM avec un dossier de Transects correspondants <b>8 Rapports</b> sur la gestion du risque incendie : Itilizasyon dife,



Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
		Usages et emplois du feu, Mise en place d'un réseau de surveillance et de guets terrestres, Mise en place d'un dispositif de lutte contre les incendies, Echanj Eksperyans, Mise en place de procédure de retour d'expérience, Compte -Rendu de formation sur la prévention et la lutte contre les incendies, Listes d'émargement des participants à la formation de Juin 2017
Capitalisation_ProjetMacaya\02_Produits\16_ActivitésPrioritaires_PG\PlanLutte_Incendies	Offre	<b>5 Documents :</b> Proposition technique et financière, Proposition technique Proposition technique et financière V2, Accompagnement de la mission de cadrage de la BRLi, du 6 au 10 février 2017 - Coordination Scientifique et Technique UGP - Macaya, Termes de référence pour un plan de lutte contre les incendies
Capitalisation_ProjetMacaya\02_Produits\21_FermiersFormés\Bénéficiaires_UGP	Tableau de suivi des parcelles et maraichages, de gestion des bénéficiaires et fiches de présence	1 Tableaux de suivi des bénéficiaires UGP, 2 tableaux de suivi des parcelles et Formation Minisett 6 listes d'émargement aux formations à Beaumont, Chantal, Camp Perrin, Pestel, Torbeck et en Regie
Capitalisation_ProjetMacaya\02_Produits\21_FermiersFormés\FMD	8 Rapports 4 Bases de données Contrats FMD	<b>8 Rapports :</b> Texte de Bruno Mentor sur la fonction de surveillance, 1 tableau de suivi de coûts de prestations, Service de consultant pour la conservation des écosystèmes naturels de la région de Macaya et l'amélioration de l'attractivité de la zone tampon du Parc à travers la gestion durable des ressources dans les communes des Chardonnières, Port-à-Piment et Les Anglais :Adaptation des interventions du projet au contexte Post-Matthew Avril 2017, Rapport Intermédiaire 2 Avril 2017, Rapport Méthodologique(Rapport 1) Juin 2016, Rapport Final du Projet -Rapport 5 Septembre 2015, Rapport Méthodologique(Rapport 1) Juin 2016, Suivi des échanges entre l'UGP-Macaya et la FMD dans le cadre de la mise en œuvre de la phase II du Projet Macaya – mai 2017; <b>1 dossier</b> comprenant 4 Bases de données du FMD ; <b>1 dossier</b> comprenant les contrats et avenants entre le MdE et La Fondation Macaya pour le Développement Local
Capitalisation_ProjetMacaya\02_Produits\21_FermiersFormés\FN GA	Contrats FNGA Rapports du contrat 1 : 5 dossiers Rapport 1 à 5, Rapports du contrat 2 : 3 dossiers Rapport 1 à 3 , 8 documents divers	<b>DOSSIER CONTRAT FNGA:</b> Contrats et Avenants FNGA ; <b>DOSSIER RAPPORTS DU CONTRAT 1 :</b> <b>Rapport 1 :</b> Campagne de reboisement Mars 2014; Construction de 3 impluviums devant desservir les populations de Bonel, Magon et Massanga- Cahier des charges et devis Juin 2014; Dossier correction de ravines et construction d'impluviums dans la zone tampon au PNNM- versant de la Grand'Anse Juin 2014; Projet de construction de 10 serres a Fond Cochon et Margon dans le versant du PNNM dans la Grand'Anse - Avril 2014;



Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
		<p>Programme d'éducation environnementale a travers 10 écoles sélectionnées dans la zone tampon au Parc Marc dans le versant nord du PNNM situé dans le département de la Grand'Anse;</p> <p>Rapport de l'atelier de formation sur les techniques de production de fourrages en vue de l'amélioration de l'élevage des ruminants dans le cadre de projet de conservation de sol et de traitement de ravines dans les zones tampons au PNNM dans le versant de la Grand'Anse réalisé avec des agriculteurs de la zone- Juin 2014; Rapport séminaire de formation sur l'établissement et la gestion des pépinières du 12 au 14 juin 2014 ;</p> <p>Rapport séminaire de formation sur l'établissement et la gestion des pépinières du 17 au 19 juin 2014 (Golbotine);</p> <p>Programme de renforcement de la capacité organisationnelle et administrative de 15 associations paysannes sélectionnées dans le versant de la zone tampon du parc située dans le département de la Grand'Anse Mars 2014 ;</p> <p><b>Rapport 2</b> : programme de Protection des Terres des Hauts Bassins versants du sud ouest d'Haïti ;</p> <p><b>Rapport 3</b> : Formation Culture sous abri ((Serre Tunnel Plastique); Rapport 3 Avril 2015; Rapport intermédiaire Construction d'un impluvium à Margon Avril 2015; lettre de soumission Rapport 3;</p> <p><b>Rapport 4</b> : Graphique Base de données; lettre de soumission Rapport 4; photos additionnelles, Rapport 4 Septembre 2015; Amélioration de l'espace caféier dans le cadre de la campagne de reboisement mise en oeuvre par la FNGA dans le versant Nord du PNNM dans le département de la Grand'Anse-Rapport de Consultation Septembre 2015; Rapport réalisation GEF Septembre 2015;</p> <p><b>Rapport 5</b> : Liste des bénéficiaires GEF; Lettre de soumission du rapport 5; Rapport 5 Septembre 2015; Plan détaillé des activités dans le versant de la Grand'Anse- Février 2014</p> <p><b>DOSSIER RAPPORTS DU CONTRAT 2 :</b></p> <p><b>Rapports 1</b> : lettre de soumission du Rapport 1; Rapport méthodologique - Rapport 1 Juin 2016;</p> <p><b>Rapports 2</b> : Construction d'un impluvium-Documents de projet Aout 2016; Devis estimatif de construction Ecole Nationale de Castillon; Document formation sur Education Environnementale pour les professeurs des écoles encadrées par la FNGA dans le cadre du projet GEF-Macaya Aout 2016; Dossier d'appui technique des écoles et des organisations communautaires de base Aout 2016; 4 Plans Ecole Castillon; Rapport 2 Janvier 2017;</p> <p><b>Rapport 3</b> : Lettre de soumission du rapport 3; Rapport 3- Novembre 2017; Rapport EIE Étude sur la situation environnementale du Grand Étang Margon situé au niveau de la partie haute de la 2e section Haute Voldrogue de la commune de Jérémie, du département de la Grand'Anse - Rapport final - Novembre 2017</p> <p><b>8 documents divers</b> : Carte de localisation des parcelles boisées au niveau de Haute Voldrogue et de Fonds-Cochon</p>
Capitalisation_ProjetMacaya\02_Produits\21_FermiersFormés\ORE	3 dossiers : CONTRATS comprenant 6 documents Listes bénéficiaires ORE : 2 docs excel ORE Rapports comprenant 7 sous Dossiers	<p><b>DOSSIER CONTRATS</b> : 6 fichiers Contrat et Avenant ORE; Dossier</p> <p><b>LISTE BENEFICIAIRES ORE : 2 fichiers de suivi;</b></p> <p><b>DOSSIER ORE RAPPORTS</b> : Rapport Narratif 2 : Service de consultant pour la conservation des écosystèmes naturels de la région de Macaya et l'amélioration de l'attractivité de la zone tampon du Parc à travers la gestion durable des ressources dans les communes de Chantal et de Camp-Perrin Rapport Intermédiaire # 2; Service de consultant pour la conservation des écosystèmes naturels de la région de Macaya et l'amélioration de l'attractivité de la zone tampon du Parc à travers la gestion durable des ressources dans les communes de Chantal et de Camp-Perrin - Rapport Méthodologique (Rapport # 1), Programme de protection durable des Terres des Hauts Bassins Versants du Sud-ouest d'Haïti - Rapport intermédiaire No. 2 Juillet 2016 – Février 2017,</p> <p><b>DOSSIER ENREGISTREMENT</b> : 10 listes d'enregistrement pour le Fourrage, les Ignames, le Maraichage,</p> <p><b>DOSSIER FICHES PR COMMENTAIRES</b> : Budget Avenant 1 - Réallocation Avenant1; DOSSIER FORMATION : 26 listes de présence aux formations Fourrage, Igame Minisett, Maraichage et Pépinières;</p> <p><b>DOSSIER INVENTAIRE</b> : 10 fiches d'inventaire de pépinières ;</p>





Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
		<b>DOSSIER SUIVI</b> : 2 listings d'enregistrement pour la production des parcelles fourragères et d'ignames; 1 fichier excel Proposition financière révisée Post Ouragan Matthew (Réallocation) 2016-2017
Capitalisation_ProjetMacaya\02_Produits\21_FermiersFormés\PHOTO	6 Dossiers Photo	Photos Formation SIG; Inventaire Forestier; Suivi BID-UGP ; Suivi FNGA ; Suivi ORE ; Suivi FMD - Visite Mars17
Capitalisation_ProjetMacaya\02_Produits\21_FermiersFormés\Propositions_techniques_et_financieres	5 fichiers	Rapport Actions durables pour la conservation de la biodiversité du Parc National Naturel de Macaya FMD avril 2016 ; Proposition des modalités de décaissement UGP - FNGA; Plan d'activités de la FNGA pour la mise en œuvre de la phase II du projet en relation avec le «Programme de protection durable des terres des hauts bassins du Sud-Ouest d'Haïti» dans la Grand-Anse - Février 2016 ; Proposition technique ORE Phase 2 Mars 2016 ; Proposition financière ORE Phase2
Capitalisation_ProjetMacaya\02_Produits\21_FermiersFormés\Suivi des réalisations_UGP	3 Dossiers : Synthèse Rapports Mission Suivi Opérateurs Suivi bénéficiaires 2 fichiers	<b>DOSSIER 1 SYNTHESE :</b> Le Projet Macaya - Gouvernance & Etat d'avancement Juin 2017 Présentation des travaux à Haute Intensité de Main d'oeuvre planifiés Mars 2018 Présentation générale PNNM Proposition d'intervention Post-Matthew- Novembre 2016 <b>DOSSIER 2 RAPPORTS MISSION :</b> Bilan à mi-parcours Mise en oeuvre - Mai 2017 Rapport de Mission Suivi FMD - Mars 2017 Rapport de Mission Suivi FMD - Mars 2017 Final Rapport de Mission Suivi FNGAJ - Jan2015 Rapport de Mission Suivi ORE Mars 2017 Final Word et pdf Rapport de Mission Evaluation FNGA1 Dec2015 Rapport de Mission Evaluation FMD Nov2015 Final Rapport de Mission Evaluation ORE Nov2015 Final <b>DOSSIER 3 SUIVI OPERATEURS :</b> Fichier de suivi des plantules Fichier de vérification des livrables Reboisement/Reforestation dans le cadre du Projet Macaya Sommaire des résultats des partenaires de janvier à juin 2017 Fichier de suivi des Opérateurs Agroforesterie Mars 2017 Suivi des échanges entre l'UGP-Macaya et ORE dans le cadre de la mise en œuvre de la phase II du Projet Macaya – mai 2017 Calendrier de suivi des activités des partenaires stratégiques ORE, FMD, FNGA Phase II 2016-2017 Synthèse des activités planifiées et réalisées par les prestataires et proposition d'avenant Post-Matthew <b>DOSSIER 4 SUIVI BENEFICIAIRES :</b> Suivi des bénéficiaires FMD Suivi des bénéficiaires FNGA Suivi des bénéficiaires ORE Suivi des bénéficiaires ORE Complet



Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
		<b>Autres fichiers :</b> Liste des employés du projet - Sept17 Répertoire des partenaires UGP - Sept17
Capitalisation_ProjetMacaya\02_Produits\22_EIES	2 fichiers	Etudes d'impacts sociaux et environnementaux (EISE) Avril 2014 ; Commentaires de M. Bonnard
Capitalisation_ProjetMacaya\02_Produits\23_PisteRurale	1 Dossier : Contrat_infrastructures, 1 Dossier Piste_Dubreuille_Formond 5 fichiers divers	<b>DOSSIER CONTRAT INFRASTRUCTURES :</b> 6 fichiers Contrats et Avenants EPTISA, Gretco, AEJ_CODS, <b>DOSSIER Piste Dubreuille Formond :</b> 4 fichiers dont 2 avenants EPTISA et GRETCO, 1 Rapport : Travaux de réhabilitation des pistes rurales Canon-Formond- lot 1- Janvier 2016; 1 fichier excel Tableau de suivi de travaux ; Documents divers : Plan d'aménagement Canon-Formond, Plan du bassin de stockage et profils en travers; 1 Rapport d'avant projet détaillé (APD) d'étude technique pour la réhabilitation de la piste Canon Formond
Capitalisation_ProjetMacaya\02_Produits\24_SecteurPrivé	VIDE	
Capitalisation_ProjetMacaya\02_Produits\31_LimitesBornageParc	7 fichiers	Tableau de coordonnées des bornes du Parc; Plan de délimitation; Protocole d'accord pour la mise en œuvre du bornage du Parc-Mai 2016; Protocole d'accord pour la mise en œuvre du bornage du Parc - Mars 2015; Rapport CIAT, Bornage du PNNM - Rapport d'avancement, Juin 2014; Rapport, Examen rapide de l'efficacité des opérations de bornage entreprises par le CIAT dans le cadre du programme GEF / Macaya - Novembre 2017 ; Rapport final CIAT, La matérialisation des limites du PNNM, Août 2015
Capitalisation_ProjetMacaya\02_Produits\32_Cadastre	VIDE	
Capitalisation_ProjetMacaya\02_Produits\33_MissionsScientifique sSAH	4 fichiers : Contrats, Avenants, Résolutions, Convention de recherche SAH_FLMNH	Contrat MdE-SAH- Décembre 2014; Draft Avenant 2; Palements SAH; Résolutions SAH
Capitalisation_ProjetMacaya\02_Produits\33_MissionsScientifique sSAH	2 fichiers	Lettre d'avertissement Clavens; Réponse du SAH
Capitalisation_ProjetMacaya\02_Produits\33_MissionsScientifique sSAH\Documentation	4 Dossiers : Divers ; Présentations; Rapports_Ateliers_Formations ; TdR	<b>DOSSIER DIVERS :</b> Banque de donnée Faune et Flore, Appui au bureau de la SAH à Formond ; Doc Google Earth Localités , CV Hilaire, Participation de la SAH dans l'Elaboration du Plan de Gestion (2016-2020) du Parc National Naturel Macaya; <b>DOSSIER PRESENTATIONS :</b> 10 présentations pdf; <b>DOSSIER RAPPORTS ATELIERS FORMATION :</b> 6 rapports sur les Atelier de formation sur la conservation de la biodiversité du PNNM; 1 document d'Evaluation de formation; <b>Dossier TdR :</b> Termes de références des fonctions de Consultant en renforcement des capacités en recherche et suivi scientifique, TdR Coordonnateur de projet, TdR Coordonnateur des étudiants et stagiaires,



Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
		TdR Professionnel de recherche scientifique, TdR pour les Services Professionnels, TdR pour la restauration et la conservation des espèces endémiques du PNNM, TdR pour l'étude d'une évaluation et recommandations pour le rapatriement des spécimens d'Herbier National de Ekman (EHH)
Capitalisation_ProjetMacaya\02_Produits\33_MissionsScientifique sSAH\Documentation	9 Fichiers Powerpoint	Présentations powerpoint en haïtien
Capitalisation_ProjetMacaya\02_Produits\33_MissionsScientifique sSAH\Documentation	8 fichiers de Suivi d'activité du SAH	Etat d'avancement du contrat avec la SAH; Plan de suivi de la SAH; 3 Rapports d'activités Janv-Sept 2016; Rapport d'exécution de projet Avril 2015- Janvier 2016; Base de donnée Rapport d'enquête; Rapport SAH- Durrell Macaya National Park Amphibian and Mammal Surveys February 2016
Capitalisation_ProjetMacaya\02_Produits\33_MissionsScientifique sSAH\Documentation	3 dossiers : Methodologie; Outils Enquête; Version Sept 2016	<b>DOSSIER METHODO :</b> Méthodologie pour la mise en place d'une application Webmapping Juillet 2016; Méthodologie enquête sociodémographique dans l'aire centrale du PNNM Juin 2016; Evaluation de l'impact de l'ouragan Mathieu sur la zone centrale du PNNM - Proposition pour une modification de l'enquête sociodémographique; Proposition pour l'actualisation des données sociodémographiques du PNNM ; Commentaires UGP Macaya sur l'enquête EIES et Base de données <b>DOSSIER OUTILS ENQUETE :</b> 3 versions des Formulaires d'enquête Socio-économique; fichiers google Earth de Localités et Maisons Macaya; Plan de situation des Maisons du Parc et Plan de situation des enquêtes vertébrés; Tableau excel Traitement de l'enquête ; <b>DOSSIER VERSION SEPT2016 :</b> fichier excel de données Grande Plaine; Méthodologie enquête sociodémographique dans l'aire centrale du PNNM; Formulaire d'enquête Sociodémographique
Capitalisation_ProjetMacaya\02_Produits\34_PlanGestion\Method os	3 fichiers : Méthodologies finales PG	Méthodologie pour l'élaboration des documents de Plans de Gestion des Aires Protégées Terrestres et Marines d'Haïti ANAP; Directives Méthodologiques pour développer le Plan de Gestion du Parc National Naturel Macaya -Document de discussion pour l'Élaboration des Directives Méthodologiques pour Développer des Plans de Gestion au niveau du SNAP en Haïti ; SYLLABUS - Formation sur le développement d'un plan de gestion pour le Parc National Naturel de Macaya
Capitalisation_ProjetMacaya\02_Produits\34_PlanGestion\Miseen Oeuvre_PG	5 fichiers de suivi de la mise en œuvre du Plan de Gestion	Calendrier des perspectives 2017 ANAP ; Extrait du Rapport SWOT; Tableau excel Planification PEP 2020 ; Plan de suivi de la mise en œuvre du Plan de Gestion du PNNM 2016 - 2017 ; Tableau excel Plan Opérationnel Janvier 2016 - Septembre 2017



Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
Capitalisation_ProjetMacaya\02_Produits\34_PlanGestion\Rapports_finaux_PG	2 Rapports finaux du Plan de Gestion	Plan de gestion PNNM 2015-2020 ; Plan opérationnel 2015- 2016
Capitalisation_ProjetMacaya\02_Produits\41_SuiviCO2\CATIE	4 DOSSIERS : Contrat_CATIE ; Docs_Intermediaires; Presentaciones_CATIE; Rapports finaux	<b>DOSSIER CONTRAT CATIE</b> : Contrat, Avenant, Termes de références de l'étude CATIE; <b>DOSSIER DOCS INTERMEDIAIRES</b> : 9 fichiers Rapport d'Analyse de résultats de l'évaluation des parcelles temporaires d'échantillon de carbone ; Fichier excel de Coordonnées des Parcelles Temporaires ; Guide pour la mise en place de parcelles temporaires et permanentes, et le suivi du carbone ; Fichier excel de suivi des parcelles ; Plan des parcelles ; Rapport technique :Cartographie de la couverture et de l'occupation de sol et l'impact de l'ouragan Matthew sur la conservation de carbone dans la couverture forestière du PNN Macaya et des zones avoisinantes, Département du Sud,Haïti, 2001-2016-17 ; Rapport technique : Cartographie préliminaire de l'utilisation et la couverture terrestre, PNN Macaya et les régions avoisinantes, Département du Sud, Haïti, 2001-2016 ; Premier rapport sur la visite et les progrès du travail de terrain dans le PNNM Mars 2016 ; Rapport : Mise en place de parcelles d'échantillonnage temporaires au niveau du PNNM <b>DOSSIER PRESENTACIONES CATIE</b> : 3 rapports de présentation Catie Esp ; <b>DOSSIER RAPPORTS FINAUX</b> : Analyse de résultats de l'évaluation des parcelles temporaires d'échantillon de carbone Dec 2017 ; Éléments pour le développement d'une proposition de restauration des écosystèmes dans le Parc National de Macaya. Scénario Post-Ouragan Matthew 2016 ; Rapport technique cartographie de la couverture et de l'occupation de sol et l'impact de l'ouragan Matthew sur la couverture forestière du PNN Macaya et des zones avoisinantes, Département du Sud, 2001-2016-17 Déc2017
Capitalisation_ProjetMacaya\02_Produits\41_SuiviCO2\Methodo_FRM2009	5 fichiers : 2 rapports finaux version FR et EN , Présentation FRM Suivi du Carbone 2 fichiers excel de Calcul de l'émission de CO2 et usage des sols	Methodology and Baseline for Monitoring Carbon Sequestration and Avoided GHG Emissions - Final Report June 2009; Méthodologie et Ligne de Base pour le Monitoring de la Séquestration de Carbone et Eviter les Emissions de GES - Rapport final Juin 2009 Calcul du carbone à Macaya - Mai 2009; Tableau d'Usage des sols ; Suivi des stocks de carbone et des émissions de gaz à effet de serre sur la zone de Macaya 21 mai 2009
Capitalisation_ProjetMacaya\02_Produits\Communication	6 fichiers sur les Plans de Communication	Plan Opérationnel des activités de Communication, de sensibilisation et de Visibilité Janv-Dec 2018 ; Plan de communication 2016 : 4 versions (Word, Pdf, A3, revu2018); Plan de campagne d'information sur le redéploiement des agents du CSE - Juin 2016
Capitalisation_ProjetMacaya\03_Carto_ShapeFiles	13 Dossiers de fichiers cartographiques	Dossier Accès ; Habitats ; Haïti ; Hydrographie ; Limites ; Limites_admin ; Objets de conservation ; OCS Forêt ; Sol Géologie ; Surveillance ; Toponymie ; Végétation CATIE Aout 2016 ; Zonage PdG
Capitalisation_ProjetMacaya\04_Documents Divers\0_Docs_scientific	12 fichiers de documentation scientifique	Protocole d'accord pour la conduite de recherche de mémoire de fin d'études universitaires dans le Parc National Macaya et sa zone tampon Birds of the National Parks of Haiti ; Liste des espèces d'orchidées à préserver ; Executive Summary of Stewardship Plan for The National Parks of Haiti ; Floristic Study ;



Chemin d'accès	Titre document ou Détails du contenu du dossier	Nom du fichier ou Liste des documents
		Geological Setting, Herpetofauna of The National Parks of Haïti ; Macaya Biodiversité SAH ; Mammals of The National Parks of Haïti ; The natural history of Southern Haïti ; New records and notes on species from Parc National Pic Macaya, Massif de la Hotte, Haïti ; Orchids of the National Parks of Haïti ; Final Report of the Macaya Biosphere Reserve Project
Capitalisation_ProjetMacaya\04_Documents Divers\1_Politiques	4 fichiers portant sur la politique publique	Cinquième rapport national de la République d'Haïti sur la mise en œuvre de la convention sur la diversité biologique - Rapport final Juillet 2016 ; Décret portant sur la gestion de l'Environnement et de régulation de la conduite des citoyens et citoyennes pour un développement durable ; Courrier du Ministre de la Justice et de la Sécurité Publique : Appel à des actions sanctionnatrices face aux infractions environnementales Note de cadrage du projet Caravane de changement
Capitalisation_ProjetMacaya\04_Documents Divers\2_SocioEco	2 fichiers pdf	Diagnostic de la situation socio-économique du PNNM - Rapport Juillet 2014 Diagnostic de la situation socio-économique du PNNM - Rapport Final Novembre 2014

## Annexe 6. Annexe financière du Projet Macaya

### ANALYSE DES DEPENSES PAR PRODUIT ET PAR SOURCE DE FINANCEMENT

Table 11 : GEF and HFR expenditure by output up to December 31, 2017

Produits initiaux	Produits Nouvelle Matrice	Budget par produit	GEF 2012	GEF 2013	GEF 2014	FRH 2014	GEF 2015	FRH 2015	GEF 2016	FRH 2016	GEF 2017	FRH 2017	Dépenses réelles par produit	Solde
01.07 Système de surveillance établi	1.1 Système de Surveillance établi et fonctionnel	714514	0	6708	63859	101123	94689	48607	0	99831	0	172641	587 458	127 056
02.02 Projets d'infrastructures communales	1.2 Projets d'infrastructures communales exécutés	1132317	3919	119037	14117	9368	8978	34956	0	44782	0	38659	273 816	858 501
01.11 Infrastructures physiques établies	1.3 Infrastructures du parc fonctionnelles (centres de Formon / poste de contrôle CSE)	1339960	25529	196697	160058	28810	118786	127866	6033	163829	0	117609	945 217	394 743
N/A	1.4 Plan intercommunal dans la zone tampon élaboré et mis en œuvre	151580	0	0	0	0	0	0	0	0	0	0	0	151 580
01.12 Communication & 02.03 Éducation sensibilisation environnementale	1.5 Programme d'éducation à l'environnement développé et mis en œuvre	120000	0	9891	53973	10689	7950	69712	0	60646	0	47475	260 336	-140 336
01.06 Exécution des activités prioritaires du Plan de Gestion	1.6 Activités prioritaires du plan de gestion mises en œuvre	21471			15676	495	0	1479	0	3194	0	627	21 471	0
02.01 Appui aux agriculteurs	2.1 Fermiers formés et bénéficiaires du projet	3559682	6294	117889	675184	262992	204248	587811	153384	417214	0	262713	2 687 729	871 953
03.01 Étude de l'impact socio-environnemental	2.2 Étude d'impact Environnemental et Social	29200	0	0	29200	0	0	0	0	0	0	0	29 200	0
03.02 Aménagement de pistes rurales	2.3 Piste rurale rénovée et bassins	2126143	0	21220	30096	129211	7950	0	0	293273	0	141089	622 839	1 503 304



Produits initiaux	Produits Nouvelle Matrice	Budget par produit	GEF 2012	GEF 2013	GEF 2014	FRH 2014	GEF 2015	FRH 2015	GEF 2016	FRH 2016	GEF 2017	FRH 2017	Dépenses réelles par produit	Solde
N/A	2.4 Secteur privé renforcé pour le développement de chaînes de valeur stratégiques	0	0	0	0	0	0	0	0	0	0	0	0	0
01.02 Délimitation physique (CIAT) and 01.04	3.1 Limites physiques du parc établies	323800	0	0	163800	0	0	0	91931	0	60695	0	316 426	7 374
N/A	3.2 Cadastre du parc établi	0	0	0	0	0	0	0	0	0	0	0	0	0
01.09 Système de recherche scientifique établi	3.3 Missions scientifiques dans le parc facilitées	395233	0	0	16698	8817	74309	10793	109217	36147	0	21687	277 668	117 565
01.05 Établissement et suivi de plan de gestion	3.4 Plan de gestion du parc élaboré et mis en œuvre	241720	0	6250	71790	42711	3840	8644	0	14690	0	29296	177 221	64 499
01.10 Suivi Carbone	4.1 système de suivi CO2 élaboré et mis en œuvre	272292	0	0	0	0	46293	0	97715	0	0	0	144 008	128 284
06.01 & 06.02	4.2 Évaluation	223171	0	0	0	0	17873	114655	0	0	0	0	132 528	90 643
05.01 & 05.02	4.3 Audit	169571	0	8190	8190	0	8190	23757	0	27401	0	12041	87 769	81 802
04.01 & 04.02 & 04.03	4.4 Gestion de projet	1506215	10881	137059	138614	52008	24444	195090	563	182346	129	157452	898 586	607 629
TOTAL		12326869	46623	622941	1441255	646224	617550	1223370	458843	1343353	60824	1001289	7 462 272	4 864 597

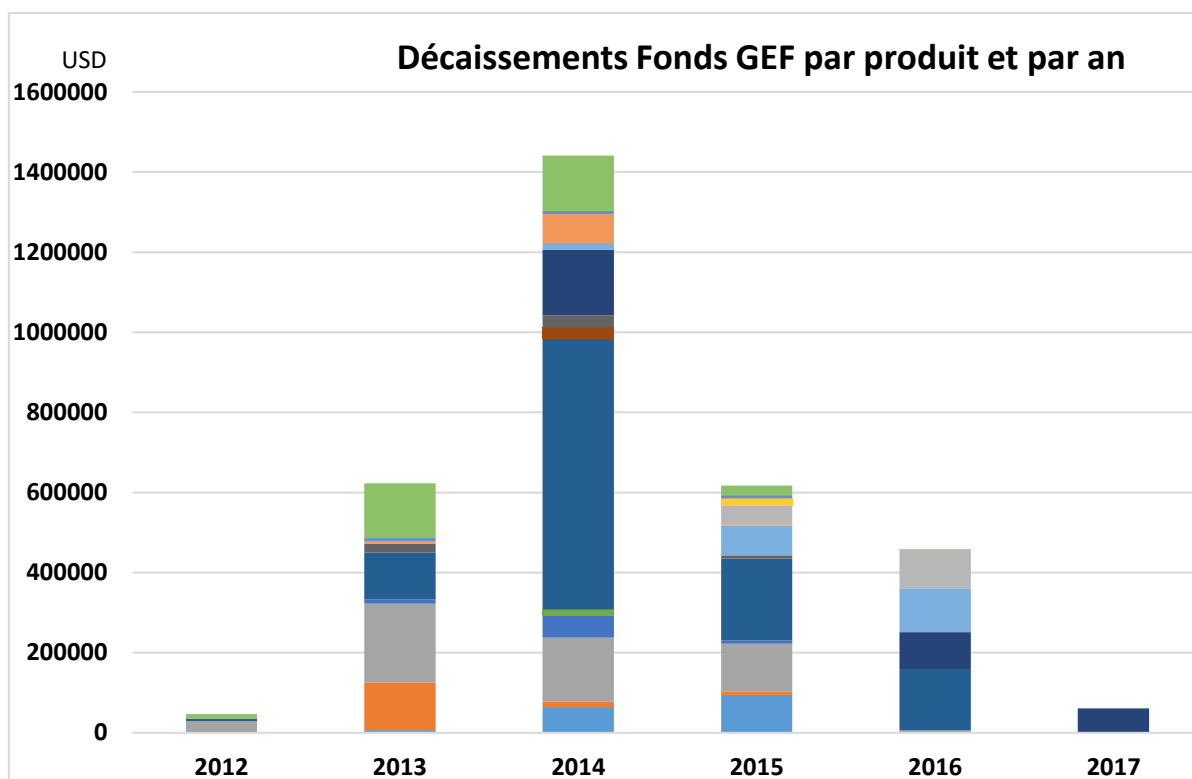
Les dépenses sur les fonds GEF ont été clôturées en 2016 à l'exception du paiement du CIAT pour la finalisation du bornage (Produit 3.1 de la nouvelle matrice).





## TAUX DE DECAISSEMENT ET DEPENSES PAR PRODUIT

Figure 6 : GEF funding - expenditure by output per year



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Figure 7 : HRF funding - expenditure by output per year

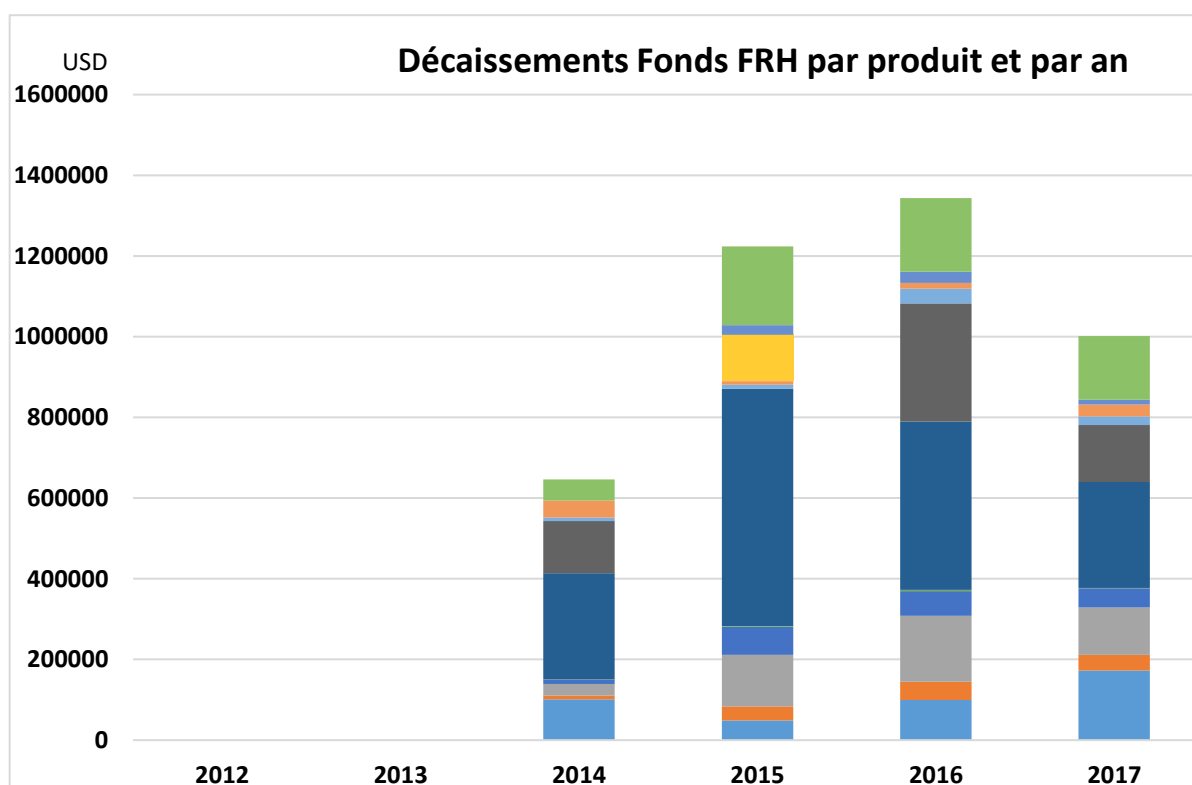


Figure 8 : Combined GEF and HRF funding - expenditure by output per year

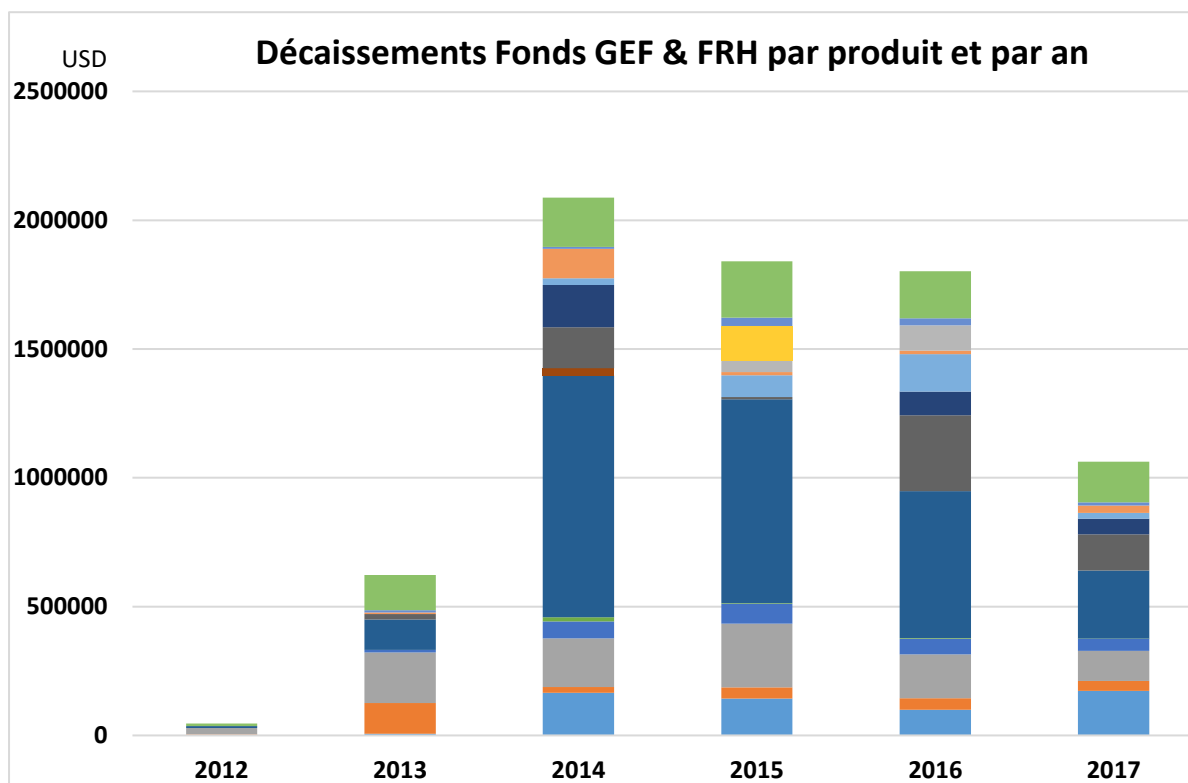


Figure 9 : Legend for the three previous figures

- 4.4 Gestion de projet
- 4.3 Audit
- 4.2 Evaluation
- 4.1 système de suivi C02 élaboré et mis en œuvre
- 3.4 Plan de gestion du parc élaboré et mis en œuvre
- 3.3 Missions scientifiques dans le parc facilitées
- 3.2 Cadastre du parc établi
- 3.1 Limites physiques du parc établies
- 2.4 Secteur privé renforcé pour le dev de chaines de valeur stratégiques
- 2.3 Piste rurale rénovée et bassins
- 2.2 Etude d'impact Environmental et Social
- 2.1 Fermiers formés et bénéficiaires du projet
- 1.6 Activités prioritaires du plan de gestion mises en œuvre
- 1.5 Programme d'éducation à l'environnement développé et mis en œuvre
- 1.4 Plan intercommunal dans la zone tampon élaboré et mis en œuvre
- 1.3 Infrastructures du parc fonctionnelles (centres de Formon / poste de controle CSE)
- 1.2 Projets d'infrastructures communales exécutés
- 1.1 Système de Surveillance établi et fonctionnel



## Annexe 7. Système de notation — Tracking tools GEF

### Guidance on Scores

Scores to be included into the LD PMAT (heading numbers refer to numbers for section on Outcomes and Adaptive Management)

#### PART II - PROJECT OUTCOMES AND ADAPTIVE MANAGEMENT

LD1 – Ecosystem services in production landscapes (agriculture, rangeland)

##### LD1.i Agriculture policy enhancement score

Rating	Benchmark		Notes
	1	no sector policy/regulation framework in place	Baseline assessment made during project design and planning phase and repeated annual assessments reported in PIRs
	2	sector policy/regulation framework has been discussed and formally proposed	
	3	sector policy/regulation framework have been formally proposed but not adopted	
	4	sector policy/regulation framework formally adopted by the Government but weak enforcement mechanisms	
	5	sector policy/regulation framework are enforced	

##### LD1.i Land tenure security of affected farmers / communities

Rating	Benchmark		Notes
	1	No land tenure arrangements and use rights in place	Baseline assessment made during project design and planning phase and repeated annual assessments reported in PIRs
	2	Land tenure arrangements and use rights partially in place	
	3	Land tenure arrangements and use rights in place	
	4	Land tenure and use rights effectively in place	
	5	Land tenure and use rights secured and protected over the long-term	

##### LD1.ii Sustained agricultural productivity score

Rating	Benchmark		Notes
	1	Yields of main crops / livestock productivity decreased	Available data on yields of main crops / livestock productivity will be provided as baseline during project design and planning phase and repeated within the monitoring of the project and reported annually through PIRs
	2	Yields of main crops / livestock productivity stable	
	3	Yields of main crops / livestock productivity with annual increase	
	4	Yields of main crops / livestock productivity with >2years increase during project lifetime	
	5	Yields of main crops / livestock productivity with increases that are sustained over the long-term	

##### LD1. ii. Rate local population's perception of the vulnerability of their livelihood (based on specific factor) - Community Vulnerability

	1	Extreme Vulnerability	Annual assessment (preferably from participatory household surveys disaggregated by gender)
	2	High Vulnerability	
	3	Medium Vulnerability	
	4	Low Vulnerability	
	5	No Vulnerability	

LD2 - Ecosystem services in forest landscapes			
LD2.i Forest policy enhancement score			
Rating		Benchmark	Notes
	1	no sector policy/regulation framework in place	Baseline assessment made during project design and planning phase and repeated annual assessments reported in PIRs
	2	sector policy/regulation framework has been discussed and formally proposed	
	3	sector policy/regulation framework have been formally proposed but not adopted	
	4	sector policy/regulation framework formally adopted by the Government but weak enforcement mechanisms	
	5	sector policy/regulation framework are enforced	
LD3 - SLM in wider landscapes (integrated management)			
LD3.i Framework strengthening INRM			
Rating		Benchmark	Notes
	1	no INRM framework in place	Baseline assessment made during project design and planning phase and repeated annual assessments reported in PIRs
	2	INRM framework has been discussed and formally proposed	
	3	INRM framework have been formally proposed but not adopted	
	4	INRM framework formally adopted by stakeholders but weak enforcement mechanisms	
	5	INRM framework is enforced	
LD3.i Capacity strengthening to enhance cross-sector enabling environment			
Rating		Benchmark	Notes
	1	No capacity built	Baseline assessment made during project design and planning phase and repeated annual assessments reported in PIRs
	2	Initial awarenes raised (e.g. workshops, seminars)	
	3	Cross-sectoral training courses addressing cross-sectoral issues are conducted	
	4	Knowledge effectively transferred (e.g. working groups tackle cross-sectoral issues)	
	5	Application of enhanced capacity demonstrated (framework, regulations, mechanism, strutures for cross-sectoral management in place)	



## Annexe 8. Notation des réalisations du projet

### Notation des objectifs et des résultats du projet

**Très satisfaisant (TS):** Les actions/activités se déroulent comme prévu, ou mieux que prévu, pour atteindre tous les objectifs/résultats majeurs sans lacunes. Le projet peut être présenté comme une "bonne pratique".

**Satisfaisant (S):** Les actions/activités se déroulent comme prévu et permettront d'atteindre la plupart des objectifs/résultats majeurs avec juste quelques petites lacunes.

**Moyennement Satisfaisant (MS):** Les actions/activités se déroulent presque comme prévu et permettront d'atteindre une partie des objectifs/résultats majeurs, mais soit avec de grosses lacunes, soit avec une faible portée générale.

**Moyennement Insatisfaisant (MI):** Les actions/activités ne se déroulent pas comme prévu pour atteindre les objectifs/résultats majeurs attendus, avec d'importantes lacunes ou même une possibilité de n'atteindre que quelques objectifs/résultats majeurs.

**Insatisfaisant (I):** Les actions/activités ne se déroulent pas assez bien pour atteindre la plupart des objectifs/résultats majeurs.

**Très Insatisfaisant (TI):** Les actions/activités ne se déroulent pas comme prévu et ne permettront d'atteindre aucun des objectifs/résultats majeurs.

***NB :** La pertinence et l'efficacité seront considérées comme des critères déterminants. La note globale du projet pour ce qui est de l'atteinte des objectifs et résultats ne pourrait être supérieure à la plus petite note donnée pour l'un de ces 2 critères. Par conséquent, pour obtenir une note globale satisfaisante pour les résultats, un projet doit avoir au moins une note satisfaisante à la fois pour la pertinence et pour l'efficacité.*

### Notation de la durabilité

La durabilité sera comprise comme la probabilité de voir les résultats et les impacts du projet se pérenniser dans le long terme, au-delà de la fin du projet. L'évaluation identifiera et évaluera les conditions clés ou les facteurs qui pourraient compromettre ou contribuer à la persistance des retombées du projet. Certains de ces facteurs pourraient être des résultats du projet, c'est-à-dire des capacités institutionnelles accrues, des cadres légaux et réglementaires améliorés, des mesures socioéconomiques d'incitation ou une bonne sensibilisation. D'autres facteurs incluront des circonstances ou des évolutions contextuelles non générées par le projet, mais qui sont importantes pour la pérennisation des résultats.

Système de notation pour les sous-critères de la durabilité :

**Probable (P):** Il n'y a pas de risques pesant sur cette dimension de la durabilité.

**Moyennement Probable (MP) :** Il y a de légers risques qui pèsent sur cette dimension de la durabilité.

**Moyennement Improbable (MI):** Il y a des risques significatifs qui pèsent sur cette dimension de la durabilité.

**Improbable (I):** Il y a des risques élevés qui pèsent sur cette dimension de la durabilité.

### Notation du Suivi-évaluation du projet

Le suivi est une fonction continue basée sur une collecte systématique de données relatives à des indicateurs choisis pour fournir à l'équipe de projet et aux principaux acteurs des indications sur l'ampleur des avancées et l'atteinte des objectifs, ainsi que sur les progrès dans l'utilisation des fonds alloués. L'évaluation est une revue objective et systématique d'un projet en cours ou achevé, de sa conception, de sa mise en œuvre et de ses résultats. L'évaluation d'un projet peut impliquer la définition de normes particulières, l'examen de performances par rapport à ces normes et l'évaluation des résultats actuels et attendus.

Le dispositif de S&E du projet sera noté comme suit à travers " le design du S&E", " la mise en œuvre du plan de S&E" et « la budgétisation et le financement des activités de S&E ».

**Très satisfaisant (TS):** Le dispositif de S&E fonctionne comme prévu, sans lacunes.



**Satisfaisant (S):** Le dispositif de S&E fonctionne presque comme prévu, mais avec juste quelques petites lacunes.

**Moyennement Satisfaisant (MS):** Le dispositif de S&E fonctionne assez bien, mais avec de grosses lacunes.

**Légèrement Insatisfaisant (LI):** Le dispositif de S&E ne fonctionne pas comme prévu et révèle d'importantes lacunes.

**Insatisfaisant (I) :** Le dispositif de S&E ne fonctionne pratiquement pas et des insuffisances majeures sont relevées.

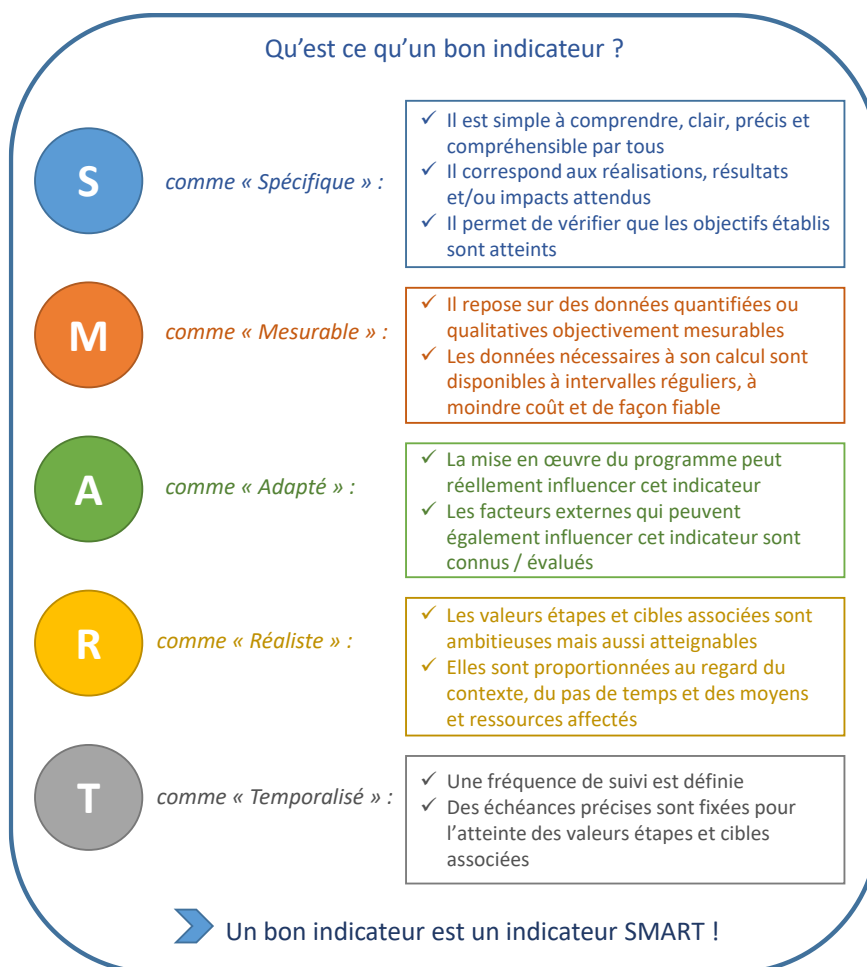
**Très Insatisfaisant (TI):** Le projet n'a pas de dispositif de S&E.

Toutes les autres notes seront données selon une échelle de six points :

Performance	
TS	Très satisfaisant
S	Satisfaisant
MS	Moyennement Satisfaisant
MI	Moyennement Insatisfaisant
I	Insatisfaisant
TI	Très Insatisfaisant



## Annexe 9. Caractéristiques d'un indicateur SMART







## Annexe 10. Compte rendu de l'atelier de restitution

## **COMPTE RENDU RESTITUTION FINANCEMENT GEF-FRH**



*Restitution de l'évaluation des produits financés par le fonds **FRH** et l'évaluation finale  
des résultats du projet **GEF***

*Mercredi 6 juin 2018, Mazenod, Camp-Perrin, Haïti*

**Préparé par : Stanley PAULIN, Ing-Agr.Msc**

***R P suivi et évaluation / UGP MACAYA***

***07-Juin-2018***

HEURES	ACTIVITÉS	RESPONSABLE (S)
<b>9h-9h45</b>	<b>Enregistrement des invités</b> Une liste pour l'enregistrement des participants est soumise aux invités pour enregistrement	
<b>10h50-10h55</b>	<b><i>Propos d'ouverture Mr. COUDO</i></b> Mr Coudo salut l'assistance et invite les gens à faire des critiques raisonnables pour l'avancement du projet. Il félicite le directeur du Parc et mentionne que le ministre devrait valider les produits.	Coudo Prénor
<b>10 h 56-11h00</b>	<b><i>Mise en contexte de l'atelier par le Représentant de la BID</i></b>  <i>I</i> ci, on est là pour l'évaluation d'une partie du projet, d'un financement. C'est historique pour les partenaires et les bénéficiaires. Le Parc Macaya c'est vous qui le vivez, c'est important au-delà des aspects administratifs de voir ce qui a été fait, ce qui devrait être fait et qui n'a pas été fait. L'important pour la BID, ce sont les engagements. Il faut des générations pour changer le Parc Macaya. Ce projet, c'était une première, on apprend à chaque jour et grâce à cela, on verra ce qu'on doit faire pour améliorer tout. Au MDE et à la BID, on est conscient que si on abandonne tout, c'est anormal. C'est important pour nous de voir les leçons apprises et votre vision pour le future.	Géraud Albaret
<b>11h02-11h06</b>	<b><i>Présentation des personnes présentes (Tour de Table)</i></b>  Les différents participants du projet se présentent	
<b>11h08-11h29</b>	Pause-café	
<b>11h30 12 h 54</b>	<b><i>Restitution de l'évaluation des produits financés par le fonds FRH et de l'évaluation finale des produits du projet GEF</i></b>  Mr. Grégoire remercie tout le monde pour leur contribution à la réalisation de la supervision.  <b><i>Démarche de l'évaluation</i></b> <b>Objectif</b> -réaliser l'évaluation finale des résultats du financement GEF	Grégoire Lejonc, BRLi

	<p>-Evaluer les produits financés à date par le fond FRH  -capitaliser les résultats du projet Macaya  -formuler des recommandations.</p> <p><b>Méthode</b>  Lecture de documents  Entretien  Visite terrain  Etablir des faits  Evaluer  Recommander</p> <p><b>LE PROJET MACAYA</b></p> <p><b>Objectif</b></p> <ul style="list-style-type: none"> <li>✓ Protection des ressources naturelles</li> <li>✓ Améliorer les conditions de vie des gens autour du parc</li> <li>✓ Etablissement effectif du parc</li> <li>✓ Amélioration de l'attractivité de la zone tampon</li> <li>✓ Aménagement des hauts bassins versants</li> </ul> <p><b><i>Montage institutionnel et partie prenante</i></b></p> <ul style="list-style-type: none"> <li>➤ <i>Financement</i></li> <li>➤ <i>Supervision du projet</i></li> <li>➤ <i>Exécution du projet</i></li> </ul> <p><b>Décaissement des fonds du projet de 2012 à 2017</b></p> <p><i>2014 2015 et 2016 les plus grands décaissements</i></p> <p><b>RESULTATS DE L'EVALUATION</b>  Référentiel ; Matrice de résultats développés en 2016</p> <ol style="list-style-type: none"> <li>1. Impact attendus et observés par le projet</li> <li>2. Résultats attendus et observés de chaque composante</li> <li>3. Synthèse des produits du projet</li> <li>4. Synthèse financière</li> <li>5. Identification des principales lacunes du projet</li> <li>6. Analyse d'évaluation du projet</li> </ol> <p><b>Impact1</b> : Augmentation du revenu moyen net des agriculteurs  <b>Impact2</b> : Augmentation du stockage de carbone</p> <p><b>Composante1</b> : Ouvrir le Parc au public et réguler les visites</p> <p><b>Composante2</b> : Acquérir au niveau du pays la capacité technique et l'équipement pour suivre le stockage de carbone et les émissions de gaz à effet de serre</p> <p><b>Composante 3</b> : Zones supplémentaires avec un couvert végétal</p>	
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permanent dans la zone tampon

**Composante 4 :**

***LES FAITS PRINCIPAUX***

- ❖ Un projet comme ça ne peut pas fonctionner dans un pays quand on change les équipes aussi souvent.
- ❖ Quand le projet s'arrête les activités aussi s'arrêtent aussi
- ❖ La responsabilité de ça, ce sont le turn over des équipes
- ❖ Cet aspect doit être réglé
- ❖ Majorité investissement dans la zone tampon
- ❖ Beaucoup d'activités pour les trois partenaires
- ❖ 17% du budget pour les routes
- ❖ CSE non fonctionnel, parc non surveillé
- ❖ Bornage du parc incomplet
- ❖ Infrastructure du parc fonctionnel
- ❖ Abandon de nombreuses activités prévues (cadastre, lien parc-police-justice)
- ❖ Plan de gestion non mise en œuvre
- ❖ Mauvaise EIES et faible prise en compte du genre
- ❖ Défiance des partenaires et des populations vis-à-vis du parc
- ✓ = ressources naturelles du parc non protégées
- ✓ =dégradation continue des écosystèmes du parc (via activités extractives et agriculture)
- ✓ =conditions générales de vie de la population autour du parc inchangées.

***ANALYSE***

- Limite du document initial du projet
- Contexte institutionnelle défavorable
- Ouragan Matthew (obstacle)
- incompréhension de la finalité du projet (protection de l'environnement)
- Méconnaissances profondes des réalités sociales et environnementales du cœur du Parc
- Logique d'intervention du projet reposait sur des hypothèses trop forts (et notamment sur des dynamiques de migration des populations)

***La note globale du projet est insatisfaisante***

***PERSPECTIVE POUR LE PROJET MACAYA***

***Recommandations pour la suite***

- Il est important de continuer le projet Macaya
- Investir et travailler dans le parc
  - accroître les connaissances sur les réalités du parc

	<ul style="list-style-type: none"> <li>-Agir concrètement au sein du parc</li> <li>▪ Améliorer le fonctionnement et la gouvernance du projet</li> <li>▪ Construire une vision collective de cogestion du parc</li> <li>▪ Capitaliser sur les investissements consentis à Formon</li> </ul> <p><b>Etude de faisabilité d'une phase II du projet</b></p> <ul style="list-style-type: none"> <li>✓ <i>Interroger le montage institutionnel et le modèle de gestion</i></li> <li>✓ <i>Revisiter la logique d'intervention</i></li> <li>✓ <i>Construire un projet cohérent de territoire pour la préservation des ressources naturelles du Parc Macaya</i></li> </ul>	
12h55	<p style="text-align: center;"><i>Débats</i></p> <p><b>Dener Jean Claude, Maire de Les Anglais</b>  Comment trouver vous les conditions générales de vies des populations du Parc Macaya et de la zone tampon par rapport aux investissements ?  <i>Selon Grégoire</i>, c'est un seul projet, 12 millions USD c'est peu pour beaucoup de gens.  Selon <b>Prénor COUDO</b> la note de l'évaluation est juste.</p> <p>Il y a un corps de surveillance des gens ont été payé par l'état comment cette note-là peut être insatisfaisante selon COUDO ? Mr COUDO précise qu'on devrait attendre pour comprendre les résultats. Pour les centres de Formon tout a été détruit lors de l'ouragan Matthew.</p> <p><b>Selon Grégoire</b> c'est un constat que le CSE est infonctionnel, il n y a pas un seul corps de surveillance qui protège les ressources naturelles. Pour les infrastructures, ça a été fait et détruits durant Matthew.</p> <p><b>Agro Michelet.</b> 7 Ministres en 5 ans, chaque Ministre vient avec son équipe, ce qui crée une instabilité lors du projet, mais initialement l'objectif c'était d'établir le Parc. 10 communes sur Parc Macaya, c'est beaucoup pour résoudre les problèmes socioéconomiques des gens.  Concernant le renforcement CSE : 10 agents seulement sont nommés, les contractuels sont insuffisants et travaillent sur de courte durée selon Agro Michelet.  Budget MDE, 0,2 à 0,4% de celui du pays, le MDE n'a pas de moyens, ANAP a seulement un budget de 5 millions de gourdes ne pouvant même pas payer le personnel. Il est essentiel de mettre en place une structure de cogestion ensuite une structure intercommunale pour le Parc Macaya. Il faut voir la gestion des</p>	

	<p>risques d'inondation car 7 rivières prennent naissance là-haut selon Agro Michelet</p> <p><b>Selon Dir Sildor</b>, les faiblesses sont déjà là, il faut apprendre et ne pas répéter les mêmes erreurs dans le passé</p> <p><b>Mairesse-Adjointe de Jérémie SILMATHA</b>: il faut recruter des femmes dans l'équipe technique du projet . Où sont passés les petits-projets des communes qui sont sur le Parc Macaya ? qui a utilisé l'argent, quelles activités a-t-on fait dans la commune et les sections ?</p> <p><b>Selon Dir Sildor</b>, il y a un plan de travail sur le projet. Un ensemble d'activités était planifié. Le ministre Simon Georges refait les choses selon la feuille de route du MDE. On devrait faire de petits projets avec les communes par rapport au fonds qui restent parce qu'il y a des orientations sur le projet via le ministère de l'environnement. Il y a d'autres activités à faire, il faut atterrir et viser une phase II, ça prendra au moins 3 mois pour exécuter le projet, BID peut garder les fonds à la fin du projet. Durant les vacances, on va mettre en place les structures de gouvernances avec les Mairies. Pour les CSE, on verra ce que va faire avec une autre vision de gouvernance et de CSE, les choses vont se faire de façon intégrer. On va corriger les dégâts, dans la phase II et on doit s'entendre sur ce qu'on veut pour le Parc. Pourquoi n'y a-t-il pas infrastructures à Grand-Plaine, Jérémie, Beaumont ? Si on fait les infrastructures partout ça facilitera les choses. Quand on lira l'évaluation, on verra ce qui a été dit.</p> <p><b>Dieujuste Venel</b>, Maire Adjoint Camp-Perrin, je remercie l'Agronome Sildor pour son intervention. Selon moi, le Parc reste un business. si l'on voulait faire des choses on saurait qu'on doit surveiller le parc avec le Maires, CASEC, ASEC, la police et la Justice. Si 7 Millions USD sont dépensés sur Camp-Perrin, on veut savoir comment les dépenses ont été faite. Sinon ça risque de se terminer très mal. Désormais, on va bloquer le projet ici à Camp-Perrin. Si 12 millions est gaspillé, ça n'ira pas. Il nous faut les détails des dépenses des 7 millions de dollars point par point. Il n'y aura pas de bureau pour faire de démonstration si tout n'est pas clair.</p> <p><b>Prenor COUDO</b> : Le rôle de l'évaluateur est de fournir une analyse sur les indicateurs du projet. C'est dur, si on ne réagit pas, avant de remettre le rapport qu'est-ce qu'on peut conclure ? est-ce qu'on peut envoyer le rapport à GEF ? l'essentiel c'est ça, selon COUDO.</p> <p><b>Agro Sildor</b> : les dépenses ne sont pas faites par commune. Dans le document du projet pour chaque composante, on voit les fonds qui</p>	
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sont alloués par activités / composantes.

**Noel Marc Oniel** Maire Adjoint de Chantal : je remercie tout le monde. On se pose des questions tout le temps. Le DG va payer les conséquences et dire à GEF que les responsables sont les CASEC, ASEC et MAIRES, il faut écrire zéro et arrêter les voleurs, dans le rapport de l'évaluation de GEF. GEF n'a pas construit les écoles prévues et réhabilité les tronçons de routes. Les conditions de vies des gens ne sont pas changées. C'est une honte pour les populations on n'acceptera pas de telles choses.


**Agro SILDOR :** on est allé à Formon sans difficulté, pour le bornage c'est CIAT. Le tronçon où il y a des problèmes reste là où l'on va réaffecter les travaux.

**Maire Camp-Perrin**, il y a des gens habillés (agents CSE) au bureau de Chantal, qui posent beaucoup de problèmes, avec un communiqué sur Camp Perrin. L'état ne veut pas d'activités d'exploitations au parc Macaya (sciage, charbon, planche...). L'action des CSE peut provoquer une guerre civile au Parc, si on ne les oriente pas.

**ORE, Agro Elliassaint :** Certaines personnes disent que c'est ORE qui empêche à ce que la route soit réhabilitée jusqu'à Formon. On veut sauver la Biodiversité, selon une étude qui a été faite. Il y a un désastre écologique et politique qui entraîne ces dégâts. Je travaille depuis Novembre 1979 comme jeune Agronome pour la gestion du Parc Macaya. Mais, si chaque fois un ministre vient, il brouille les cartes pour installer ces équipes ça pose problème. Si on crée des problèmes entre CSE et CASEC, on n'arrivera à rien. Je veux savoir quelle mode de coopération qu'on aura pour résoudre le problème des aires protégées. C'est le ministre qui décide, c'est lui qui bloque et qui fait tout. « Si ou kite bourik e ou bat makout la », tous les techniciens partiront et on reviendra aux mêmes problèmes de départ. Il nous faut des conventions entre l'internationale et le MDE. je veux demander au consultant ce qu'on peut faire, pour remédier à ces problèmes.

**CASEC GOMIER ROSEAUX :** il faudrait des journalistes ici, les CASEC n'ont pas de valeurs, les députés et sénateurs deviennent des agents de développement, on ne peut pas faire ça au nom des CASEC et MAIRE. On a des Agro qualifiés pour travailler, on a des enfants qui sont formés, ils peuvent travailler.

**GERAULD :** on veut discuter de la gouvernance, il faut qu'on s'assoie ensemble pour la vision du Parc, il faut faire ça en commun. Il n'y a pas de réponses magiques pour la cogestion et ça ne viendra

	<p>pas de l'extérieure, c'est entre nous qu'on doit faire ça. Chaque représentant de communes pourra avoir des activités en s'appuyant sur la gouvernance, vision partagée et gouvernance partagée. Il faut améliorer les choses. On commence à réfléchir sur les appuis financiers pour les cinq prochaines années. On va faire autrement pour l'avenir et c'est l'assistance qui doit décider ça de façon intégrée. Le document de cogestion, charte... est important, si on ne fait rien on se retrouvera aux mêmes problèmes dans cinq ans.</p> <p><b>Agr Elliassaint ;</b> il faut savoir les objectifs et le premier draft de plan de gestion a été fait par Madame FINIGAN.</p>	
13h15-13h30	<p><b><i>Propos de clôture par le Coordonnateur de l'UGP-Macaya</i></b></p> <p><b>Dir Sildor :</b> c'est vrai la note de l'évaluation est dure, mais on doit travailler pour avancer en corrigeant les erreurs. Au nom du MDE et de l'ANAP je vous remercie d'être venu et ça montre votre intérêt pour le Parc Macaya. En fin Juillet, on va faire travailler sur le plan de gestion. Encore MERCI MERCI</p>	Emmanuel Sildor
13h30	<p><b><i>Lunch</i></b> (52 personnes ont participé à cette rencontre)</p> 	



**Photo :** Intervention de COUDO Directeur Technique de l' ANAP



**Photo :** Intervention du Directeur du Projet Agro Sildor





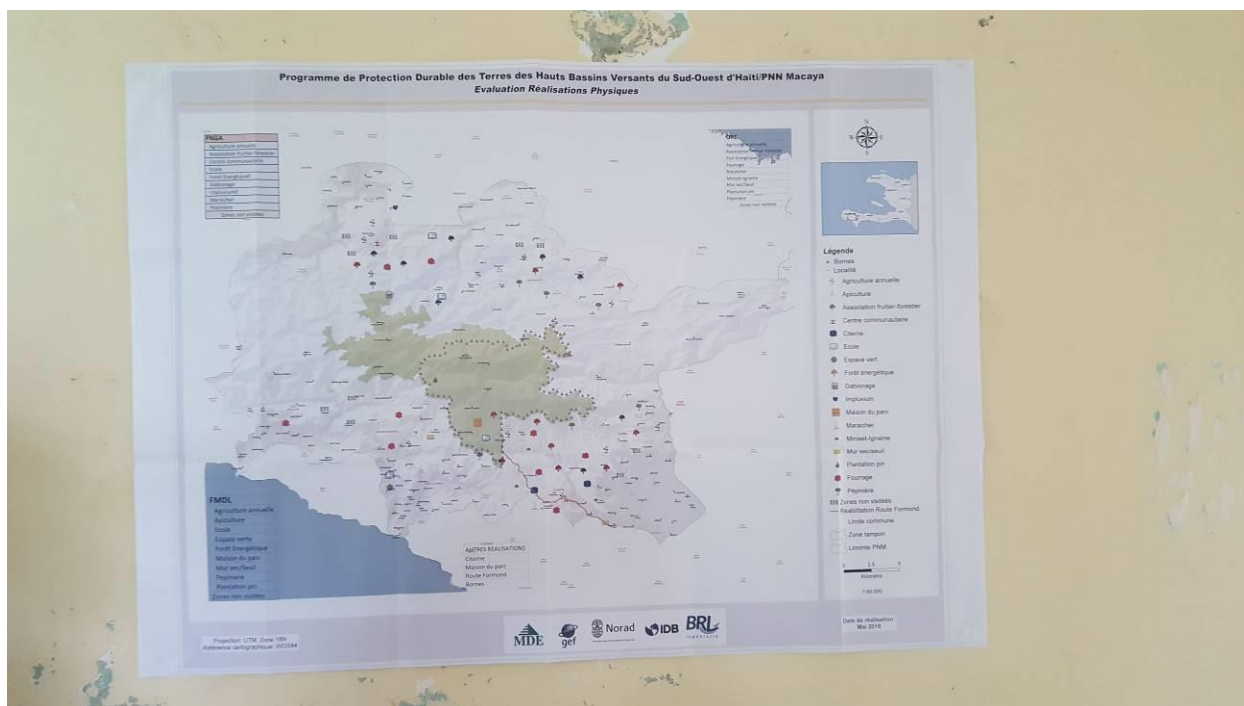
**Photo :** Intervention de Géraud Représentant de la BID



**Photo :** Intervention de Grégoire l'évaluateur du Projet






**Photo :** Intervention de Grégoire l'évaluateur du Projet



**Photo :** Carte des principales activités du projet



# Feuille de présence Atelier restitutions produits financés par fonds GEF et FRH

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">   Ministère de l'Environnement </div> <div style="text-align: center;">   GLOBAL ENVIRONMENT FACILITY  INVESTING IN OUR PLANET </div> <div style="text-align: center;"> <b>PARC MACAYA</b>  Programme de Protection Durable des  Terres des Hauts Bassins Versants du  Sud-ouest d'Haïti </div> <div style="text-align: center;">   ANAP  Agence Nationale des Aires Protégées  Parc National Macaya </div> </div>							
<p style="text-align: center;">Atelier de Restitution de l'évaluation des produits financés par le fonds FRH et l'évaluation finale des résultats du projet GEF</p>							
Feuille de Présence				Lieu : CAMP-PERRIN, Haïti		Date : 6 Juin 2018	
#	Nom	Prénom	Sexe	RÔLE /Titre	Institution	Téléphone	E-mail
1	Louis	Jéssy Saint-Yves	F	Spécialiste en PN	UNP - Macaya	4893-9137	Jessy.Saint-Yves@unp.gov.ht
2	Alexis	Jeanne	M	Coord casec	3e Dgrie Chan.	4480437	Alexis@unp.gov.ht
3	Exilé	Ronald	M	Coord- CASEC	2e Section des Anglais	4773-2493	Exilé@unp.gov.ht
4	PAULIN	STanley	M	RPEvaluation	UGP-MACAYA	3774626	Stanley.Paulin@unp.gov.ht
5	Americain	Yves Wilkett			UGP MACAYA	3720654	Americain@unp.gov.ht
6	Olin	Jean Richard	M	Maire des Pigeons	Mairie	3769-5613	Olin@unp.gov.ht
7	Johel	Johel	M	CASEC Voldigue	Comès-Jeremie	3164-8648	Johel@unp.gov.ht
8	Patricia	Chery	F	CASEC Voldigue	Comès	3729-2100	Patricia@unp.gov.ht
9	Préfet	Jr Clardy		Chaudet	Merie Jeremie	3482-2142	Préfet@unp.gov.ht
10	Ademus	Ronald	M	Consultant	BRL	3858-0107	rademus@hotmail.com



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Feuille de Présence

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Date : 6 Juin 2018

#	Nom	Prénom	Sexe	RÔLE /Titre	Institution	Téléphone	E-mail
1	Sildor	Emmanuel	M	Coordinateur UGP-Macaya	HSE	4893-5437	sildor@stinet.com
2	SAMEDI	Yves Michel	M	Infrastructures	ADE/UGP-Macaya	4893-5453	ysamedi@yahoo.fr
3	Alexis	Favre	M	Maire Beaumont	Mairie	37409920	alexis.favre@yahoo.fr
4	Dorlos	Pierre maqueste	M	Casac Beaumont	Interim	37147830	
5	Etienne	Jean charenet	M	Responsable logistique	Mairie	3735-5561	www.charanet.com.haiti
6	Depierre	Jean claud	M	Maire Titilouie	Mairie de Titilouie	4696-1864	jeanclaudet@yahoo.fr
7	Jean Jean	Jacques Vanel	M	Chargé de projet	Fondation Macaya	4706-9537	jeanpaulvanel@yahoo.fr
8	Noël	Jude	M	Manager de Projet	ORE	3606 8583	noeljude.mana@yahoo.fr
9	Charles	Jean Max	M	Maire	Mairie / Chantal	36830792	choulespoul@yahoo.fr
10	Nazaire	Eberle	M	Assist. manager	ORE	3181-4453	eberle2000@yahoo.fr





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#	Nom	Prénom	Sexe	RÔLE /Titre	Institution	Téléphone	E-mail
1	LESONC	GREGAIRE	M	Expert Evolution.	BRLi		gregoire.legere@brli.fr
2	Judy	Charlemagne H		Adm. Oper.	UGT Macaya		huytheardjudy@gmail.com
3	Silda	Selvia		Assistante Adm	UGT - Macaya	36159928	esilda@yahoo.fr
OR 4	Pierre	Sylmartha	F	Maire Adj	Jeremie/Haïti	37073792	Florckentia2004@yahoo.fr
OR 5	Solange	Monie	M	Mairie Jeremie	Mairie Jeremie	46941130	
OR 6	Noel	Marc Soniel	M	Mairie pr.	Mairie Chantal	3823-9472	noelmarcsoniel@gmail.com
7	MAGLOIRE	Mikaela	M	Sociologue	FMDL	32070847	mikaelamagloire@gmail.com
OR 8	CIVIL	Baso	M	C. Caseo/Rechercheur	MIT	38075812	
9	MAGLOIRE	Eliassaint	M	Dir Général	ORE	3792-1718	mail@oreworld.org
10	COUDO	Prénor	M	Dir Tech	ANAP/HIDE	37130060	Coudop@yahoo.com



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Date : 6 Juin 2018

#	Nom	Prénom	Sexe	RÔLE /Titre	Institution	Téléphone	E-mail
1	Duval	Venol	M	Maître Adj. C.F.	Maître Comp. p	47297372	duvaljuste@ecm.ha
2	Audais	Harjoni	F	Maître Adj. C.F.	Maître Comp. p	36998781	audais@ecm.ha
3	TAISSAINT	Isaïe	M	Coordonnateur BSAP	ANAP/MdE	4896-1598	taisset@ecm.ha
4	houis	Michéle	F	Directeur	MdE/DB	48361537	michele@ecm.ha
5	TOUSSAINT	Belcombre	M	Chargé	MdE ANAP	38570865	
6	Daudin	Jean Rivallier	M	Représentant/Deputé	Bureau du Deputé	4892-9716	
7	Zamor	Jean Lemes	M	CASEC-Meaux	CASEC	3755-7683	
8	Duval	Emmanuel	M	CASEC 3 <sup>e</sup> Sect. l'ap. Penni	Coordonnateur	3602-1184	emmanuel@ecm.ha
9							
10							



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#	Nom	Prénom	Sexe	RÔLE /Titre	Institution	Téléphone	E-mail
1	Saint Gilles	Jude	M	Coord. Technique	FNGA	3638 6031	jude.saintgilles@fnga.org
2	LILFA	Louisema	F	Mairesse Adf.	Mairie Chardon	3607-7596	
3	Thomas	Madège	F	Ass. PM	UGP	48939136	thomas.madège@ugp.org
4	Destine	Sadia	F	C. Projets Com. Soc	UGP	48953356	sadia.destine@gmail.com
5	Séverin	Gilbert	M	CCASEC <sup>1ère</sup> Représentant	MILIT CASEC	37795931	
6	Louis-Jean	Michèle	M	Comptable	CGP	4893 5146	mlouise@natural.com
7	Païde	Jackson	M	Agronome	BAYM	3626 96 41	
8	Gervais	Jean Kessel	M	Inspecteur CSE	UGP/MACAYA	4896-33-55	gervais.kessel@yaho.com
9	Dort	Rosalvo	M	Chargé de Pers. et de Visibilité	UGP/MACAYA	48956128	rosalvo@gmail.com
10							





**Photos : Maire de Camp-Perrin et Agro Eliassaint de**



**Photos : Agro Michelet premier Directeur du Projet et Agro Sildor le dernier Directeur du Projet**