



## Global Environment Facility

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**Monique Barbut**  
Chief Executive Officer  
and Chairperson

August 10, 2009

Dear Council Member,

UNDP as the Implementing Agency for the project entitled: ***Haiti: Establishing a Financially Sustainable National Protected Areas System***, has submitted the attached proposed project document for CEO endorsement prior to final approval of the project document in accordance with UNDP procedures.

The Secretariat has reviewed the project document. It is consistent with the proposal approved by Council in July 2008 and the proposed project remains consistent with the Instrument and GEF policies and procedures. The attached explanation prepared by UNDP satisfactorily details how Council's comments and those of the STAP have been addressed.

If by September 07, 2009, I have not received requests from at least four Council Members to have the proposed project reviewed at a Council meeting because in the Member's view the project is not consistent with the Instrument or GEF policies and procedures, I will complete the Secretariat's assessment with a view to endorsing the proposed project document.

We have today posted the proposed project document on the GEF website at [www.TheGEF.org](http://www.TheGEF.org). If you do not have access to the Web, you may request the local field office of UNDP or the World Bank to download the document for you. Alternatively, you may request a copy of the document from the Secretariat. If you make such a request, please confirm for us your current mailing address.

Sincerely,

Attachment: Project Document

Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee



# REQUEST FOR CEO ENDORSEMENT/APPROVAL

PROJECT TYPE: Full-sized Project

THE GEF TRUST FUND

Submission Date: July 24, 2009

## PART I: PROJECT INFORMATION

GEFSEC PROJECT ID: 3616

GEF AGENCY PROJECT ID: 4150

COUNTRY(IES): Haiti

PROJECT TITLE: Establishing a financially sustainable National Protected Areas System

GEF AGENCY(IES): UNDP,

OTHER EXECUTING PARTNER(S): National Agency for Protected Areas (ANAP), Ministry of the Environment, Ministry of Agriculture and Natural Resources

GEF FOCAL AREA(s): Biodiversity

GEF-4 STRATEGIC PROGRAM(s): BD-SP1-PA Financing

NAME OF PARENT PROGRAM/UMBRELLA PROJECT: N/A

Expected Calendar (mm/dd/yy)	
Milestones	Dates
Work Program (for FSPs only)	01/11/2008
Agency Approval date	01/06/2009
Implementation Start	09/01/2009
Mid-term Evaluation (if planned)	03/01/2012
Project Closing Date	09/01/2014

## A. PROJECT FRAMEWORK

Project Objective: By June 2014, Haiti has designed and started initial implementation of an integrated operational and financial framework to ensure long term sustainability of the national PA system								
Project Components	Indicate whether Investment, TA, or STA <sup>2</sup>	Expected Outcomes	Expected Outputs	GEF Financing <sup>1</sup>		Co-Financing <sup>1</sup>		Total (\$) c=a+ b
				(\$ a)	%	(\$ b)	%	
1. Improved PA governance system, backed by policies, regulations and competent institutions, enables more cost efficient use of funds available for PA management.	TA	<ul style="list-style-type: none"> <li>85% of PA management costs are met through a combination of Government and donor funding</li> <li>Institutional roles of ANAP and dependencies of the Ministries of Environment and Agriculture clearly defined and applied in practice</li> <li>Staff throughout the PA system with skills &amp; competencies for different PA management roles</li> </ul>	<ul style="list-style-type: none"> <li>Long term strategic financial plan for the national PA system</li> <li>Operational standards for key PA conservation categories</li> <li>Tools and methodologies for enhanced planning, management and investment across PA management units</li> <li>METT scores of the PA units moved from the lowest to the medium METT category</li> <li>Plan of staffing and staff development needs for the national PA system</li> <li>Institutional development strategies for ANAP and other key institutional stakeholders</li> <li>Framework for institutional and agency support to promoting employment opportunities in buffer zones</li> <li>PA permanent working groups with key productive sectors</li> <li>Models for harmonized management and business plans for individual PAs</li> </ul>	647,000	25.0	1,938,163	75.0	2,585,163

			<ul style="list-style-type: none"> <li>PA practitioners with capacities for cost effective management (accounting, reporting; revenue capture and threat management techniques)</li> <li>Monitoring system to measure staff training efficiency</li> </ul>					
2 Promotion of partnerships to increase the social, ecological and financial sustainability of PAs	TA	<ul style="list-style-type: none"> <li>25% of the PA estate under co-management agreements</li> <li>Communities participating actively and effectively in PA co-management</li> </ul>	<ul style="list-style-type: none"> <li>Local development plans which incorporate PA buffer zone management strategies</li> <li>PA permanent working groups with productive sector associations</li> <li>Academic and research programs which promote efficient long term sustainability of PA systems</li> <li>Control and oversight plan for PAs with local participation</li> <li>Capacity building programs for co-management of PAs particularly targeting “the local management committees”</li> <li>Site Support Groups and district oversight framework at pilot sites</li> </ul>	978,546	37.4	1,634,454	62.6	2,613,000
3. Diversification of PA income sources in order to increase income and reduce vulnerability to funding fluctuations		<ul style="list-style-type: none"> <li>25% of PA budgets nationally come from sources other than Government recurrent budget</li> <li>3 major PAs charging visitor fees</li> <li>At least 80% of essential recurrent costs of PAs in pilot areas are covered by Government, alternative income sources and PAs’ own revenue generation mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Resource allocation strategy document based on economic evaluation of ecosystem services and risk mitigation potential of PA systems in Haiti</li> <li>Long term cooperation framework for donor community including guidelines to optimize transfer of funds from international assistance to PA management</li> <li>Financial and regulatory instruments for capturing revenue from tourism and other potential alternative income sources</li> <li>Guidelines &amp; training programs to optimize development funds input to PA management</li> <li>New investment commitments for PA co-management and buffer zone development</li> <li>Revenue generation schemes including fees in key pilot areas</li> <li>Strategies for long term investment plans with key</li> </ul>	751,412	30.4	1,720,230	69.6	2,471,642

			sectors (Ministries of Tourism, Interior; Planning; and Energy) • Financial investment partnerships with the chamber of tourism, Ministry of Energy and donor community					
4. Project management				250,315	31.0	557,153	69.0	807,468
<b>Total Project Costs</b>				2,627,273	31.0	5,850,000	69.0	8,477,273

<sup>1</sup> List the \$ by project components. The percentage is the share of GEF and Co-financing respectively of the total amount for the component.

<sup>2</sup> TA = Technical Assistance; STA = Scientific & Technical Analysis.

**B. SOURCES OF CONFIRMED CO-FINANCING FOR THE PROJECT** (expand the table line items as necessary)

<i>Name of Co-financier (source)</i>	<i>Classification</i>	<i>Type</i>	<i>Project</i>	<i>%*</i>
Project Government Contribution	Nat'l Gov't	In kind	2,050,000	35.0
GEF Agency (UNDP)	Impl. Agency	Cash/In Kind	500,000	8.5
Bilateral Aid Agency (AECID)	Bilat. Agency	In kind	2,300,000	39.3
CNIGS	Nat'l Gov't	In kind	400,000	6.8
DED	Bilat. Agency	In kind	600,000	10.3
<b>Total Co-financing</b>			5,850,000	100%

\* Percentage of each co-financier's contribution at CEO endorsement to total co-financing.

**C. FINANCING PLAN SUMMARY FOR THE PROJECT (\$)**

	<i>Project Preparation a</i>	<i>Project b</i>	<i>Total c = a + b</i>	<i>Agency Fee</i>	<i>For comparison: GEF and Co-financing at PIF</i>
GEF financing	100,000	2,627,273	2,727,273	272,727	3,000,000
Co-financing	100,000	5,850,000	5,950,000		6,450,000
<b>Total</b>	200,000	8,477,273	8,677,273	272,727	9,450,000

**D. GEF RESOURCES REQUESTED BY AGENCY(IES), FOCAL AREA(S) AND COUNTRY(IES)<sup>1</sup>**

<sup>1</sup> No need to provide information for this table if it is a single focal area, single country and single GEF Agency project.

<sup>2</sup> Relates to the project and any previous project preparation funding that have been provided and for which no Agency fee has been requested from Trustee.

**E. CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:**

<i>Component</i>	<i>Estimated person weeks</i>	<i>GEF amount(\$)</i>	<i>Co-financing (\$)</i>	<i>Project total (\$)</i>
Local consultants*	660	660,000	0	660,000
International consultants*	280	510,000	190,000	700,000
<b>Total</b>		1,170,000	190,000	1,360,000

\* Details to be provided in Annex C.

**F. PROJECT MANAGEMENT BUDGET/COST**

<i>Cost Items</i>	<i>Total Estimated person weeks/months</i>	<i>GEF amount (\$)</i>	<i>Co-financing (\$)</i>	<i>Project total (\$)</i>
Local consultants*	0	0	50,000	50,000
International consultants*	20	20,000	30,000	50,000
Office facilities, equipment, vehicles and communications**		53,000	300,000	353,000
Travel*		22,500	70,000	92,500
Others***		154,815	112,153	261,968
<b>Total</b>		<b>250,315</b>	<b>557,153</b>	<b>807,468</b>

\* Details to be provided in Annex C. \*\* For others, it has to clearly specify what type of expenses here in a footnote.

\*\* Office space, main furniture, communications and vehicles equipment for the Project Management Unit at the Central level and at each of the Pilot Sites will be covered by both the government and GEF resources. US\$ 30,000 from GEF resources has been programmed to buy a vehicle 4\*4; and US\$ 6,000 (us\$ 1,200/year in average) for communication equipments and costs of communication. GEF resources of US \$23,000 will be used to ensure that the PMU has updated and reliable IT equipment and associated accessories to facilitate the efficient coordination between institutions participating in the Project oversight (Steering Committee, Technical Committees, cofounders) and between central and pilot management units. These include US\$ 15,000 for IT equipment (US\$ 7,000 for 3 notebooks y 1 data show; US\$ 2,000 for 2 printers and US\$ 3,000 for maintenance; US\$ 3,000 for a photocopy machine). In addition US\$ 2,000 has been budgeted for printing (reports, work documents, Project reports).

\*\* Travel: The project will work at the systemic level however it includes pilots disseminated in the country. Thus effective project coordination and supervision by the Project Management Unit (PMU) will require a certain amount of travel. US\$ 22,500 programmed on GEF funds will be used mainly to cover the travel expenses of the mid-term and final evaluations (US\$ 3,000 \*2 for international travel tickets + 20 days of DSA in Port au Prince at US\$ 260/day + 95 days of DSA outside Port au Prince at 118.30/day). For the other travel expenses required for the project implementation, the PMU will count with US\$ 77,500 financed by UNDP, representing 500 days of DSA for missions outside Port au Prince and US\$ 18,000 to attend workshops and important meetings outside the country.

\*\*\* “other” US\$ 155,100 from the GEF includes half of the salary of the coordinator (us\$ 60,000 per year for 5 years/2), plus US\$ 4,815 for miscellaneous including translation of services as needed and to guard against unexpected changes in currency. The other US\$ 31,000 from co-financing will be used to cover the costs of audit (us\$ 2,000 / year), the cost of F&A on UNDP funds (5% of us\$ 300,000), and US\$ 6,550 for miscellaneous expenses.

**G. DOES THE PROJECT INCLUDE A “NON-GRANT” INSTRUMENT?** yes  no

(If non-grant instruments are used, provide in Annex E an indicative calendar of expected reflows to your agency and to the GEF Trust Fund).

**H. DESCRIBE THE BUDGETED M&E PLAN:**

1. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from the UNDP/GEF Regional Coordination Unit in Haiti. The Logical Framework Matrix provides performance and impact indicators for project implementation along with their corresponding means of verification. The METT tool, Financial Scorecard and Capacity Assessment Scorecard will all be used as instruments to monitor progress in PA management effectiveness. The M&E plan includes: inception report, project implementation reviews, quarterly and annual review reports, and a mid-term and final evaluations.
2. A Project Inception Workshop will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF (HQs) as appropriate. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project’s goal and objective, as well as finalize preparation of the project's first annual work plan on the basis of the log-frame matrix. This will include reviewing the log-frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalizing the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF team which will support the

project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis-à-vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Review Report (ARR), as well as mid-term and final evaluations. Equally, the workshop will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget alignment. The workshop will provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

3. **Monitoring responsibilities and events:** A detailed schedule of project review meetings will be developed by the project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Steering Committee Meetings and (ii) project-related monitoring and evaluation activities. Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager based on the project's Annual Work Plan and its indicators. The Project Manager will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The Project Manager will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.
4. Measurement of impact indicators related to global biodiversity benefits will occur according to the schedules defined in the Inception Workshop, using METT scores. The measurement of these will be undertaken through subcontracts or retainers with relevant institutions. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the Implementing Partner, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.
5. Annual Monitoring will occur through the Project Steering Committee meetings. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The first such meeting will be held within the first six months of the start of full implementation.
6. The Project Director in consultations with UNDP-CO and UNDP-GEF RCU will prepare a UNDP/GEF PIR/ARR and submit it to Steering Committee members at least two weeks prior to the Steering Committee for review and comments. The PIR/ARR will be used as one of the basic documents for discussions in the Steering Committee meeting. The Project Director will present the PIR/ARR to the Steering Committee, highlighting policy issues and recommendations for the decision of the Steering Committee participants. The Project Director also informs the participants of any agreement reached by stakeholders during the PIR/ARR preparation on how to resolve operational issues. Separate reviews of each project component may also be conducted if necessary. Benchmarks will be developed at the Inception Workshop, based on delivery rates, and qualitative assessments of achievements of outputs.
7. The terminal Steering Committee meeting is held in the last month of project operations. The Project Director is responsible for preparing the Terminal Report and submitting it to UNDP-CO and UNDP-GEF RCU. It shall be prepared in draft at least two months in advance of the terminal Steering Committee in order to allow review, and will serve as the basis for discussions in the Steering Committee. The terminal meeting considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

8. UNDP Country Offices and UNDP-GEF RCU as appropriate, will conduct yearly visits to project sites based on an agreed upon schedule to be detailed in the project's Inception Report/Annual Work Plan to assess first hand project progress. Any other member of the Project Steering Committee can also accompany. A Field Visit Report/BTOR will be prepared by the CO and UNDP-GEF RCU and circulated no less than one month after the visit to the project team, all Project Steering Committee members, and UNDP-GEF.
9. **Project Reporting:** The Project Director in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process. The first six reports are mandatory and strictly related to monitoring, while the last two have a broader function and the frequency and nature is project specific to be defined throughout implementation.
10. A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year/ Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan will include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.
11. An Annual Review Report shall be prepared by the Project Director and shared with the Steering Committee. As a self-assessment by the project management, it does not require a cumbersome preparatory process. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Project Progress Report (PPR) covering the whole year with updated information for each element of the PPR as well as a summary of results achieved against pre-defined annual targets at the project level. As such, it can be readily used to spur dialogue with the Project Steering Committee and partners. An ARR will be prepared on an annual basis prior to the Project Steering Committee meeting to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The ARR should consist of the following sections: (i) project risks and issues; (ii) project progress against pre-defined indicators and targets and (iii) outcome performance.
12. The Project Implementation Review (PIR) is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. Once the project has been under implementation for a year, the CO together with the project team will complete a Project Implementation Report. The PIR should be prepared in July and discussed with the CO and the UNDP/GEF Regional Coordination Unit during August with the final submission to the UNDP/GEF Headquarters in the first week of September.
13. Quarterly progress reports: Short reports outlining main updates in project progress will be provided quarterly to the local UNDP Country Office and the UNDP-GEF RCU by the project team.
14. UNDP ATLAS Monitoring Reports: A Combined Delivery Report (CDR) summarizing all project expenditures, is mandatory and should be issued quarterly. The Project Director should send it to the Project Steering Committee for review and the Implementing Partner should certify it. The following logs should be prepared: (i) The Issues Log is used to capture and track the status of all project issues throughout the implementation of the project. It will be the responsibility of the Project Director to track, capture and assign issues, and to ensure that all project issues are appropriately addressed; (ii) the Risk Log is maintained throughout the project to capture potential risks to the project and associated measures to manage risks. It will be the responsibility of the Project Director to maintain and update the Risk Log, using Atlas; and (iii) the Lessons Learned Log is maintained throughout the project to capture insights and lessons based on good and bad experiences and behaviours. It is the responsibility of the Project Director to maintain and update the Lessons Learned Log.

15. **Project Terminal Report:** During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also describe recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.
16. **Periodic Thematic Reports:** As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. UNDP is requested to minimize its requests for Thematic Reports, and when such are necessary will allow reasonable timeframes for their preparation by the project team.
17. **Technical Reports** are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.
18. **Project Publications** will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.
19. **Independent evaluations:** The project will be subjected to at least two independent external evaluations as follows: A **Mid-Term Evaluation** will be undertaken at exactly the mid-point of the project lifetime. The Mid-Term valuation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.
20. An independent **Final Evaluation** will take place three months prior to the terminal Project Steering Committee meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.
21. **Learning and knowledge sharing:** Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition, the project will participate, as relevant and appropriate, in UNDP/GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. The Caucusus have several existing and emerging mechanisms for sharing of biodiversity conservation information. This project will make use of and augment these tools to make certain project results are successfully amplified through-out the region. UNDP/GEF Regional Unit has established an electronic platform for sharing lessons between the project coordinators. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons

learned that might be beneficial in the design and implementation of similar future projects. Identify and analyzing lessons learned is an on- going process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP/GEF shall provide a format and assist the project team in categorizing, documenting and reporting on lessons learned.

22. **Audit Clause:** The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

### Indicative Monitoring and Evaluation Work plan and corresponding budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding PMU time</i>	Time frame
Inception Workshop	<ul style="list-style-type: none"> <li>▪ Project Coordinator</li> <li>▪ UNDP-CO</li> <li>▪ UNDP GEF</li> </ul>	3,000	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP-CO</li> </ul>	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> <li>▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members</li> </ul>	To be finalized in Inception Phase and Workshop. Indicative cost: 5,000	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis) + workshop for dissemination	<ul style="list-style-type: none"> <li>▪ Oversight by Project GEF Technical Advisor and Project Coordinator</li> <li>▪ Measurements by regional field officers and local IAs</li> </ul>	To be determined as part of the Annual Work Plan's preparation.  Indicative cost: 10,000	Annually prior to APR/PIR and to the definition of annual work plans
Conduct METTs	<ul style="list-style-type: none"> <li>▪ PMU and consultant</li> </ul>	3,000	Mid-term and end
APR and PIR	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF</li> </ul>	To be covered by project management costs	Annually
TPR and TPR report	<ul style="list-style-type: none"> <li>▪ Government Counterparts</li> <li>▪ UNDP-CO</li> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> </ul>	To be covered by project management costs	Every year, upon receipt of APR
Project Management Group Meetings	<ul style="list-style-type: none"> <li>▪ Project Coordinator</li> <li>▪ UNDP-CO</li> </ul>	None	Following Project IW and subsequently at least 1/year
Periodic status reports	<ul style="list-style-type: none"> <li>▪ Project team</li> </ul>	None	To be determined by Project team and UNDP-CO
Technical reports	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ Hired consultants as needed</li> </ul>	3,000	To be determined by Project Team and UNDP-CO
Mid-term External Evaluation	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP- CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	25,000	At the mid-point of project implementation.
Final External Evaluation	<ul style="list-style-type: none"> <li>▪ Project team,</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	25,000	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-CO</li> <li>▪ External Consultant</li> </ul>	None	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> </ul>	5,000	Annually
Audit	<ul style="list-style-type: none"> <li>▪ UNDP-CO</li> <li>▪ Project team</li> </ul>	10,000 (average \$2,000 per year)	Annually
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> <li>▪ UNDP Country Office</li> <li>▪ UNDP-GEF Regional Coordinating Unit (as appropriate)</li> <li>▪ Government representatives</li> </ul>	5,000 (average one visit per year)	Annually
<b>TOTAL INDICATIVE COST</b> <i>Excluding project team staff time and UNDP staff and travel expenses</i>		US\$ 94.000	

## **PART II: PROJECT JUSTIFICATION:**

### **A. STATE THE ISSUE, HOW THE PROJECT SEEKS TO ADDRESS IT, AND THE EXPECTED GLOBAL ENVIRONMENTAL BENEFITS TO BE DELIVERED:**

23. Hispaniola (the island which Haiti shares with the Dominican Republic) lies within the Caribbean Islands Biodiversity Hotspot. Its high BD arises from its geographic isolation, which has allowed speciation and the evolution of endemic flora and fauna. This richness has been complemented by natural introductions of species from North and South America. Habitat diversity is also high due to varied topography, aspect and rainfall patterns. Over 5,000 species of flowering plants are known in Haiti and over 600 species of ferns. Around 36% of the plant species in Haiti are endemic to Hispaniola, as are 40% of the more than 300 species of native orchid species<sup>1</sup>. There are more than 2,000 species of vertebrates of which 75% are endemic: there are seventeen native species of bats of which seven taxa (species and sub-species) are endemic, 236 bird species on Hispaniola of which a quarter are endemic; and 217 species of reptiles and amphibians on Hispaniola<sup>2</sup> of which around 98% are endemic to Hispaniola and about a third are endemic to Haiti. Native aquatic mammals include the West Indian Manatee, the Sperm Whale, the Pilot Whale and Dolphin species. It is estimated that at least three-quarters of the fauna species present have never been described. At the ecosystem level, Haiti and the Dominican Republic share the Hispaniola pine forest, Hispaniola moist forest and Hispaniola dry forest ecoregions, all three of which are endemic to the island of Hispaniola and classified by WWF as critical/endangered, as well as the vulnerable and endemic Enriquillo wetlands. The Greater Antillean Moist and Pine forests (which include the Hispaniola pine and moist forests) are Global 200 ecoregions, as are the Greater Antillean Marine and Freshwater ecoregions, both of which are represented in the country.

24. Haiti has 10 Natural National Parks encompassing a total of 12,854ha - equivalent to 0.5% of the country - which include approximately 15% of the remaining forest cover (estimated at 88,000ha<sup>3</sup>) and are of vital importance for the conservation of the remaining BD. The four largest national parks, which cover between 2,000 and 5,500ha each, are particularly important for the conservation of the endemic and critical/endangered Hispaniola moist and pine forests. La Visite and Macaya NPs contain 335 plant species (30% of endemisms on the island) and 665 plant species (30% of endemics) respectively, and are also of vital importance for watershed protection. However, neither NP receives any budgetary allocation from the Government. To date, responsibilities for PA management have been divided between the Soils and Ecosystem Division of the Ministry of the Environment, and the Soils, Park and Forest Division of the Ministry of Agriculture and Natural Resources. The recently approved General Decree on Environmental Management established the National System of Protected Areas (SNAP), together with the National Agency of Protected Areas (ANAP) which is responsible for its management.

25. The proximate threats to forests and BD in Haiti's PAs are: i) land pressure due to population growth, causing the poor to clear and farm increasingly unsuitable land which rapidly becomes degraded; ii) expansion of human settlements; iii) the felling of trees for firewood and charcoal (for use in rural and urban areas respectively); and iv) fire. The annual deforestation rate is estimated at 5.7%. Few effective controls exist on these threats in the productive landscape, making PAs an essential tool for conservation providing that they are financially sustainable and functional. The main underlying causes of these threats are poorly developed conditions of governance in rural areas, reflecting capacity failings in both local communities and Government institutions; and the fragility of local livelihoods, which are based on a very limited range of income generation options. There are major levels of institutional and agency investment in countering these threat drivers, for example through the promotion of reforestation and sustainable smallholder agriculture. These investments are helping to slow these trends and improve the BD-friendliness of the productive landscape, but are not sufficient on their own to halt pressures at the cutting edge of the agricultural frontier. A viable and expanded PA estate is therefore essential to conserve the country's remaining BD.

26. Barriers to financial sustainability in the SNAP relate to: i) a policy, institutional and regulatory context which (while improved recently with the passing of the General Decree on Environmental Management) does not fully address the needs of the country's PAs and perpetuates problems of inefficient resource use, while impeding the application of strategies to increase and diversify PA funding; ii) limited involvement of institutions and stakeholders outside of central Government, meaning that advantage is not taken of their potential to assist the Government in managing PAs; and iii) excessive reliance of the SNAP on limited human and financial resources available from central Government.

<sup>1</sup> Erlich et al., 1987, Haiti Country Environmental Profile : a Field Study, USAID, Port-au-Prince, Haiti.

<sup>2</sup> Thomas R., 2000, Diversity of Herpetofauna on Hispaniola, in Rapport d'atelier sur le statut de la biodiversité en Haiti et les options stratégiques de conservation, Haiti, Ministère de l'environnement.

<sup>3</sup> Overview of Haiti - Agroforestry and sustainable resource conservation in Haiti: A Case Study. Nathan C. McClintock

27. The Government is aware of the national importance of PAs as water catchment areas and for buffering extreme rainfall events which in recent years have caused major damage: the role of the La Visite and Macaya NPs as water catchment areas was one of the major motivations for their establishment. However this awareness is not translated into concrete commitment through adequate budget allocation, due to competing claims for scarce budgetary resources and the short-term and narrow perspective of Government financial planning, which does not reflect the true costs of not investing adequately in PAs (lost agricultural production, harm to lives and infrastructure from extreme climatic events and the costs of rectifying these situations).

28. The Government has taken steps at the institutional level to support PA management, such as the recent formation of the ANAP. However there is limited coordination between different branches of the Government such as the Ministry of the Environment and the Ministry of Agriculture and Natural Resources, leading to confusion and difficulties in taking action to promote SNAP sustainability, and inefficient use of the scarce available funds. In addition, these institutions have limited operational effectiveness due to organizational limitations and inadequate staff development.

29. The Government's vertical approach to PA planning and management has largely excluded local people from participation. This perpetuates the limited social sustainability of PAs, which tend to be used by local people as an open access resource, places an added onus on limited Government resources for PA protection, and misses opportunities to reduce costs by involving local people. Opportunities for co-management are also constrained by local people's limited access to alternative strategies for income generation and livelihood support, other than unsustainable subsistence agriculture and the extraction of trees for firewood.

30. The project will focus on laying the institutional foundation for achieving financial sustainability in the SNAP, by stimulating increased investment in PA management, increasing the efficiency of the use of available resources, and reducing the cost burden of PA management on the Government. Once conditions for financial sustainability have been established through the project, it will be possible for the Government to subsequently expand its effective presence into other protected areas which currently only exist on paper. The project's intervention is particularly opportune given the recent declaration of the SNAP and establishment of the ANAP, under the General Decree of Environmental Management.

31. The project will support the development of an enabling environment, characterized by increased Government commitment to dedicating resources to PAs; increased capacities at the programmatic level to target the available PA funds in relation to needs; increased operational efficiency in institutions with PA responsibilities, allowing them to achieve increased impacts with available funds; improved coordination between agencies and institutions, thereby avoiding wasteful duplication of effort; increased policy and incentive support to conservation-friendly employment opportunities in buffer zones and surrounding areas, leading to increased co-management opportunities and associated reductions in the cost burden on the Government; and regulatory frameworks which permit additional funds to be captured for PA management, for example from tourism. It will also support the establishment of a new protected area to cover the main outstanding gap in the SNAP, the north coast mangroves.

32. The project will provide the Government with in-depth analyses of the social and economic benefits of increased PA investment. Operational standards and other planning and management tools will be developed for key PA conservation categories, and training will be provided to PA practitioners in accounting, reporting, revenue capture and threat management, resulting in increased effectiveness and cost-efficiency of PA management. An institutional development strategy will be formulated and applied to the ANAP, in order to increase its operational effectiveness and cost-efficiency, focusing on medium to long term strategic planning; the design of efficient institutional structures; the definition of needs for staffing, training and logistics; and the development of methodological training and mechanisms for the application of co-management, institutional partnerships and income diversification. A strategy will also be developed to promote complementarity and collaboration between ANAP, the Ministry of the Environment and the Ministry of Agriculture and Natural Resources. A review of the regulatory framework will be carried out, identifying needs for modifications or additional mechanisms to support improved inter-institutional coordination. Project support to operational and planning capacities in the ANAP will also facilitate the proposed establishment of a regional corridor linking PAs in southern Haiti with others in the Dominican Republic, which will in turn serve to increase the biological viability of PAs as well as reduce costs by harmonizing and integrating management between PAs.

33. Funding demands on the ANAP and other Government institutions with PA responsibilities will be reduced by developing partnerships with other entities, thereby also improving cost-effectiveness as many have solid existing experience with resolving the problems specific to individual PAs. Activities under this component will concentrate on

the most important PAs which are of highest global BD importance, and will address management of PA core and buffer zones as well as the surrounding landscape.

34. Participation by local and regional Governments, NGOs and community organizations will be promoted by supporting the incorporation into local development plans of strategies for PA conservation and for the planning, regulation and support of land use in buffer zones and surrounding areas, focusing on their importance for environmental service provision, employment opportunities and income generation. Permanent working groups with associations representing productive sectors (such as ranching and tourism) will be established to facilitate the identification of strategies for generating and sharing income from these sectors (such as visitor fees and ecotourism), and for developing conservation-friendly practices in these sectors to reduce threats to PAs. In order to improve resource-efficiency the development of models for co-management and for inter-institutional and cross-sector collaboration will be supported by research carried out through collaboration agreements between Government institutions and academic and research institutions (both national and international). Collaboration with local communities, through co-management agreements, will be supported by strengthening local watershed management committees in planning, collaborative decision-making and identifying conservation-friendly development options. Co-management will further be backed by the participatory development of PA control and oversight plans, which will identify cost-effective arrangements for sharing responsibilities between the Government and local communities. Co-management models will be validated and promoted through pilot experiences, focused especially on areas with a significant existing baseline of community organization and commitment, and based on detailed and highly participatory processes of problem analysis and planning. In addition to organization, regulation and planning, which are essential elements of co-management, the project will (in association with co-financiers) support the development of alternative income sources and production systems for local people living in PA buffer zones and surrounding areas, in order to increase their commitment to co-management and reduce pressures on PAs. These options may include perennial fruit trees and sustainable agriculture, which reduce the need for periodic clearance of new forest sites. In parallel, the project will support the development of mechanisms for disseminating the lessons learnt in these pilots, both vertically (through Government institutions, NGOs and cooperation agencies) and horizontally (through farmer and community networks).

35. The project will support the development of additional income sources, thereby increasing the total income flow to PAs while reducing the degree to which PA management relies on funds from the central Government. Activities under this component will be concentrated on the 3 major terrestrial PAs with highest global BD importance, and on three coastal/marine areas of special conservation concern and with sustainable tourism potential. The project will support PA planning, definition and establishment processes around a) Labadie/Baie d'Acul/Bas Limbé, b) along the Arcadin coast and c) around Caracol in the north-east towards the Dominican border. A long term strategic financial plan will be developed for the SNAP which will identify the funding needs of each PA and potential income sources, together with strategies for increasing income, improving efficiency and optimizing the resource distribution between PAs. Pilot initiatives of income generation mechanisms will be developed, such as community-based ecotourism in PAs near the border with the Dominican Republic, linking with existing visitor areas and tourism routes within that country. This will also serve to increase local communities' commitment to PA co-management and protection, given the direct and spin-off economic benefits that can be generated by ecotourism. Fee schemes will be tested in pilot areas for tourism. Particularly important will be the strengthening of mechanisms that channel to the PA system the fees charged on cruise ships visiting the new PAs in the north coast. In the foreseeable future, Haiti is likely to continue to be a major recipient of international funding support, particularly in the areas of poverty reduction and environmental risk management; the project will provide international funding agencies with guidelines and supporting evidence on the poverty and risk reduction benefits of PAs in the specific case of Haiti, with the aim that increased amounts of international funding will be invested in PA management. Simultaneously, the project will dedicate funds to make a technical and economic case for ecosystem based adaptation, in relation to PA ecosystems. Guidelines and long term investment plans will also be developed with key Government sector institutions (such as the Ministries of Tourism, Interior, Planning and Energy), resulting in these assuming a share of the costs related to PA management in return for the benefits generated by PAs for their respective sector activities (e.g. through tourist attraction and protection of hydroelectric potential). Recommendations will be made for financial and regulatory instruments that capture revenue from tourism and other alternative income sources. In order to enable co-management opportunities to be realized, the project will develop a framework for institutional and agency support to promoting conservation-friendly employment opportunities in PA buffer zones. A long term cooperation framework will be negotiated within the donor community including guidelines to optimize the transfer of funds to PA management (the total value of international cooperation in the country over the project period is estimated to be in excess of \$0.5 billion).

36. Under the baseline (without project) situation, therefore, PAs in Haiti would continue to experience a major budgetary shortfall for the foreseeable future, although the actual magnitude of the funding gap would not be clear due to the limited capacities for financial analysis in the institution. The institution would continue to receive limited funds and execute only a small proportion of those funds. The available funds would continue to be dominated by limited budgetary allocations from central Government, which are vulnerable to annual fluctuations and also pose administrative problems for timely execution. Limited advantage would be taken of the potential for productive sectors to contribute to meeting the costs of PA management, or for PAs to generate income, themselves. As a result, PAs and the SNAP would continue to be grossly understaffed and lack the forms of concrete investment in infrastructure and capacities required to achieve operational or financial sustainability. As a consequence, they would continue to be exposed to diverse and major threats, resulting in the loss of global values (in the areas of biodiversity and climate change) and of environmental and economic benefits for the national population.

37. Under the GEF alternative, the capacities of the SNAP to mobilize and execute funds would be increased, through administrative and operational strengthening: this would result in major increases in its ability to operate even if the funding sources themselves remain stable. In parallel, the amount of funds provided to the SNAP would be increased, as a result of raised awareness in the Government of the contribution that PAs make to economic and social wellbeing, alliances with productive sectors, especially those that receive benefits from PAs, increased capacities to generate income from the PAs themselves, and the contribution of PAs to increased resilience against extreme climatic events. At the same time, the cost side of the ledger would be addressed by streamlining institutional structures and processes in SNAP, linking a number of currently dispersed PAs, and developing further the incipient arrangements between SNAP and local communities for collaboration in the management and protection of PAs.

38. Global benefits resulting from this support will be in the form of lasting improvements in the sustainability of the system and the protection of its constituent PAs, which cover the last remaining forests in the country, provide water to the most important watersheds of Haiti, and are of major global significance. The specific impacts of the project on the financial situation of the SNAP would be as follows:

- 1) From 2010 on (Project Year 1), the capacity of SNAP to execute the funds available will increase, and will continue to increase at a steady annual rate beyond that point.
- 2) The financial resources received by the SNAP would increase at a rate that would allow them to at least equal the capacity of financial execution of the institution. This increase would occur from approximately 2013 onward (Project Year 4), as a result of the project's initiatives aimed at increasing political will for investing in PAs and at realizing the potential of alternative income sources.
- 3) Total budgetary needs would also increase from around 2010 onward (Project Year 1), in part due to the costs associated with the institutional capacity development to be carried out through the project, however this would be offset by increases in administrative and operational efficiency.
- 4) On the basis of the above assumptions, the funding gap would be reduced to 15% around the year 2015.

## **B. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH NATIONAL AND/OR REGIONAL PRIORITIES/PLANS:**

39. While Haiti has not yet completed preparation of its National Biodiversity Strategy and Action Plan, the project is in accordance with the The National Environmental Action Plan (NEAP) of 1998, and the General Decree on Environment of 2006, which prioritizes "conservation and sustainable management of biological diversity" and "planning and integrated management of watersheds and coastal and marine resources"; stipulates that authorities in the country should ensure *in situ* and *ex situ* conservation of BD (including through the management of PAs); and lays the foundations for strengthening and rationalizing the management of the SNAP, through the creation of the ANAP.

40. To assist in the preparation of the Poverty Reduction Strategy Paper (PRSP), the Haitian Ministry of Environment has released a Strategic Guidance Note on environmental rehabilitation and poverty reduction, which links BD to PA management and stipulates that, "as regards biodiversity, we must build the Haitian Government and Civil Society capacities to consolidate the National System of Protected Areas through extending present PAs. Appropriate measures will be taken to set up the National Office of Permanent Forest Management and Protected Areas." The same Note stresses the economic value of environment goods and services. Another axis of intervention in the Note considers environment as a center of attraction for investments and pro-poor business opportunities.

**C. DESCRIBE THE CONSISTENCY OF THE PROJECT WITH GEF STRATEGIES AND STRATEGIC PROGRAMS:**

41. The project falls within the scope of the GEF's Biodiversity focal area<sup>4</sup>. It contributes to Strategic Objective SO-1 (To Catalyse Sustainability of Protected Area Systems) and is aligned with the Strategic Program 1 (Sustainable Financing of Protected Area Systems at the National Level). In accordance with the guidance, the project will support the development of appropriate policies and laws facilitating the management of revenue streams to the PA system, the development of long-term business plans, the development of capacities within institutions responsible for PA management, and involvement of local communities in PA management, with appropriate recognition. The two main approaches of the project will be to i) improve operational efficiencies and thus the cost effectiveness of management, through institutional restructuring and partnerships (Components 1 and 2); and ii) mobilize new sources of PA finance (Components 1, 2 and 3).

**D. JUSTIFY THE TYPE OF FINANCING SUPPORT PROVIDED WITH THE GEF RESOURCES.**

42. GEF resources consist of a donation which will be used in a one-off manner to create lasting capacities.

**E. OUTLINE THE COORDINATION WITH OTHER RELATED INITIATIVES:**

43. The project will collaborate closely with other PA-related initiatives in Haiti. As a priority, the project will work with the IDB's Watershed Management Program, which targets PA watersheds, particularly La Visite and Macaya Parks; and the IADB-GEF Macaya project. Inter-agency coordination will help to strengthen the national importance of the PAs in maintaining hydrological services and to reduce the pressures on PAs originating from the productive landscape. Furthermore, the project will complement the proposed regional biological corridor initiative by creating capacities for PA management in Haiti required for that project's success, and by contributing to the consolidation of a number of PAs which are likely to be included in that initiative (including coastal/marine areas on the north coast and areas adjoining important PAs in the Dominican Republic). In addition, the project will coordinate with the CNIGS, Helvetas, ACDI, DED and the Spanish Cooperation Agency, all of which are involved in related initiatives. CNIGS already works on PAs and plans to establish the limits of existing PAs. ACDI is involved in the Artibonite project; and Helvetas works in the La Visite National Park. DED is involved in PA management through their support to Fondation Seguin in the Park La Visite and Groupe 73 in Forêt des Pins. All these initiatives are isolated and PA oriented. The SNAP project is the only one dedicated to strengthening the overall national system of Protected Areas. Therefore, there is no risk of duplication between these different initiatives and on the contrary, very strong synergies will be developed with each of them.

**F. DISCUSS THE VALUE-ADDED OF GEF INVOLVEMENT IN THE PROJECT DEMONSTRATED THROUGH INCREMENTAL REASONING :**

44. During the last fifty years, a large number of projects have been implemented around protected areas with a focus on agriculture, livestock, reforestation, fruit processing and ecotourism. However, few actions related to biodiversity have been undertaken. Nonetheless, between 1982 and 2004, there have been 12 projects on biodiversity conservation, and about half of them were implemented in the Macaya National Park only. The success of these projects is not flagrant because the integrity of the protected areas, the main unit for conservation initiatives, is constantly deteriorating. Those actions have not permitted to actually ensure the conservation of the biological richness found in those protected areas. Under the baseline (without project) scenario, PAs in Haiti would continue to have minimal protection from the major threats that they face, and as a result would continue to suffer major erosion and degradation, resulting inevitably in the global extinction of a number of the country's endemic species and the loss of the only intact examples globally of the country's endemic ecoregions. In addition, the loss of forest cover in the PAs would affect the water supply of a large proportion of the country's population, reduce opportunities for irrigated agriculture and expose hundreds of thousands of people to increased risk from landslides and flash floods. To date, many partners are financing such activities related to PAs, to BD protection and to management of watersheds in areas of PA (see table below). But without the GEF intervention, all these ongoing projects will remain isolated because there is no central system such as a SNAP to coordinate them, to systematize their results, to establish norms and best practices, to foster management and

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<sup>4</sup> *Focal Area Strategies and Strategic Programming for GEF-4* Document, approved by the GEF Council on June 2007

cost efficiency systematically, to implement mechanisms for fees collection and strategic budget allocation, and to propose a long term vision of BD protection in the PAs and their buffer zones.

Table 1: Baseline budget and incremental budget

Cost	Baseline		Alternative		Increment	
<b>OUTCOME 1:</b> Improved PA governance system, backed by policies, regulations and competent institutions, enables more cost efficient use of funds available for PA management.	Baseline:	2,640,000	a) Baseline:	2,640,000	GEF:	647,000
	List projects		b) GEF:	647,000	Co-financing:	1,938,163
	IADB-MDE Macaya	1,500,000	c) Co-financing:	1,938,163	Total:	2,585,163
	USAID	10,000	DED	200,000		
	European Union	150,000	GoH	647,725		
	HELVETAS – Forêt des Pins	400,000	UNDP	100,000		
	FLM - Thiotte, Anse-à-Pitres, Belle-Anse	250,000	CNIGS	200,000		
	Fondation Seguin	100,000	AECID	790,438		
	MARNDR	30,000				
	PITDD	200,000	d) Total Alternative:	5,225,163		
<b>OUTCOME 2:</b> Promoted partnerships increases the social, ecological and financial sustainability of PAs	Baseline:	5,250,000	a) Baseline:	5,250,000	GEF:	978,546
	List projects		b) GEF:	978,546	Co-financing:	1,634,454
	IADB-MDE Macaya La Visite Natural parks	4,500,000	c) Co-financing:	1,634,454	Total:	2,613,000
	USAID	100,000	DED	200,000		
	European Union	200,000	GoH	519,900		
	HELVETAS – Forêt des Pins	50,000	UNDP	30,000		
	FLM - Thiotte, Anse-à-Pitres, Belle-Anse	100,000	CNIGS	200,000		
	Fondation Seguin	100,000	AECID	684,554		
	PITDD	200,000	d) Total Alternative:	7,863,000		
	<b>OUTCOME 3:</b> Diversified PA income sources increase income and reduce vulnerability to funding fluctuations	Baseline:	880,000	a) Baseline:	880,000	GEF:
IADB-MDE Macaya La Visite Natural parks		200,000	b) GEF:	751,412	Co-financing:	1,720,230
USAID		120,000	c) Co-financing:	1,720,230	Total:	2,471,642
European Union		250,000	DED	200,000		
HELVETAS – Forêt des Pins		100,000	GoH	525,222		
FLM - Thiotte, Anse-à-Pitres, Belle-Anse		100,000	UNDP	170,000		
Fondation Seguin		100,000	CNIGS	0,000		
MARNDR		10,000	AECID	825,008		
			d) Total Alternative:	3,351,642		
Project Management				a) Baseline:	N/A	GEF:
			b) GEF:	250,315	Co-financing:	557,153
			c) Co-financing:	557,153	Total:	807,468
			GoH	357,153		
			UNDP	200,000		
		d) Total Alternative:	807,468			
<b>TOTAL COSTS:</b>	Total Baseline:	8,770,000	Total Baseline:	8,770,000	Total GEF:	2,627,273

Cost	Baseline	Alternative		Increment	
		Total GEF:	2,627,273	Total Co-financing:	5,850,000
		Total Co-financing:	5,850,000	Total Increment:	8,477,273
		Total Alternative:	17,247,273		

45. GEF incremental support would result in a paradigm shift in the PAs system, raising the political profile of PAs as vital elements of the country's environmental sustainability; consolidating and jump-starting the currently dispersed and ineffective institutional structures responsible for PA management; moving away from the currently ineffective vertical approach to PA management to one involving multiple partners at national and local levels; and using innovative approaches to diversify and increase the income available for PA management. The result, under the GEF alternative, will be a consolidated and efficient PAs system, with broad participation at local and national levels, from both public and private sectors, and with increased capacities to generate and manage income in the long term, leading to financial sustainability. The GEF alternative will allow a long term vision and planning of needs and required investments will improve cost effective management and will identify opportunities to expand the current PA coverage and improve BD protection in the long run. The incremental benefit to be achieved through the project will consist of added ecological security to be afforded to globally important BD.

**G. INDICATE RISKS, INCLUDING CLIMATE CHANGE RISKS, THAT MIGHT PREVENT THE PROJECT OBJECTIVE(S) FROM BEING ACHIEVED AND OUTLINE RISK MANAGEMENT MEASURES:**

Risk	Level	Mitigation measure
Reduced policy commitment to environmental issues results in reduced Government funding	Medium/low	The project will focus on raising awareness of the national importance of effective PA management and the corresponding economic returns which this can realize. The project will include measures to maintain and increase public awareness of the importance of PAs for national development, and will promote local/public/private partnerships in support of PA management. In addition, the project will reduce vulnerability to such fluctuations by diversifying income sources and by supporting the design of a fund capable of buffering annual variations in income flow.
Inefficiency and corruption in the management of resources	Medium/low	The institutional planning to be supported by the project will include provisions for administrative checks and social auditing, and will streamline administrative procedures.
Limited commitment and participation among local communities	Medium/low	The project will work initially in communities with a strong baseline of organization, will emphasize the livelihood benefits of sound PA management (including opportunities for income generation) and will promote horizontal replication. In addition, specific actions will be focused on PA buffer zones where population density is more important and their impact on PAs can be very significant.
Climate change	Medium	Climate change may eventually affect natural ecosystems over time, but this project will actually strengthen the resilience of PAs in Haiti to respond to CC impacts by establishing the operational and financial capacities to manage PA buffer zones & conservation corridors and to link public and private reserves. This will increase the PAs' efficiency and allow future PA expansion across natural landscapes and thus facilitate eventual latitudinal and altitudinal shifting of flora and fauna in response to CC. <b>By doing so, this SNAP project contributes to the CC adaptation strategy of the government.</b>  <b>Moreover, the SNAP project will be closely coordinated with the LCDF project which is about to start, in order to ensure that the information that will be generated by this LCDF project on the impact of CC on marine and coastal ecosystems, and corresponding adaptation measures, will be taken into account by the SNAP project. The Ministry of Environment and UNDP are involved in the implementation of both projects, which will help to ensure coordination between them.</b>  <b>In addition, the project will work with a number of partners in order to ensure that CC adaptation measures are incorporated into PA management plans and actually implemented in the short to medium term. These partners are IADB, AECID and USAID, which will support the formulation and implementation of management</b>

		plans for the Macaya PA and its buffer zone, La Visite National Park and key watersheds, respectively.
Increased demand for fuelwood and expansion of areas under agricultural and biofuel crops, due to rising fuel and crop prices.	Medium/low	There are high levels of activity by other agencies in promoting energy efficiency and alternative energy income sources. The project will join in lobbying at the national level for a supportive policy environment in the agricultural and energy sectors. The institutional partnerships to be developed through the project will promote awareness in different sectors, ministries and institutions of the threats posed to PAs, and facilitate the joint identification of mitigation measures. This will be complemented by the involvement of communities in PA management and conservation, and specific efforts dedicated toward buffer zone management.

**H. EXPLAIN HOW COST-EFFECTIVENESS IS REFLECTED IN THE PROJECT DESIGN:**

46. The project will result in a quantum leap in the condition of the SNAP, moving it from a very low baseline situation in terms of capacities, funding allocations and partnerships, to one where sustainability is ensured and where future expansion of the PA estate is made possible: in few if any other countries where SO1 projects are planned is the baseline situation so low or such a major turnaround expected. The global implications of not investing in the sustainability of the PA system would be very severe, given the hundreds of endemic species in the country’s relatively small PA estate which would be condemned to eventual almost certain extinction without functioning PAs. PA management costs tend to be higher on islands than on continents, due to the greater severity of threats and the typically restricted ranges of many species, and Haiti is no exception. Strengthening PA management is the most realistic and cost-effective option for conserving the country’s most important BD. The conservation of the country’s endemic ecosystems would be incompatible with an SO2 approach of relying on productive systems (with the possible exception of tourism, which in any case depends on effective prior conservation of BD to be viable), since most of the country’s endemic species are highly habitat specific and would not survive in altered productive landscapes. The emphasis of the project on enabling individual PAs to function throughout the national PA estate, within the context of the SNAP and under the auspices of the ANAP, is more urgent at this stage, and more likely to deliver concrete BD benefits than the alternative of promoting landscape level mainstreaming approaches aimed at nesting PAs into the productive landscape.

47. The cost-effectiveness of the project is maximized by the fact that it will simultaneously increase the funds available to the SNAP and improve the effectiveness of the way in which those funds are used. Through the highly targeted one-off investment of just over \$3 million of GEF project implementation funds, by the end of the project it is expected that the SNAP would have an additional \$ 1,900,000 to 3,800,000 per year available to it in real terms, allowing it to meet between approximately 45% to 90% of its financial needs; and resulting in co-management mechanisms functioning over an estimated 86% of the total estate (14,500 ha).

48. The cost of doing nothing (the business as usual scenario) would be the loss of major areas of natural ecosystems and major declines in the conservation status of key species. Project intervention to prevent this scenario from occurring is particularly opportune at the moment as it coincides with Government initiatives to promote economic development in zones which at present are under-utilized in productive terms, many of which are adjacent to PAs. Indeed, this corresponds directly with the Government’s commitment to balancing economic and social development with environmental sustainability.

49. Capacities within the SNAP to generate reliable financial analyses are inexistent and do not allow the level of quantitative comparison of the cost-effectiveness of different project strategies that was foreseen in the PPG document. The strengthening of such capacities would be a high priority for action early on during the implementation phase of the project. It is, however, possible to produce a qualitative comparison of these options, as follows:

- Focus on protected or productive landscapes. The fact that the greatest proportion of the country’s endemic and endangered BD is located in the three major PAs (la Visite, Macaya and Forêt des Pins) makes the promotion of the sustainability of these PAs the most logical option for conserving this BD.
- Focus on policy and incentive factors underlying PA threats. The decision to prioritize PA strengthening, as opposed to the policy and incentive factors that underlie the threats affecting PAs, is based on a number of factors. Firstly, a large proportion of the threats that affect PAs (particularly agriculture, ranching, wood extraction for construction, charcoal and firewood) are motivated largely by markets and basic needs that are unlikely to go away in the short term and are therefore likely to be relatively insensitive to policy and incentive frameworks. Secondly, in the absence of a solid and sustainable institutional framework for PA management

and protection, a focus on policies and incentives alone would leave BD exposed to variations in external factors (such as changes in Government development priorities and global commodity prices) to which policy and incentive frameworks tend to be vulnerable.

- Expansion of protected area estate: At this time, this option is very relevant in specific cases. Some areas proposed for protection by the MDE are extremely important areas for the Haitian tourism industry, such as Labadie and the Arcadins. They can contribute to generate immediate profit by implementing appropriate fees. Others, such as Caracol for instance, are crucial for the protection of sensitive ecosystems, and at the same time have a significant potential for tourism activity because connected with DR PAs, and close from other sites of interest in the country. This second category of PAs might contribute to the financial sustainability of the SNAP in the medium term.
- Lobbying for increased Government contributions. PPG studies provided qualitative indications that Government funding of PAs is currently limited by the inadequate appreciation of PA benefits by decision makers. However there is uncertainty regarding the quantitative impacts that could be generated by increasing awareness, in terms of increased budgetary allocations. Awareness raising is therefore included as only one of a suite of complementary project strategies; as discussed below, attention would first be focused on increasing capacities in the SNAP for executing the resources that it currently has available, and on mobilizing additional external resources.
- Strengthening of capacities in SNAP for financial execution. This is a key element of the project strategy and for its cost effectiveness. To date, PAs' management can be significantly improved, by the adoption of business plans, financial reporting and monitoring tools, support to strategic investments, etc. the overall result will be an improved capacity for financial execution and a better use of the scarce financial resources.
- Strengthening of capacities for generation of income by PAs, from existing sources. At present, PAs do not generate income, so increases in income from current sources could have a significant impact on the overall financial situation, and on government interest in supporting the PAs and the SNAP.
- Realization of the potential of new income sources. There is the potential for currently unrealized sources, such as tourism, donations from industry and others in recognition of the environmental benefits that they receive from PAs, or the recently implemented Haitian Fund for Environmental Rehabilitation (FREH), to make a major difference to the overall funding supply..

### **PART III: INSTITUTIONAL COORDINATION AND SUPPORT**

#### **A. INSTITUTIONAL ARRANGEMENT:**

50. UNDP will be the sole Implementing Agency of this project.

#### **B. PROJECT IMPLEMENTATION ARRANGEMENT:**

51. The project will be executed by the National Agency of Protected Areas (NAPA), an autonomous organism under the supervision of the Soils and Ecosystem Division of the Ministry of the Environment. It will be intimately inserted into the structure of the Ministry, with the aim of maximizing institutional ownership. All project staff will be employees of the NAPA, supported by specialist consultants who will provide new inputs and value added. Coordination between the different Ministries, services, public and private agencies relevant to the project will occur at the highest level through a Project Steering Committee (PSC). The PSC will be responsible for overall project oversight: this will include representatives of UNDP, IADB and the Ministry of Environment, as well as some or all of the following: the Ministry of Agriculture, Finance, Tourism and a representative of local authorities. This steering committee will supervise simultaneously the implementation of the UNDP-GEF SNAP project and the IADB-GEF Macaya project; both implemented under the supervision of the Soils and Ecosystem Division of the Ministry of the Environment. The project will also be supported by a Technical and Operational Committee, and representation of local stakeholders will be ensured through their participation in Local Conservation Councils.

### **PART IV: EXPLAIN THE ALIGNMENT OF PROJECT DESIGN WITH THE ORIGINAL PIF:**

52. The overall logic of components in the PIF is closely reflected by that of the outcomes in the current logical framework.

53. During the PPG phase, the strategy of the project regarding the addition of a new PA to the SNAP was slightly modified. The addition of the north coast mangrove system makes sense for the environmental reasons cited by the GEF secretariat during the PIF review. It also makes sense because it is linked with a Dominican Republic PA and could easily attract tourists from DR.


54. In addition to the creation of this new PA in Caracol, the MDE has proposed to create two other PAs in Haiti in the areas of Labadie (Limbé/Bas Limbé/Baie d'Acul) and Arcadin. These sites had been previously identified by the MDE as future potential PAs for different reasons. First, both are suffering severe human pressure caused by tourism activities. Secondly, the area of Labadie / Limbé/Bas Limbé / Baie d'Acul is of significant importance because of its diversity of coastal and marine species and because it includes one of the last remaining mangrove of the country. There is only 16,650 Ha of mangroves in Haiti, i.e. 0.6% of the territory<sup>5</sup>. The mangroves at Margot/Bayeux, Diotin, Bassin Caiman, and TiBourg Limbé although seriously threatened, are still some of the largest sites in the country. Third, the area of Arcadin is a strategic coastal and touristic area that is suffering serious problems of sedimentation caused by inappropriate exploitation of natural resources in the upper lands and landslides. With important mangrove areas at Royale, Mitan and Bodmè Boula, and adjacent sea-grass beds, the Arcadins coast area provides vital nursery areas for area fisheries. Coral reef at Trou Bagette, Trou Forban and along the coast up to Montrouis along with providing nursery areas may provide coral reefs of interest for tourism. With mangroves, coral reefs, sea-grass beds, no inhabitants a lighthouse and a location not too far from the mainland, the Arcadins Island and Arcadins banks rank as the highest priority for the creation of a marine and coastal PA. The government is therefore very interested in protecting this sensitive area. And eventually, both PAs can very rapidly adopt an entry fee system that will contribute rapidly to improve the financial sustainability of the SNAP. The project will contribute to (i) identify opportunities and challenges for the creation of these new PAs; (ii) establish the limits of these areas; (iii) define management and operational plans and (iv) identify potential mechanisms to tap into the revenues generated by the tourism activities in those areas.

55. Moreover, during the logical framework workshop, some indicators, baselines and targets have been adjusted. For instance, instead of targeting “25% of the PA estate under co-management agreements by the end of the project”, it was decided to indicate that at least 3 major PA will be managed under co-management agreements, between municipalities and PA operators by the end of the project.

56. Eventually, confirmed co-financing is similar to the one originally estimated in the PIF. The project document takes into account the possibility of mobilizing financial resources from the FREH, which was not taken into account in the original PIF. And it also takes into account the entry fees that can be generated from the possible PA in Labadie and Arcadins. In addition, in the budget, more funding has been dedicated to capacity building in the national park system, as proposed by the United States government at PIF/Work Program Inclusion.

## **PART V: AGENCY(IES) CERTIFICATION**

This request has been prepared in accordance with GEF policies and procedures and meets the GEF criteria for CEO Endorsement.

Agency Coordinator, Agency name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
John Hough UNDP/GEF Deputy Executive Coordinator		July 24, 2009	Lyes Ferroukhi Regional Technical Advisor, BD-LD, UNDP/GEF	+507 3024576	<a href="mailto:lyes.ferroukhi@undp.org">lyes.ferroukhi@undp.org</a>

<sup>5</sup> Holdridge, 1974, cited in «Stratégie de Montage de l'Agence Nationale des Aires Protégées (ANAP) », page 10, UNDP and MDE, 2009.

## ANNEX A: PROJECT RESULTS FRAMEWORK

Project Strategy	Objectively verifiable indicators																																
Goal:																																	
Project Purpose	Indicator	Baseline	Target	Sources of Verification	Risks and Assumptions																												
<b>OBJECTIVE:</b> By June 2014, Haïti has designed and started initial implementation of an integrated operational and financial framework to ensure long term sustainability of the national PA system	1. Area (in ha) in protected areas and number of PA that are legally incorporated into the SNAP.	There are 10 PA in Haïti, covering a total surface of 12,854 ha. But none of them are legally incorporated to the SNAP, which is not officially implemented to date.	At the End of Project, at least the 3 major PA are legally incorporated into the SNAP, covering 10,500 ha, i.e. 86% of surfaces covered by PA in Haïti.	Project Midterm and Final Evaluations. SNAP Status.	The Government authorities support the implementation process of a financially sustainable PA system.  Key stakeholders effectively increase their capacities and employ these for improved management of the PA System.  The SNAP continues to monitor the management effectiveness of the PAS through a periodic application of the METT.  Other relevant PA related projects (IDB-GEF, Seguin Foundation, Spanish cooperation, etc) are implemented successfully, and actions are appropriately coordinated.  Climate change does not undermine conservation of biodiversity within Haïtian's PAs  The range of revenue mechanisms proposed by the project are viable and are supported by GoH  Increases in threats affecting PAs due to economic, demographic or climate trends, or increases in productive sector activities																												
	2. Level of SNAP operational and management effectiveness, measured through the METT	The METT baseline for the 3 PAs was "Low" <sup>6</sup> (Foret des Pins: 33; Macaya: 32; la Visite: 32)	By end of Project: METT scores for the 3 PA of reference will have moved to the medium METT category	Periodic application of the Management Efficiency Tracking Tool (METT) as per Project Work Plan.																													
	3. Increase in financial capacity of protected areas system in Haïti as measured through improvement in the Total Average Score of the 3 components <sup>7</sup> of the UNDP Financial Scorecard as follows:	Total score 6/196 (3 %) <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Score.</td> <td>Baseline</td> </tr> <tr> <td>Comp. 1</td> <td>6/78 (3.8%)</td> </tr> <tr> <td>Comp. 2</td> <td>0/61 (0%)</td> </tr> <tr> <td>Comp. 3</td> <td>1/57 (0%)</td> </tr> </table>	Score.	Baseline		Comp. 1	6/78 (3.8%)	Comp. 2	0/61 (0%)	Comp. 3	1/57 (0%)	Total score 155/196 (79%) <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Score.</td> <td>Baseline</td> </tr> <tr> <td>Comp. 1</td> <td>63/78 (80%)</td> </tr> <tr> <td>Comp. 2</td> <td>46/61 (75%)</td> </tr> <tr> <td>Comp. 3</td> <td>46/57 (80%)</td> </tr> </table>	Score.	Baseline	Comp. 1	63/78 (80%)	Comp. 2	46/61 (75%)	Comp. 3	46/57 (80%)	UNDP Financial Scorecard												
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Comp. 3	46/57 (80%)																																
4. Reduction in gap between available funding and levels needed for management to meet established standards for SNAP and its PAs	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Annual needs (a)</td> <td>1,750,000</td> </tr> <tr> <td>Annual income</td> <td></td> </tr> <tr> <td>Government recurrent budget</td> <td>40,000</td> </tr> <tr> <td>PA income</td> <td>180,000</td> </tr> <tr> <td>Others sources</td> <td>50,000</td> </tr> <tr> <td>Total (b)</td> <td>270,000</td> </tr> <tr> <td>Executed amount</td> <td>270,000</td> </tr> <tr> <td>Gap (a-b)</td> <td>1,480,000</td> </tr> </table>	Annual needs (a)	1,750,000	Annual income		Government recurrent budget	40,000	PA income	180,000	Others sources	50,000	Total (b)	270,000	Executed amount	270,000	Gap (a-b)	1,480,000	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Annual needs (a)</td> <td>4,250,000 (optimum)</td> </tr> <tr> <td>Annual income</td> <td></td> </tr> <tr> <td>Government recurrent budget</td> <td>1,062,500</td> </tr> <tr> <td>PA income</td> <td>1,275,000</td> </tr> <tr> <td>Others sources</td> <td>1,275,000</td> </tr> <tr> <td>Total (b)</td> <td>3,612,500</td> </tr> <tr> <td>Executed</td> <td>2,890,000</td> </tr> </table>	Annual needs (a)	4,250,000 (optimum)	Annual income		Government recurrent budget	1,062,500	PA income	1,275,000	Others sources	1,275,000	Total (b)	3,612,500	Executed	2,890,000	Project reports; SNAP documents; financial information system
Annual needs (a)	1,750,000																																
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<sup>6</sup> Distribution of points on management effectiveness between: 55-96= High, 45-54= Medium, Less than 45 = Low

<sup>7</sup> Comp1: Governance frameworks that enable sustainable PA financing; Comp2: Business planning and other tools for cost-effective management); Comp3: Tools and systems for revenue generation and mobilization

		% $\left(\frac{a-b}{a}\right) \times 100$	84	amount		
				Gap between needs and executed amount (a-b)	1,360,000	
				Financial gap as % of total needs $\left(\frac{a-b}{a}\right) \times 100$	32	
Outcome 1: Improved PA governance system, backed by policies, regulations and competent institutions, enables more cost efficient use of funds available for PA management.	1. Degree of adoption/enforcement of a National PA System Policy, which 1) defines the SNAP and the ANAP; 2) clarifies the roles and responsibilities of the Ministries of Environment and Agriculture and their dependencies, 3) involves local governments and actors.	Currently, there is no official definition of the SNAP, and the ANAP is neither defined nor implemented.  The legal and institutional frameworks are not enforced.		By year 2, a SNAP policy has been prepared  By Year 3, the policy is approved;  By Year 4, the policy is in force.	Official gazette, Project reports	Institutions and individuals successfully apply new skills.  Instability of personnel in the SNAP or key partner institutions  New revenue mechanisms are successful thus increasing the impact of the application of new skills  Project Executive Board plays an effective role in oversight, guidance and institutional support for the Financing Plan development.
	2. Strengthened Governance frameworks for sustainable PA financing, as measured by increased scores in following 9 elements <sup>8</sup> of Component 1 of UNDP Financial scorecard	Comp 1 Baseline / Max		Comp 1 Baseline / Max	UNDP Financial Scorecard applied at mid-term evaluation, terminal evaluation and project reports	All involved institutions support effectively and contribute to the implementation of the ANAP.  Existing training institutes are committed to building new training capacities
		Element 1	1/6	Element 1	6 / 6	
		Element 2	0/9	Element 2	6 / 9	
		Element 3	1/9	Element 3	6 / 9	
		Element 4	0/12	Element 4	9 / 12	
		Element 5	1/13	Element 5	11 / 13	
		Element 6	2/6	Element 6	6 / 6	
		Element 7	0/6	Element 7	4 / 6	
		Element 8	1/3	Element 8	3 / 3	
		Element 9	0/15	Element 9	12 / 15	
		Total	6/78	Total	63 / 78	

<sup>8</sup> Element 1: Legal, policy and regulatory support for revenue generation by PAs; Element 2: Legal, policy and regulatory support for revenue sharing within the PA system; Element 3: Legal and regulatory conditions for establishing endowment or trust funds; Element 4: Legal, policy and regulatory support for alternative institutional arrangements for PA management; Element 5: National PA financing strategies; Element 6: Economic valuation of PA systems; Element 7: Improved government budgeting for PA systems; Element 8: Clearly defined institutional responsibilities for PA management and financing; Element 9: Well-defined staffing requirements, profiles and incentives at site and system level

	3. Strengthened business planning and other tools for cost-effective management as measured by an increased score in the following 5 elements <sup>9</sup> of Component 2 of UNDP Financial scorecard (Business planning and other tools for cost-effective management):	Comp 2 Element 1 Element 2 Element 3 Element 4 Element 5 Total	Baseline / Max 0/18 0/12 0/12 0/4 0/15 0/61	Comp 2 Element 1 Element 2 Element 3 Element 4 Element 5 Total	Baseline / Max 13/18 9/12 9/12 3/4 12/15 46/61	UNDP Financial Scorecard applied at mid-term evaluation, terminal evaluation and project reports	
	4. % of Protected Areas within SNAP with Management Plans, based on SNAP management plans standards	0 % (SNAP management plans standards have not been defined yet).		100% of all PA units within SNAP (3)		PA Management Plans	
	5. % of PA management costs requirements met through a combination of Government (including local governments) and donor funding	NA		At the end of the project, 85 % of the managements costs are met through a combination of Government (including local governments) and donor funding		Mid-term evaluation, terminal evaluation and project reports	
Output 1.1.	Financial management strategy and financial business plan for the national PA system						
Output 1.2.	Tools and methodologies for enhanced operational standards, planning, management and investment across PA management units.						
Output 1.3.	Institutional development strategies and plan of staffing and staff development for ANAP, SNAP and other key institutional stakeholders.						
Output 1.4.	Framework for institutional and agency support to promote employment opportunities in buffer zones						
Output 1.5.	Models for harmonized management and business plans for individual PAs						
Output 1.6.	PA practitioners with capacities for cost effective management (accounting, reporting; revenue capture and threat management techniques).						
Output 1.7	Establishment of new PAs to contribute to the financial sustainability of the SNAP						
Outcome 2: Promoted partnerships increases the social, ecological and financial sustainability of PAs	1. Number of PA managed under co-management agreements, between municipalities and PA operators	0 at the beginning of the project		At least 3 major PA are co-managed at the end of the project, covering 10,400 ha (81% of PA estate).		Annual project reports, mid-term and terminal evaluations	There is an enabling environment for reforming the legal framework in order to permit collaborative management of PA, through alliances and consortium organized around the long-term management of PA.  Acceptance and support of political authorities for collaborative PA management relationships.  Collaborative PA management
	2. Development of a model for public-private concession agreements (including local actors) for provision of non-essential services and degree of its up-scaling throughout the whole PA system in priority areas for biodiversity conservation.	No pilot experiences of joint work with local stakeholders for the operation of Non-essential Services and PA management;		By Year 3, a model generated based on 1 initial pilot demonstration;  By Year 5, the model is replicated through 2 new Agreements in PAs in other Conservation Areas;  The model is fully		Annual project reports, mid-term and terminal evaluations	

<sup>9</sup> Element 1: Site-level business planning; Element 2: Operational, transparent and useful accounting and auditing systems; Element 3: Systems for monitoring and reporting on financial management performance; Element 4: Methods for allocating funds across individual PA sites; Element 5: Training and support networks to enable park managers to operate more cost-effectively

			incorporated into official SNAP policies by End of Project.		relationships between PAS and social stakeholders are established and maintained.
	3. Number of local management committees implemented	None at the beginning of the project.	At least 3 local management committees implemented by the end of the project.	Annual project reports, mid-term and terminal evaluations	Willingness of social actors and institutions to participate in and share PA management responsibilities.
Outputs 2.1.	Local development plans which incorporate PA buffer zone management strategies				
Outputs 2.2.	PA permanent working groups with productive sector associations.				
Outputs 2.3.	Academic and research programs which promote efficient long term sustainability of PA systems				
Outputs 2.4.	Control and oversight plan for PAs with local participation.				
Outputs 2.5.	Capacity building programs for co-management of PAs particularly targeting “the local management committees”				
Outcome 3: Diversified PA income sources increase income and reduce vulnerability to funding	% of PA budgets nationally coming from sources other than Government recurrent budget	85.2% (in 2009, us\$ 40,000 come from the government, and us\$ 230,000 from other sources. But the SNAP is not operational, and the funds are dedicated only to PA units)	By the end of the project, 50% of PA budgets nationally coming from sources other than Government recurrent budget	Annual project reports, PA Financial reports mid-term and terminal evaluations	The GoH continues to show at interest and support for legal reforms to allow for new funding mechanisms for PA management  The structure of the Ministry of Environment under the current administration is consistent and compatible with a greater degree

	% of essential recurrent costs of 3 major PAs are covered by Government, alternative income sources and PAs' own revenue generation mechanisms	ND Annual needs not defined. Annual income 2008 (us\$) Foret des Pins: nd Macaya: 120,000 La Visite : 150,000	At least 80%	Annual project reports, Project evaluations	
	Diversification of revenue generation and mobilization of the SNAP and 3 major PAs in Haïti as measured through improvement in the detailed scores of the 7 elements <sup>10</sup> of the component #3 (Tools and systems for revenue generation and mobilization ) of the UNDP Financial Scorecard as follows	Comp 3 Baseline / Max Element 1 0/9 Element 2 1/15 Element 3 0/3 Element 4 0/3 Element 5 0/12 Element 6 0/12 Element 7 0/3 Total 1/57	Comp 3 Baseline / Max Element 1 7/9 Element 2 12 /15 Element 3 3/3 Element 4 3/3 Element 5 9/12 Element 6 9/12 Element 7 3/3 Total 46/57	UNDP Financial Scorecard applied at mid-term evaluation, terminal evaluation and project reports	
Outputs 3.1.	Resource allocation strategy document based on economic evaluation of ecosystem services and risk mitigation potential of PA systems in Haïti				
Outputs 3.2.	Financial and regulatory instruments for capturing revenue from tourism and other potential alternative income sources.				
Outputs 3.3.	Guidelines & training programs to optimize development funds input to PA management				
Outputs 3.4.	New investment commitments for PA co-management and buffer zone development				
Outputs 3.5.	Revenue generation schemes including fees in key pilot areas and ecosystem based adaptation mechanisms.				
Outputs 3.6.	Long term cooperation framework for donor community including guidelines to optimize transfer of funds to PA management, strategies for long term investment plans and financial investment partnerships with key institutions and donor community				

<sup>10</sup> Element 1: Number and variety of revenue sources used across the PA system; Element 2: - Setting and establishment of user fees across the PA system; Element 3: Effective fee collection systems; Element 4: Marketing and communication strategies for revenue generation mechanisms; Element 5: Operational PES schemes for PAs; Element 6: Operational concessions within PAs; Element 7: PA training programs on revenue generation mechanisms

**ANNEX B: RESPONSES TO PROJECT REVIEWS** (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF)

**STAP Scientific and Technical screening of the Project Identification Form (PIF)**

STAP comments	Responses at time of CEO endorsement request
<p>STAP welcomes this proposal on "Establishing a financially sustainable National Protected Areas System" in Haiti. STAP believes the project interventions are well-aligned with the three barriers to the establishment of financially sustainable protected areas. However, what is less clear, or specified, is whether the project will also contribute to strengthening the Government's capacity to assess the management effectiveness of the protected area system. Implementing management effectiveness of protected areas is an activity included in the CBD's programme of work on Protected Areas Management Effectiveness, and which the Parties suggested to implement by 2010 (which is within the project's lifetime) - <a href="http://www.cbd.int/protected/PAME.shtml">http://www.cbd.int/protected/PAME.shtml</a></p>	<p>The project will significantly contribute to strengthening the Government's capacity to assess the management effectiveness of the protected area system, in different ways:                      The ANAP will be directly implemented within the Ministry of Environment, and will be composed by staff from the MDE. All the capacity building efforts of the present project will therefore directly benefit to the government. And ANAP (and SNAP) staff will be trained on effective management of PA units and PA system.                      In addition, the use of the different GEF tracking tools (financial sustainability scorecard, METT, capacity assessment tool), during the PPG phase and during project implementation will allow the government to monitor annually the progress regarding management effectiveness of the PA system.                      Eventually, a series of management tools will be formulated and implemented, at the PA unit level but also at the SNAP level (management plans, strategic investments plans, business plans, etc.)</p>

**GEF Secretariat Review At PIF/Work Program Inclusion**

Observation in review sheet	Responses at time of PIF presentation	Responses at time of CEO endorsement request
<p><b>6. Will the project deliver tangible global environmental benefits?</b></p>		
<p>If the project concentrates on securing the conservation of the highest priority PA sites in Haiti with a focus on diminishing the threats to these sites while influencing the land-use around these very small areas, the project would deliver global benefits. However, the project intervention strategy does not outline a clear way forward to achieve this. Please see notes under project design.</p>	<p>This observation is taken into account as explained in the responses to the observations under point 8 below.</p>	<p>The project intervention strategy outlines how to secure the conservation of the highest priority PA sites in Haiti with a focus on diminishing the threats to these sites while influencing the land-use in the buffer zones, in order to deliver global benefits (mainly outputs 1.6, 2.1, 2.4, 2.5).</p>
<p><b>8. Is the project design sound, its framework consistent sufficiently clear</b></p>		
<p>The project design presents a rather generic solution to a complex problem in Haiti that the protected areas encounter. To achieve a sustainable protected area system will require more than just addressing the problem of capturing resource flows to support protected area management costs, for which a strong case is made and is obviously important, however, given the very small size of the existing protected areas, the very real threats surrounding them in terms of land-use pressures, we would like to suggest the following revisions.</p>		
<p>First, we would like to see the project prioritize the interventions under components two and three that will address the buffer zones and their management on those protected areas that are most important from a global biodiversity perspective.</p>	<p>The following text has been added to paragraphs 13 and 15 (Components 2 and 3):                      “Activities under this component will concentrate on the Macaya, Forêt des Pins and La Visite and north coast mangrove NPs which are of highest global BD importance, and will address management of PA core and buffer zones as well as the surrounding landscape” and “Activities under this component will be concentrated on those PAs with highest global BD importance, which will be identified during the PPG phase”.</p>	<p>This concern is reflected in the project document, mainly in outputs 1.6, 2.1, 2.4 and 2.5.</p>

<p>Second, within these interventions, we would like to see the revised PIF focus more on ensuring the ecological sustainability of the protected areas through influencing the resource management outside of the protected areas. The revised PIF should try and be more specific as to what will be done in these areas. We note the mention of "sustainable agriculture" and fruit tree production, but the problem is fairly complex and may not easily respond to a technology driven solution. This is as critical to the sustainability of the PA system as securing sustained resource flow, but the PIF focuses more on finances and does not pay equal attention to the land use surrounding the Protected Areas themselves.</p>	<p>Paragraph 14 has now been modified to explain that the activities proposed under component 2 (which include land use planning, locally-based regulation and local management committees as well as technological solutions) will be carried out not only in PAs and their buffer zones but also in the surrounding landscape. The promotion of technology driven solutions will in fact be only one aspect of this component, and will be largely co-financed (the PAs on which the project will principally focused are also those with the highest levels of activity of other agencies, such as the Spanish-funded Araucaria project which operates in the productive landscape around the Forêt des Pins/La Visite NP). GEF-funded activities will principally be focused on governance-related issues such as those listed above.</p>	<p>In complement to the answer provided at time of PIF presentation, the project document details the collaboration between the SNAP project and other related projects dealing with land use surrounding the Protected Areas themselves, such as the IADB-GEF Macaya project, and the Helvetas and Fondation Seguin projects.</p>
<p>Third, given the threats that remaining forest stands and other biodiversity-rich habitat are under in Haiti, we would encourage some resources being put aside within this project to identify potential protected areas within Haiti that would protect areas of high endemism and biodiversity significance that are not currently under protection. This would not be a costly activity but could result in important contributions to the coverage of the terrestrial ecosystems and thus the sustainability of the entire system with regards to ecological representativeness.</p>	<p>In the results framework, an additional outcome has been added to Component 1, to the effect that the north coast mangrove system will be added to the national PA system. This is one of the most significant gaps in the system in terms of the representation of globally important BD. Otherwise, the most important area of endemism in the country are largely already included in PAs; at present many of these exist only on paper but the project will enable the Government to expand its effective presence into many of these in the future. The inclusion of these new areas on the north coast will also open up opportunities to demonstrate income generation from cruise ship arrivals.</p>	<p>This modified objective is maintained in the Project Document. In addition, during the PPG phase, the strategy of the project was slightly modified. The addition of the north coast mangrove system makes sense for the environmental reasons cited previously, and because it is linked with a Dominican Republic PA and could easily attract tourists from DR. however, this PA will require significant amount of time and resources (financial, technical, infrastructure) before being a hot spot of Haitian tourism. Therefore, it will not contribute in the short term to the financial sustainability of the SNAP. Consequently, it has been proposed to work on other areas that the MDE had previously proposed for protection, and that are already hot spots of Haitian tourism industry, such as Labadie and Arcadin. Their ecosystems are important, and threatened by tourism activities, and they can very rapidly adopt an entry fee system that will contribute to improve the financial sustainability of the SNAP. (see output 1.7 for more details)</p>
<p><b>9. Is the project consistent with the recipient country's national priorities and policies?</b></p>		
<p>Please clarify if Haiti has completed an NBSAP and if the project is in line with the NBSAP.</p>	<p>Haiti has not yet formulated an NBSAP, but (as explained in paragraph 16) this project is fully in line with the National Environmental Action Plan (NEAP), which identified the creation and management of PAs is one of 10 priorities in the country. Consolidation of the SNAP is also a priority of the new General Decree on the Environment. The extension</p>	<p>The additional text included in the PIF has now been included in the CEO Endorsement Request.</p>

	and consolidation of the PA estate is also prioritized in the Strategic Guidance Note prepared by the Ministry of Environment in relation to the national Poverty Reduction Strategy Paper (see paragraph 17).	
<b>10. Is the project consistent and properly coordinated with other related initiatives in the country or in the region</b>		
Please clarify how the PA project will coordinate with the IDB's watershed management program and what has been discussed so far with IDB with regards to project coordination.	The IADB project, which will focus specifically on one of the sites supported by this project (Macaya NP) is a completely new initiative and there is great potential for the two projects to be highly complementary (see paragraph 19). In line with the observations in part 8 of the review sheet and the proposals under component 2 in the PIF, the IADB project would contribute to the reduction of pressures on PAs through activities in the surrounding landscape, including the use of economic instruments, land use plans, alternative conflict management and the diversification of income sources. There have been constructive discussions between the consultant who is involved in designing the IADB project and the UNDP country office regarding opportunities for coordination, and these discussions will be furthered through a multi-agency group coordinated by the Ministry of Finance (see paragraph 19). Arrangements for coordination will be further refined during the PPG phase.	The arrangements for coordination have been finalized during PPG phase, as reflected in the CEO Endorsement Request and the project document.
In addition, please clarify the link of this investment in the PA system with the regional corridor project as it is not clear in the description. It is not clear what parks are a priority in the corridor initiative and that will come under the umbrella of the Regional Corridor project.	The precise focus of the regional corridor project is yet to be confirmed. This project would complement and support the regional project in a number of ways (see paragraph 19). It would create capacities for PA management which would be essential for the success of the regional project; it would include PAs with high BD importance, which adjoin important PAs (Jaragua, Bahoruco and Enriquillo) in the neighbouring Dominican Republic; it would consolidate coastal/marine PAs on the north coast which are likely to form an important part of the corridor project; and it would support PAs in the south of the country which serve to limit sedimentation of other regionally important coastal/marine PAs.	The additional text included in the PIF has now been included in the CEO Endorsement Request.
<b>11. Is the proposed project likely to be cost-effective?</b>		
With regards to the cost/hectare analysis, this is not a useful contribution to the argument.	The reference to costs/hectare has been removed from paragraph 21.	The cost/hectare analysis has not been used in the project document.
<b>14. Does the project take into account potential major risks, including the consequences of climate change?</b>		
The key risks are identified but the climate change risk does not make sense. The project should have a mitigation measure that will be employed to ensure that the climate change impacts on the PA system are taken into account as part of management planning. This is particularly urgent in a situation like Haiti given the fact that the protected areas are true islands in a	The mitigation measure in question in Section F has been modified as follows: "The project will ensure that different climate change scenarios are incorporated into PA management plans"	The mitigation measure in section G of the CEO endorsement has been further detailed as follow: "Certain climate change scenarios may result in increased threats to PAs, such as sea level rise in coastal areas, coral bleaching in marine areas, increased fire occurrence in forest areas,

land-use mosaic of very intense resource use.		increased flood occurrence in lowland areas. The actions of the project to improve the financial and operational sustainability of the system will lead to increased human and technical capacities to develop and implement measures to address such threats, and will strengthen PA roles in mitigating these threats. In addition, the project will ensure that different climate change scenarios are incorporated into PA management plans.”
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**15. Is the value-added of GEF involvement in the project clearly demonstrated through incremental reasoning**

Yes, GEF investment will result in protection of Haiti's remnant forest stands and biodiversity that are protected in the existing protected areas. However, as noted above in the project design section, the proposal seems very heavily influenced by an economic analysis and not enough attention is being paid to resource management and protection activities in the priority protected areas.	This recommendation has been taken into account as explained above in the second response to point 8 of the review sheet.	Outputs 1.2, 1.3, 1.7 and 2.1 reflect this concern, and contribute to improved resource management and protection activities in the priority protected areas.
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**19. Is the indicative co-financing adequate for the project?**

UNDP contribution of US\$200,000 cash. Please also identify any in-kind contributions from UNDP.	UNDP will in addition be providing \$500,000 in-kind co-financing, consisting of: <ul style="list-style-type: none"> <li>- \$200,000 TRAC funds in support of the Environmental Management Support Programme (PAGE), which funds the National Environment and Vulnerability Observatory (which will facilitate the monitoring of BD and forest cover in protected areas), environmental governance (through the building of capacities in local governments) and the economic valuation of land degradation. This support has to date been instrumental in the formulation of the recently passed General Decree on the Environment.</li> <li>- \$300,000 TRAC resources for disaster and risk management programs, in the same area as the present project</li> </ul>	Eventually, UNDP co-financing includes US\$ 300,000 in cash and US\$ 200,000 in kind.
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**PPG REQUEST**

**2. Is itemized budget justified?**

The project scoping and definition budget line is high and at times duplicatory to other project preparation activities as well as the role of UNDP GEF staff. Please clarify and revise accordingly.	Reference to negotiation of co-financing has been removed from this activity as this will be funded through the UNDP fee. The budget for this activity has now been reduced by \$26,000.	No further clarification needed
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**3. Is the consultant cost reasonable?**

Local consultants are being paid 3,646 per week, which is a daily rate of almost 730/day which seems very high.	Table C has now been modified to make clear that local consultants are actually budgeted at \$1,000 per week and the international consultant at \$2,500 per week.	No further clarification needed
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**German Council Member at PIF/Work Program Inclusion**

<b>Comments</b>	<b>Responses in the PIF</b>	<b>Responses at time of CEO endorsement request</b>
The baseline indicators for PA Program in Haiti are very low. Therefore, the given priority set in the project design is right	No response needed	No response needed
The project proposal is ambitious including an extended number of stakeholders from the political level (Ministries) to the regional, communal and village level, but without real alternative to get a sustainable orientation for PA's in Haiti.	No response needed	No response needed

### **United States Council Member at PIF/Work Program Inclusion**

<b>Comments</b>	<b>Responses in the PIF</b>	<b>Responses at time of CEO endorsement request</b>
Given the capacity constraints and limited funding, this project seems a bit overly ambitious in some ways. For example, we question whether it will be possible to generate sufficient resources from bio-prospecting and scientific research, and it is unclear who would provide payments for avoided deforestation.		<p>Due to the lack of analysis capacity in the ANAP, it has not been possible to estimate precisely the potential resources that might be generated from bio-prospecting, scientific research and avoided deforestation during the PPG phase.</p> <p>Consequently, the highest priority of the project during its five years of implementation will be focused on generating revenues from tourism activities mainly through the creation of PAs in areas which are at the same time proposed for protection by the MDE and already very touristic such as Labadie and Arcadins. This should generate significant amount of economic incomes rapidly. Simultaneously, the project will dedicate funds to make a technical and economic case for ecosystem based adaptation, in relation to PA ecosystems.</p>
We recommend that the significant number of outputs be scaled back where possible and that more funding be focused on capacity building in the national park system.		The number of outputs has been slightly reduced as proposed, and more funding has been dedicated to capacity building in the national park system.

Response to GEFSEC Review Sheet dated 29 June 2009

GEF Comment	Responses
<p><b>8. Is the project design sound, its framework consistent &amp; sufficiently clear (in particular for the outputs)?</b> June 29, 2009 The logframe presentation for indicator four of the project objective is not clear. Please define what is meant by "executed amount" in both the baseline and target column. In addition, please explain how you arrived at the figures in Total (b) under the target column, the gap, and then finally to what the percentage figure is referring.</p>	<p>The "Executed amount" corresponds to the budget actually spent by the government. It is important to include this concept in the indicators given that the Ministry of Environment (MDE) estimates that at present it has the institutional capacity actually to spend only around \$1,000,000 per year. Given that its overall income for PAs is predicted to increase as a result of the project from the present level of \$270,000 to an estimated \$3,612,500 by the end of the project, this limited capacity of execution would become the major limiting factor to the amount of resources that are actually invested in PA management by around year 2 of the project, unless addressed. It is estimated that the project would be able to increase the institutional capacity of the Ministry to execute funds by an estimated \$480,000 per year, taking it from the present level of \$1,000,000 to \$2,890,000 by the end of the project (80% of the total income available to the institution).</p>
<p><b>21. Does the proposal include a budgeted M&amp;E Plan that monitors and measures results with indicators and targets?</b> June 29, 2009 Yes, well developed logframe, except for the issues highlighted above. Please clarify indicators on financial sustainability as noted above.</p>	<p>The financial gap is therefore calculated as the difference between the PA needs ((a) in the table) and the amount that is actually executed and therefore reaches the PA ((b) in the table). Presenting the gap as the difference between needs and income would be misleading given that only part of the income actually reaches the PAs. The percentage figure refers to the gap as a percentage of the total needs: this has been clarified in the table.</p> <p>The target figures for Government budget, PA income and income from other sources have been corrected. The Total (B) is the sum of these.</p>
<p><b>8. Is the project design sound, its framework consistent &amp; sufficiently clear (in particular for the outputs)?</b> June 29, 2009 Please clarify the change in focus from the globally significant mangroves on the north coast to tourism hot spots. The rationale of linking the exclusion of these areas to the financial sustainability focus of the project is not convincing and takes an important part of the approved PIF design out of the final project design.</p>	<p>Although this was not clear in the wording of the Project Document, the project will in fact work in the mangrove area on the north coast as well as Labadie and Arcadin. The wording has been clarified in the Project Document (see paragraphs 79 and 80), and in the CEO endorsement document (paragraphs 53 and 54).</p>
<p><b>13. Is the project structure sufficiently close to what was presented at PIF?</b> June 29, 2009 A change in the focus of part of the intervention is not clearly justified. We do not understand the rationale of the project taking out the focus on the north coast mangrove system as a target of the project intervention, given its significance. We don't believe the justification presented (i.e., that it will not contribute to the sustainability of the PA system) as a valid rationale for this change. Please articulate the global significance of Labadie and Arcadin.</p>	<p>The inclusion of the two other PAs in Haiti in the areas of Labadie (Limbé/Bas Limbé/Baie d'Acul) and Arcadin responds to a proposal by the MDE. These sites had been previously identified by the MDE as future potential PAs for different reasons. First, both are suffering severe human pressure caused by tourism activities. Secondly, the area of Labadie / Limbé/Bas Limbé / Baie d'Acul is of significant importance because of its diversity of coastal and marine species and because it includes one of the last remaining mangrove of the country. There is only 16,650 Ha of mangroves in Haiti, i.e. 0.6% of the territory. The mangroves at Margot/Bayeux, Diotin, Bassin Caiman, and TiBourg Limbé although seriously threatened, are still some of the largest sites in the country. Third, the area of Arcadin is a strategic coastal and touristic area that is suffering serious problems of sedimentation caused by inappropriate exploitation of natural resources in the upper lands and landslides. With important mangrove areas at Royale, Mitan and Bodmè Boula, and adjacent sea-grass beds, the Arcadins coast area provides vital nursery areas for area fisheries. Coral reef at Trou Bagette, Trou Forban and along the coast up to Montrouis along with providing nursery areas may provide coral reefs of interest for tourism. With mangroves, coral reefs, sea-grass beds, no inhabitants, a lighthouse and a location not too far from the mainland, the Arcadins Island and Arcadins banks rank as the highest priority</p>

	<p>for the creation of a marine and coastal PA. The government is therefore very interested in protecting this sensitive area. And eventually, both PAs can very rapidly adopt an entry fee system that will contribute rapidly to improve the financial sustainability of the SNAP.</p> <p>It is expected that the financial impact on the SNAP will be generated sooner by Labadie PA and Arcadins PA than by the Caracol PA.</p>
<p><b>14. Does the project take into account potential major risks, including the consequences of climate change and includes sufficient risk mitigation measures?</b>  June 29, 2009  We do not see a further articulation of the climate change risk mitigation measures than was presented at PIF stage. Please clarify.</p>	<p>The wording in the risk matrix has been modified to explain more fully how the project will take into account the consequences of climate change. The additional risk mitigation measures that are included are as follows:</p> <p>Firstly,, the SNAP project will be closely coordinated with the LCDF project which is about to start, in order to ensure that the information that will be generated by this LCDF project on the impact of CC on marine and coastal ecosystems, and corresponding adaptation measures, will be taken into account by the SNAP project. The Ministry of Environment and UNDP are involved in the implementation of both projects, which will help to ensure coordination between them.</p> <p>Secondly, the project will work with a number of partners in order to ensure that CC adaptation measures are incorporated into PA management plans and actually implemented in the short to medium term. These partners are.IADB, AECID and USAID, which will support the formulation and implementation of management plans for the Macaya PA and its buffer zone, La Visite National Park and key watersheds, respectively.</p> <p>This information has been added in the risk matrix in the project document (page 42) and in the CEO endorsement document (page 15).</p>

**ANNEX C: CONSULTANTS TO BE HIRED FOR THE PROJECT USING GEF RESOURCES**

<i>Position Titles</i>	<i>\$/person week*</i>	<i>Estimated person weeks**</i>	<i>Tasks to be performed</i>
<b>For Project Management</b>			
International			
Project evaluation specialists	2,500	20	Mid-term and final external evaluations of project
Justification for Travel, if any: Travel of international consultants to Venezuela, and national travel for international and national consultants to PA sites.			
<b>For Technical Assistance</b>			
Local			
Institutional & Legal Experts	1,000	100	Institutional & Legal Experts will be required to provide technical assistance for the development of institutional and legal arrangements for the SNAP
Strategic Planning & Assessment Experts	1,000	200	Strategic Planning & Assessment Experts will be required for assisting in: (1) Strategic evaluation of the SNAP structure including the analysis of different scenarios, risks and opportunities and measures required for technical, environmental and financial sustainability measures; (2) Strategic analysis to support the design of the financial and operational framework of SNAP
Expert Facilitators	1,000	40	Expert Facilitators will be required to provide a neutral platform from which to lead high level political and strategic national and regional negotiations regarding the norms and standards for SNAP and its composition.
Economists	1,000	80	Economists will be required to: (1) Undertake additional studies to further refine the estimates of economic values provided by PAs in different SNAP scenarios including their current and potential contributions to local economies and development; (2) Provide user friendly material for negotiations with government on PA values in order to promote increases in budgetary allocations to PA and (3) Provide training as needed to SNAP institutions on the economic value of PA so as to strengthen their negotiating positions.
Experts in public outreach, awareness-raising & communications	1,000	200	Experts in public outreach, awareness-raising & communications will be required to: (1) Undertake periodic perception studies on PAs to determine the success of outreach activities; (2) Design the corporate image for SNAP and marketing plan to increase understanding and visitation of PAs; (3) Develop and execute the marketing plan; (4) Support services for consultation and awareness building workshops, and seminars in a neutral forum and with full participation of diverse stakeholders; and (5) Develop and deliver an awareness campaign on the value of PAs to the economy for decision makers (aiming at increasing budget allocations) and the broader public (aiming at increasing willingness to participate in potential new resource generation mechanisms).
Expert on Monitoring & Evaluation	1,000	40	Expert on Monitoring & Evaluation will be required to provide neutral application of annual assessments, support in preparation of annual

			reports and subsequent work plan, and overseeing the application of the METT, Institutional & Financial Scorecard at midterm and project closure.
International			
Protected Areas Financing expert	2,500	40	Protected Areas Financing Expert will provide international experience and state of the art knowledge on mechanisms for resource generation mechanisms in the short, medium and long terms and perform the following tasks: (1) Design the financial and operational plan for SNAP; (2) Undertake economic and financial assessments of the legal and institutional arrangements proposed for finance and operational standards for the SNAP; (3) Undertake further assessments of funding gaps of different SNAP scenarios and mixes of resource revenues (using real costs of individual PAs based on the standards defined for SNAP).
Environmental economists and experts on PES	2,500	40	Environmental economists and experts on PES will be required to provide international experience and state of the art knowledge on PES schemes for PA financing and support in the following tasks: (1) Technical review of progress of the PES pilot (to be contracted to third parties), providing synthesis of results as inputs to the development of norms and policies for revenues generation mechanisms for the SNAP; (2) Analysis of the regulatory framework needed to implement PES for water provision services 3) Definition of mechanisms needed at the systems level for monitoring and evaluation of payments; (4) Provision training for the roles and responsibilities of public and private entities responsible for the monitoring and evaluation of the system.
Experts in PA management and revenue generation	2,500	40	Experts in PA management and revenue generation will be required to: (1) Document and share lessons from pilot sites and other revenue generation mechanisms with all PA stakeholders, including private PA managers and managers of public PAs that are not incorporated into the SNAP during project implementation. He will also provide international experience and state of the art knowledge for the definition of standards for different categories of PAs in the SNAP
Protected area planning experts	2,500	50	Protected area planning experts are required to provide support to (1) the development of management and business plans for PAs; (2) provide technical support for standardized approaches to management plan business plans in the different sub-systems in line with standards defined for SNAP
Tourism specialists	2,500	50	Tourism Fee Expert will provide international experience and state of the art knowledge on tourism related mechanisms for application in the tourism pilot. He will provide support for the following tasks: (1) Technical review of progress of tourism route pilot (to be contracted to third parties), providing synthesis of results as inputs to the development of norms and policies for entrance fees for the SNAP; (2) determine fees structures for the different PAs along the route; (3) Provide inputs to

			design of entrance fee related collection mechanisms.
Protected Areas Management Trainers	2,500	60	Protected Areas Competency Trainer At systemic level: strategic and financial planning and assessment; at individual level: design, implementation and evaluation of Management and Business Plans. He will be required for capacity building support to the following: (1) Strategic planning assessment; (2) financial planning, management and coordination; (3) prevention and resolution of conflicts; (4) design, implementation and evaluation of Management and Business Plans; and (5) competencies in environmental education, biodiversity conservation, sustainable use, visitor programs, and local community participation
Justification for Travel, if any: national travels will not represent a very significant budget, because distances are limited as well as the quantity of pilot sites. However, as specific expertise regarding PA management and finances, PES, etc is not available, specific budget allocation will be needed to bring international expertise into Haiti.			

\* Provide dollar rate per person week. \*\* Total person weeks needed to carry out the tasks.

## ANNEX D: STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS

### A. EXPLAIN IF THE PPG OBJECTIVE HAS BEEN ACHIEVED THROUGH THE PPG ACTIVITIES UNDERTAKEN.

The planned studies during the PPG document were carried out in order to get enough information for the project scoping and definition. However, all the basic information was not available for the PA system in Haiti, and sometimes, it will be necessary to collect the required data during the first of implementation of the project. However, the most important outputs of the PPG phase have been reached successfully:

- Analysis of the adequacy of legal and policy instruments related to options for generating and diversifying income for the SNAP was done especially the collection of visitor fees and the payment for environmental services. Besides, the compatibility between poverty reduction policies and PA management, including the policies both of the Government and of aid agencies was studied as well as the legal responsibilities and limitations of ANAP and other institutional partners, and their implications for the establishment and sustainability of the SNAP. Furthermore, legal provisions for public consultation and participation in relation to PA management were analyzed. Initial recommendations of modifications to legal and policy instruments in support of the establishment and sustainability of the SNAP were formulated as well as strategies for achieving modifications to the legal and policy framework.
- Organizational structures, weaknesses, operational procedures and resources of PA systems and the Ministries of Agriculture, Natural Resources and Rural Development and the Environment, and of the degree of correspondence between these and their responsibilities in relation to PA management analyzed as well as the technical capacities of staff members in each of the institutions. Priorities and formulation of strategies for institutional strengthening through modification of organizational structures and operational procedures, provision of equipment, increase in staff numbers and/or provision of training to staff were defined.
- Characterization of governance structures and conditions in areas surrounding PAs to identify opportunities for co-management was done as well as identification of sites with most potential for the establishment of co-management pilots.
- Analysis of natural resource management systems in PA buffer zones and the surrounding landscape and their implications for biodiversity and PA sustainability was done including modifications to increase compatibility with PA conservation.
- Expansions of PA estate which is subject to detailed validation during the implementation phase. However, linkage of Haiti PA system with Dominican PA system will be studied during the project implementation phase.
- Institutional implementation arrangements defined and validated
- Detailed budget developed for project implementation

**B. DESCRIBE FINDINGS THAT MIGHT AFFECT THE PROJECT DESIGN OR ANY CONCERNS ON PROJECT IMPLEMENTATION, IF ANY:**

Discussions regarding proposed expansions of the PA system are actually on the way. Emphasis must be first made on PA system delimitation, strong building capacity and co-management on pilot sites before making final decisions on increasing areas. However, if an area proposed for protection has a significant potential for generating revenues to contribute to the SNAP, then this opportunity will be carefully studied.

Data on the financial status of the PA system and PA units show that in the short term the priority is to improve management effectiveness and financial execution capacity. This is a requirement to ensure a cost effective use of the scarce available resources.

Based on legal, institutional and financial analysis, it is not clear that a fiduciary fund must be established without the creation and the correct functionality of the National Agency for Protected Areas. It is proposed to make emphasis on other options such as improving operation and administrative effectiveness, financial execution capacity, and income generation by PAs. Furthermore, the FREH might contribute to finance SNAP.

All the involved institutions must continue to collaborate in order to improve the management of PA system. Conflicts between ministries and local organizations or NGOs may slow down the project implementation.

**C. PROVIDE DETAILED FUNDING AMOUNT OF THE PPG ACTIVITIES AND THEIR IMPLEMENTATION STATUS IN THE TABLE BELOW:**

<i>Project Preparation Activities Approved</i>	<i>Implementation Status</i>	<i>GEF Amount (\$)</i>				<i>Co-financing (\$)</i>
		<i>Amount Approved</i>	<i>Amount Spent To date</i>	<i>Amount Committed</i>	<i>Uncommitted Amount*</i>	
Analysis of institutional and governance conditions for PA management	Completed	28,500.00	11,701.55	16,798.45		20,750.00
Analysis of administrative and financial options for the National Protected Areas System	Completed	14,900.00	12,500.00	2,400.00		20,000.00
Analysis of legal and policy context	Completed	15,000.00	11,400.00	3,600.00		20,000.00
Project scoping and definition	Completed	41,600.00	21,100.00	20,500.00		39,250.00
<b>Total</b>		<b>100,000.00</b>	<b>56,701.55</b>	<b>43,298.45</b>		<b>100,000.00</b>

\* Any uncommitted amounts should be returned to the GEF Trust Fund. This is not a physical transfer of money, but achieved through reporting and netting out from disbursement request to Trustee. Please indicate expected date of refund transaction to Trustee.

**ANNEX E: CALENDAR OF EXPECTED REFLOWS**

N/A



## **UNDP Project Document**

**Government of Haiti**

**United Nations Development Program**

### **Establishing a financially sustainable National Protected Areas System PIMS No. 4150, ATLAS project ID No. 00070685**

**Brief description:**

The issue to be addressed by this project is the continued erosion of biodiversity in Haiti, and the limited effectiveness of protected areas for ensuring biodiversity conservation, due to their limited access to reliable funding. This project will address this issue by promoting increased investment in PAs by the Government, in recognition of their importance for national development and vulnerability reduction; increasing the efficiency and effectiveness of the use of the funds available; and diversifying the sources of income available to PAs. The project will make a significant qualitative change to the functionality and sustainability of the PA system, allowing its highly important and threatened biodiversity to be subject to effective conservation for the first time in the country's recent history, and creating favourable conditions for future expansion of the PA system to cover currently under-represented habitats.

The project will focus on laying the institutional bases for achieving financial sustainability in the NPAS, by stimulating increased investment in PA management, increasing the efficiency of the use of the resources available, and reducing the cost burden of PA management on the Government. Once conditions for financial sustainability have been established through the project, it will be possible for the Government to subsequently expand its effective presence into other protected areas which currently only exist on paper. The project's intervention is particularly opportune given the recent declaration in 2006 of the NPAS and establishment of the ANAP, under the General Decree of Environmental Management.

## Table of Contents

Acronyms.....	3
SECTION I: ELABORATION OF THE NARRATIVE.....	5
PART I: Situation Analysis.....	5
Context and global significance.....	5
Threats, root causes and barriers analysis.....	11
Stakeholder Analysis.....	17
Baseline Analysis.....	19
PART II: Strategy.....	21
Institutional, sectoral and policy context.....	21
Project Rationale and Policy Conformity.....	23
Project Goal, objective, outcomes and outputs.....	24
Project indicators, risks and assumptions.....	40
Incremental reasoning and Expected global, national and local benefits.....	43
Country Ownership: Country Eligibility and Country Drivenness.....	46
Sustainability.....	47
Replicability.....	48
PART III: Management Arrangements.....	49
Implementation and execution arrangements.....	49
Consultation, coordination and collaboration.....	51
PART IV: Monitoring and Evaluation Plan and Budget.....	52
Learning and knowledge sharing.....	53
PART V: Legal Context.....	54
SECTION II: STRATEGIC RESULTS FRAMEWORK AND GEF INCREMENT.....	55
SECTION III: TOTAL BUDGET AND WORK PLAN.....	62
BUDGET NOTES.....	64
SECTION IV: ADDITIONAL INFORMATION.....	71
PART I: Endorsement letter.....	71
PART II: Organigram of Project.....	72
PART III: Terms of Reference for key project staff.....	73
ToR for Project Director.....	73
PART IV: Stakeholders Involvement Plan.....	74
Participation mechanisms proposed for the implementation phase.....	74
PART V: Annexes (See separate file).....	75
SIGNATURE PAGE.....	76

## **Acronyms**

AECID	Spanish Agency for International Cooperation and Development
ANAP	National Agency for Protected Areas
APR	Annual Program Report
AWP	Annual Work Plan
BD	Biodiversity
CIME	Inter-institutional Committee for the Environment
CNIGS	National Center of Geographic and Spatial Information
CPD	Country Program Document
DED	German Cooperation Agency
FAES	Economic and Social Assistance Fund
FREH	Haitian Fund for Environmental Rehabilitation
FOPROBIM	Foundation for the Protection of Marine Biodiversity
FS	Seguin Foundation
FSPA	Financially Sustainable Protected Area
GEF	Global Environment Facility
GoH	Government of Haiti
IA	Implementing Agency
IADB	Inter-American Development Bank
IR	Inception Report
IUCN	International Union for Conservation of Nature
IW	Inception Workshop
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MARNDR	Ministry of Agriculture, Natural Resources and Sustainable Development
MCC	Ministry of Culture and Communication
MCPE	Ministry of Planning and Cooperation
MDE	Ministry of Environment
MEF	Ministry of Economy and Finance
MICT	Ministry of Interior and Territorial Communities
MJPS	Ministry of Justice and Public Security
MT	Ministry of Tourism
NEAP	National Environmental Action Plan
NGO	Non Governmental Organization
NSC	National Steering Committee
PA	Protected Area
PIR	Project Implementation Review
PITDD	Program of Territory Information for Sustainable Development
PMU	Project Management Unit
PSC	Project Steering Committee
RCU	Regional Coordinating Unit
SAE	Society Audubon Haiti
NPAS	Protected Area National System

TPR	Tripartite Project/Program Review
TTR	Terminal Tripartite Review
UNDP CO	United Nations Development Program Country Office
UNDAF	United Nations Development Assistance Framework
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNFCCC	United Nations Framework Convention on Climate Change

## **SECTION I: ELABORATION OF THE NARRATIVE**

### **PART I: SITUATION ANALYSIS**

#### **CONTEXT AND GLOBAL SIGNIFICANCE**

##### **Globally Significant Biodiversity**

1. Hispaniola (the island which Haiti shares with the Dominican Republic) lies within the Caribbean Islands Biodiversity Hotspot. Its high BD arises from its geographic isolation, which has allowed speciation and the evolution of endemic flora and fauna. This richness has been complemented by natural introductions of species from North and South America. Habitat diversity is also high due to varied topography, aspect and rainfall patterns. Over 5,000 species of flowering plants are known in Haiti and over 600 species of ferns. Around 36% of the plant species in Haiti are endemic to Hispaniola, as are 40% of the more than 300 species of native orchid species<sup>1</sup>. There are more than 2,000 species of vertebrates of which 75% are endemic: there are seventeen native species of bats of which seven taxa (species and sub-species) are endemic, 236 bird species on Hispaniola of which a quarter are endemic; and 217 species of reptiles and amphibians on Hispaniola<sup>2</sup> of which around 98% are endemic to Hispaniola and about a third are endemic to Haiti. It is estimated that at least three-quarters of the fauna species present have never been described. At the ecosystem level, the country shares with the Dominican Republic the Hispaniola pine forest, Hispaniola moist forest and Hispaniola dry forest eco-regions, all three of which are endemic to the island of Hispaniola and classified by WWF as critical/endangered, as well as the vulnerable and endemic Enriquillo wetlands. The Greater Antillean Moist and Pine forests (which include the Hispaniola pine and moist forests) are Global 200 ecoregions, as are the Greater Antillean Marine and Freshwater ecoregions, both of which are represented in the country. A detailed presentation of Haitian ecosystems, biodiversity and endemism is provided in Annex 1.

##### **Protected Areas in Haiti**

2. The law recognizes different categories of protected areas (PA): National Parks (NP), Forest Reserve (forêts réservées), Protected Zone (aires réservées), areas under protection with no discriminate criteria, National Monuments, and other classified sites. Haiti has 10 Natural National Parks encompassing a total of 12,854ha - equivalent to 0.5% of the country - which include approximately 15% of the remaining forest cover (estimated at 88,000ha<sup>3</sup>). Haiti has 16 other PAs, which legal status will be clarified by the National Center of Geographic and Spatial Information (CNIGS) in a near future. The largest national parks, which cover between 2,000 and 5,500ha each, are particularly important for the conservation of the endemic and critical/endangered Hispaniola moist and pine forests. La Visite and Macaya NPs contain 335 plant species (30% of endemisms on the island) and 665 plant species (30% of endemics) respectively, and are also of vital importance for watershed protection. The principal PA in Haiti have been created to protect the most important and diverse BD in the country, i.e. on the mountainous region of the south. The following tables present the Detail of the Natural National Parks (NNP) and other Protected Areas in Haiti, and the List of Natural Sites Proposed for Protection.

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<sup>1</sup> Erlich et al., 1987, Haiti Country Environmental Profile : a Field Study, USAID, Port-au-Prince, Haiti .

<sup>2</sup> Thomas R., 2000, Diversity of Herpetofauna on Hispaniola, in Rapport d'atelier sur le statut de la biodiversité en Haiti et les options stratégiques de conservation, Haiti , Ministère de l'environnement.

<sup>3</sup> Overview of Haiti - Agroforestry and sustainable resource conservation in Haiti: A Case Study. Nathan C. McClintock

Table 1: Detail of the Natural National Parks (NNP) and other Protected Areas in Haiti <sup>4</sup>

Name	Coastal- Marine	Terrestrial Wetlands	Legal Status	Status + Interest or habitat type	Size (ha)	Year Establishe d	IUCN category	
Fort Jacques and Fort Alexandre		X	NNP	Historical	9	1968	No data	
Fort Mercredi		X	NNP	Historical	5	1968	V	
La Citadelle, Sans Souci, Ramiers		X	NNP	Historical site Mountainous	2,200	1968	V	
Sources Cerisier et Plaisance		X	X	NNP	Hot Spring	10	1968	
Sources Chaudes		X	X	NNP	Hot spring located 20kms north of PoP ; medicinal qualities.	20	1968	V
Sources Puantes		X	X	NNP	Hot spring	10	1968	V
Lac de Peligre			NNP	Man made lake	100	1968	V	
Parc La Visite		X	NNP	Tropical Moist Forest & Pine forest	3,000	1983	II	
Parc Macaya		X	NNP	Tropical Moist Forest & Pine forest	2,000	1983	II	
Foret des Pins		X	NNP	Pine and Mixed forest Reserve currently no legal harvest	5,500	1937	II	
<b>TOTAL</b>	<b>12,854</b>							
Sources Zabeth et Bois sèche		X	X	Other	Forest, nesting area, water catchment and cultural aspect.	8	1968	nd
Baie de l'Acul du Nord (from Baie de l'Acul till the forteresse Picolet)	X	X		Other	nd	nd	1947	nd
La source Nan Kafe (La Gonave)	X	X	X	Other	nd	nd	1944	nd
Etang de Miragoane		X	X	Other	Flora and Fauna	1,000	1968	Nd
Lac Azuei et trou caïman (complexe de lacs)		X	X	Other	nd	10,300	1967	nd
Iles de la Tortue	X	X	X	Other	Endemic Flora and Fauna	7,000	1944	nd
Morne du Cap Haitien		X		Other	nd	nd	1947	nd
Forêt de Saint Raphaël		X		Other	nd	nd	1926	nd
Morne de l'Hopital		X		Other	Flora and Fauna,	nd	1963	nd
Ile Ara et coraux avoisinants	X	X		Other	nd	nd	1943	nd
Iles Caïmites	X	X		Other	Coral Reef,	2,000	1942	nd

<sup>4</sup> World database on Protected Areas, <http://www.wdpa.org/Default.aspx>

			endemic Flora and Fauna			
Grotte de Dondon	X	Other	Flora and Fauna	nd	1943	nd
Baie de Fort Liberté	X X	Other	nd	nd	1941	nd
Côtes à falaise de Cote de Fer	X	Other	nd	nd	1941	nd
Etang Bois-neuf	X X	Other	nd	nd	1942	nd

Source: CNIGS, PITDD project

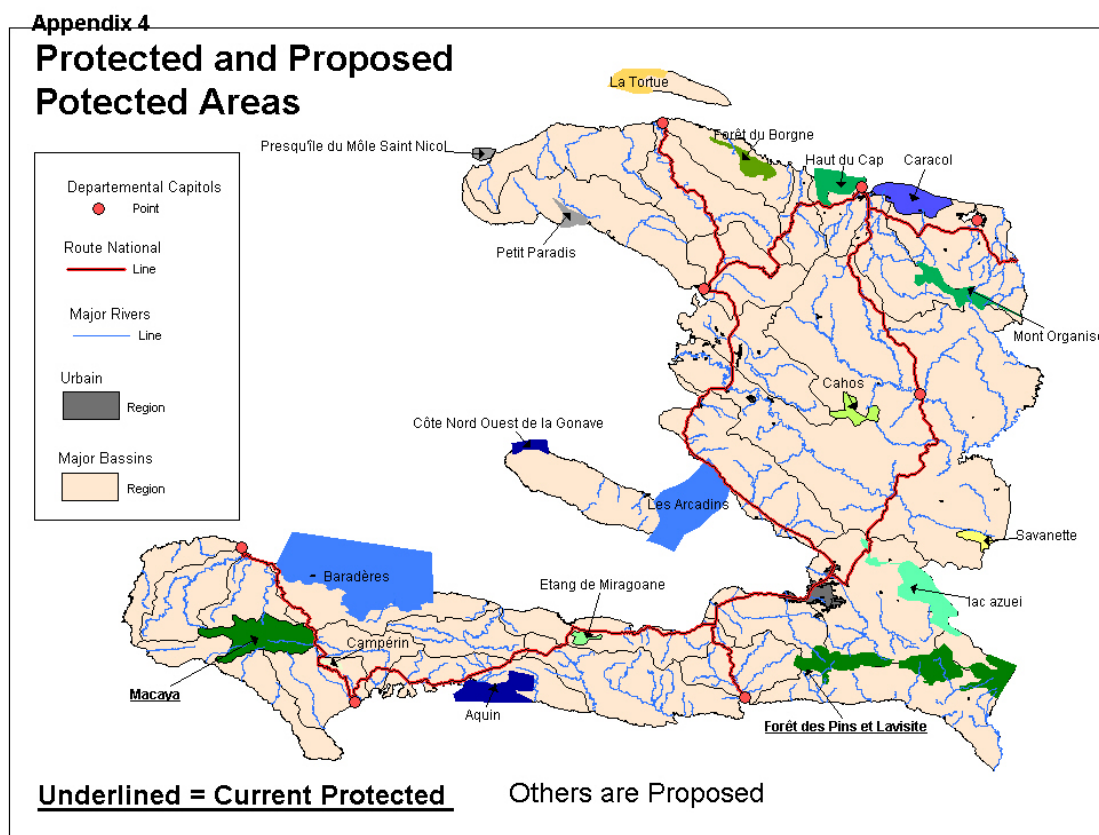
Table 2: List of Natural Sites Proposed for Protection.

Site	Coastal-Marine	Terrestrial	Wetlands	Size (ha)	Purpose
Bassin bleu		X X		nd	nd
Bassin Source Paillant		X X		nd	nd
Bassin Versant du Limbé		X		nd	nd
Bassin Zim/ Grotte		X X		nd	nd
Bosquets de mangliers			X	nd	nd
Cahos: Bois rouge et Morne Bœuf		X		nd	nd
Cerca la Source,		X		10	Hot Springs
Complexe de lac de Camp Perrin		X X		nd	nd
Cotes des Arcadins	X	X X		nd	nd
Cotes-de-Fer, Cliffs	X	X		Nd	Birds, Wildlife/Flora
Cotes de Baintet		X		Nd	Cliffs, Bird Roosts
Cretes des Mornes		X		1,000	Orchids, Endemic Flora
Dubedou		X		nd	nd
Duvergé et Maducaque (Aquin)	X	X X	X	nd	nd
Etang Bois Neuf,		X		40	Birds, Wildlife/Flora
Etang Bossier		X X		nd	nd
Etang Saumatre		X X		10,130	Birds and Crocodile
Forêt de Savanette		X X		nd	nd
Fort Liberte Bay,		X		5,100	Flora/Fauna-Closed Bay
Grottes de Petit-Trou		X X		Nd	Mineral Formation de Nippes
Haut Borgne		X		nd	nd
Ilet a Boué		X X		nd	nd
Ile a Rat et Coraux	X	X		1,800	Coral Reef, Flora and Fauna
Ile à Vache	X	X X	X	nd	nd
Ile de la Gonave		X		5,000	Coral Reef, Endemic Flora and Fauna
Ile de la Navasse		X		Nd	Marine Birds
Ile Kayalo, Cayes	X			Nd	Coral Reef, Bird Life
Jacmel, Marigot,		X		100	Nd
Labadie,	X	X		10	Flora and Fauna, Geology
Lac de Péligre		X X		nd	nd
Mangrove d'Aquin		X X		nd	nd
Mangrove de Caracol	X	X		4,000	nd
Mont Organisé		X		nd	nd
Morne Chien		X		nd	nd
Morne Puiboreau		X X		nd	nd

Paillant		nd	nd	nd
Péninsule de Baradères, Corail, pestel et les iles adjacentes	X	X	X	nd
Petit Paradis,	X	X	X	10
Pointes de Grosse Cayes		X	X	nd
Presqu'île du Moles Saint Nicolas	X	X		nd
Rivière de Grande Anse		X	X	nd
Saut d'Eau et Morne,		X	X	100
Saut du Baril		X	X	nd
Saut mathurine		X	X	nd
Savane Desole,		X		4,600
Sources Sulfureuses,		X	X	10
				dry forest with many endemic cactus
				Hot Spring, Medicinal

Source: CNIGS, PITDD project

Map 1: Protected Areas y Proposed Protected Areas in Haiti



**PAs and land tenure**

3. In Haiti, PAs are found almost exclusively on public lands, facilitating the implementation of state policies. Until now, there is no declared PA established on private lands. However, some proposed PAs might partially cover some private lands based on the on-going study by the National Center of Geographic and Spatial Information (CNIGS). PA management at the state level currently involves the Central Government through the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR), the Ministry of Environment (MDE) and the Ministry of Tourism (MT). Some NGOs have

carried out activities in specific PAs such as the “Foret des Pins” and “Macaya”. Additionally, some PAs are managed by foundations, but without any precise law or agreement with the government.

4. Through the MARNDR and the MDE, the government finances PA management by paying the salary of some employees working in the PA units. In limited instances, donors contribute financially to PA activities through NGOs and Foundations in some areas: the DED is one example, through Helvetas and the Seguin Foundation. However, the budgetary allocation from the Government to the PA is extremely limited.

### **PAs and Tourism**

5. As in every Caribbean country, the tourism industry has a very significant potential in Haiti. Despite the recent political events and instability, tourism sector has been growing constantly, as illustrated by the following table. Most of the travelers coming to Haiti are non-resident Haitians, belonging to the Haitian diaspora. And most of the “non Haitian” tourists coming to Haiti for a day during a cruise, are visiting the site of Labadie, which receive 600,000 tourists per year<sup>5</sup>. Because of its proximity to Port of Prince, the beaches of the Arcadin are also very popular and it is estimated that they receive between 10,000 and 150,000 tourists all along the year, both Haitian and foreigners. To date there is no specific data regarding the number of tourists visiting the PAs in Haiti, and very little data on tourism in general.

Table 3: Tourism activity in Haiti

<b>Haiti</b>	<b>1996</b>	<b>2000</b>	<b>2004</b>
Tourists (> 1 day in the country), including non-resident Haitian	150,000	330,000	580,000
Tourist from cruisers and coming from DR (< 1 day in the country)	250,000	1,000,000	1,500,000
Number of bedrooms	860	2,250	3,930
Direct employements	1,120	3,150	5,500
Indirect employements	2,800	7,875	13,750
Income (US\$ 1.000)	19,775	110,711	404,083
Importations of equipments and services (US\$ 1.000)	8,535	31,374	44,871
Net annual benefits (US\$ 1K)	11,240	79,337	359,212

Sources: Haitian State Secretary of Tourism, <http://www.un.org/esa/agenda21/natlinfo/countr/haiti/eco.htm>

6. There are a number of opportunities for tourism based on the natural landscapes and BD, including visits by cruise ships to the beaches of the north coast, internal tourism by the large international community present in the country, and cross-border ecotourism in areas along the frontier with the Dominican Republic (which has a thriving ecotourism industry). The potential for these has increased in recent years due to the improving security situation. These options have the potential to improve the social and financial sustainability of PAs. Consequently, in 2006, the government has decided to prioritize the development of the tourism sector, by promoting a high standard tourism based on sustainable development criteria and on the valorization of natural and historical patrimony of the country<sup>6</sup>. The Government of Haiti (GoH) wants to take example on the success of the Dominican Republic (DR) tourism sector, and take advantage of its proximity. DR is leading the tourism activity in the Caribbean with more than 4.3 millions tourists in 2007, about 10 nights in DR per tourist in average and between US\$ 103.25 (foreigners) and US\$ 672.31 (non resident Haitians) daily spent in the country<sup>7</sup>. It is

<sup>5</sup> according the Ministry of tourism, [http://www.alterpresse.org/imprimer.php3?id\\_article=6658](http://www.alterpresse.org/imprimer.php3?id_article=6658)

<sup>6</sup> <http://www.haitipressnetwork.com/news.cfm?articleID=11489>

<sup>7</sup> [http://www.dominicanaonline.org/Portal/espanol/cpo\\_estadisticasdeturismo.asp](http://www.dominicanaonline.org/Portal/espanol/cpo_estadisticasdeturismo.asp)

estimated that 450,000 of them have visited Dominican PAs in 2007<sup>8</sup>. They have contributed to the financial sustainability of the Dominican National System of PA (SINAP) along the years and have made possible the expansion of the PA network in DR, from 9 PAs in 1980 (4.2% of the territory) to 86 PAs in 2007, encompassing a total of 11,500 km<sup>2</sup>, equivalent to 24 % of the territory. In order to increase the contribution of the tourists to the financial sustainability of the SINAP, the “Policy for effective SINAP management in Dominican Republic, 2007”<sup>9</sup> proposed to raise the entry fee for foreigners from US\$ 3.00 to 6.00; and create a license for commercial use of US\$ 5.00 that will be paid by the hotels and the guides. This will generate respectively US\$ 2,250,000.00 and US\$ 2,700,000.00.

### **Socio-Economic Context**

7. Haiti has a youthful (50 % of the population is below 20, and 40 % below 15) and rapidly growing population which is increasingly clustered in urban areas (40 percent of Haiti 's population lives in urban settlements). It is the western hemisphere's second most densely populated country with 302 persons per square kilometer. Based on the census of 2003<sup>10</sup>, Haiti 's current population is estimated at 8.4 million people. The annual population growth rate is 2.5 percent per year and women give birth to an average of 4.9 children. At present rates, the Haitian population will grow to 10 million by 2010, and might reach 20 millions by 2040 in the absence of a strict population control policy. Haiti has the lowest life expectancy rate and human development index among Latin America and Caribbean countries. Growing rural poverty is the dominant precipitating factor behind the country's rapid rate of urbanization. High rural-urban migration is motivated largely by the search for employment and access to schooling.

8. With an annual per capita GDP of US \$ 361 in 2003, Haiti is the poorest country in the Western hemisphere. After growing at an average annual rate of 2.3% in real terms in the 1970's, real per capita GDP was an average of 2.4% per year in the 1980's and continued to decline in the 1990's at an average annual rate of 2.6%.

9. Currently the social indicators are alarming: Haiti is the only country of the American continent appearing on the list of Least-Developed Countries. It is ranked 146th by the UN Human Development Index. Public health indicators are the worst in the Caribbean and Latin American region: life expectancy is 53 years, infant mortality is 80 per 1,000; maternal mortality is 523 per 100,000 live births; only 28% of the population uses adequate sanitation facilities; half of the population has no access to potable water. The education indicators are also poor: the net primary school enrollment rate is 68 percent, with very poor quality; more than one half of the population is illiterate<sup>11</sup>.

10. The Haitian diaspora is an extremely important element of the national economy. There are more than 2 millions Haitians around the world, mainly in the USA (1 million) and in Canada. Their contribution to the national economy is extremely significant, with more than US\$ 1,600 millions in 2007<sup>12</sup>, representing about 25% of the NGP. Their contributions are dedicated directly to improve the daily livelihood of their families in Haiti.

### **Agriculture and natural resource use**

11. The Haitian economy is largely dominated by an important agricultural sector which provides livelihoods to 80% of the Haitian population, mainly small farmers on hillside plots. However, the export of agricultural commodities, which accounted for more than 50% of total exports in the early 1980's, has dropped drastically and the contribution of this sector to the GDP has systematically decreased every

<sup>8</sup> Policy for effective SINAP management in Dominican Republic, 2007,

<http://www.medioambiente.gov.do/cms/archivos/POLITICAS-SINAP-Publicacion.pdf>

<sup>9</sup> <http://www.medioambiente.gov.do/cms/archivos/POLITICAS-SINAP-Publicacion.pdf>

<sup>10</sup> conducted by the Haitian Institute of Statistics (IHSI)

<sup>11</sup> Swartley, Toussaint, Haiti Forestry USAID report 2006

<sup>12</sup> [http://www.metropolehaiti.com/metropole/full\\_econ\\_fr.php?id=13560](http://www.metropolehaiti.com/metropole/full_econ_fr.php?id=13560)

year. Haiti's mountainous agricultural base has long surpassed its carrying capacity and cannot support the rate of population growth<sup>13</sup>.

12. Haiti's agricultural sector faces many physical, socio-political, institutional and economic constraints. Only 20 percent of Haiti has slopes of less than 10 %, while 63 percent has slopes of over 20%. Because of soil and climatic conditions, only 11.3% of the total land area offers the potential for irrigation, mechanized cultivation and high agricultural yields. Only about half of the land situated on plains are utilized. Approximately 400,000 hectares of mostly flat lands are not cultivated due to salinization, urbanization or lack of appropriate technology and investment<sup>14</sup>. A high percentage of other less productive cultivated lands are being used above their carrying capacity, resulting in a relentless process of degradation. It is estimated that the equivalent of 6,000 ha of all types of arable land is lost each year to erosion, an annual decline of three percent<sup>15</sup>. Natural disasters, floods, droughts, and tropical storms make essential incomes from permanent crops insecure.

## **THREATS, ROOT CAUSES AND BARRIERS ANALYSIS**

### **Main threats to BD within PAs**

13. Despite the interest of the GoH in protecting the environment and natural resources, the viability of the few existing protected areas for conserving Haiti's biodiversity – much of which has global significance – is threatened. Various pressures both within the PAs and outside in the surrounding landscapes are currently undermining the long-term sustainability of individual PA units. As example, the annual deforestation rate is estimated at 5.7%.

14. With the increased population, Haiti has gone from over 670 people per square km of arable land in 1987 to presently over 961 people per square km of arable land (the highest density pressure on arable land in the Western Hemisphere). This has multiple effects: it increases the demand for new agricultural land and food; it reduces average plot size beyond the point where small hillside plots are economically viable; it generates habitat fragmentation and exacerbates land pressure.

15. In addition, crops production is generally done under poor agricultural practices and without any soil conservation practices, thereby exposing most of these lands to severe erosion and decreasing yields. This contributes to increase land pressure and it forces Haitian peasants to clear and farm increasingly unsuitable land and forest areas which rapidly becomes degraded.

16. This expansion of human settlements have been observed even in areas such as the Forêt des Pins and La Visite Reserves and the Macaya National Park despite their status of PAs. These biological rich zones attract peasants from other regions in search of land, resources and new opportunities to support themselves. Consequently, they are being gradually deforested and colonized. These increasing numbers of encroachments lead to rapid environmental deterioration: deforestation which causes ecosystems destruction, biodiversity losses, reduces the resilience to extrem climatic events and induces erosion which in turns leads to sedimentations in rivers and losses of arable lands. In addition, others PAs such as *Les Sources Puantes*, have been used as garbage disposal, generating water and soil pollution and affecting ecosystems fonctionnality.

17. Forest resources provide 75% of the final energy consumption by all sectors in the year 2000 according to *Bureau des Mines et de l'Energie*: fuelwood in rural areas and charcoal in urban areas. Charcoal is used by 90% of the households from Port-au-Prince and other major cities. This sub sector employs more than 150,000 people in the country. Charcoal production is important to farmers for

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<sup>13</sup> Swartley, Toussaint, Haiti Forestry USAID report 2006

<sup>14</sup> USAID 1986 – Haiti: Country Environmental Profile, a field study.

<sup>15</sup> Ehrlich, M. Conway, N. Adrien, F. Lebeaue, L. Lewis, H., Lauwereysen, I., Lowenthal, Y. Mayda, P, Paryski, G. Smucker, J. Talbot & E. Wilcox. 1987. Haiti Country Environmental Profile: A Field Study, USAID Port-au-Prince, Haiti , 120 p.

generating cash, since the poor soils there do not allow sufficient crop production for the sale of surpluses<sup>16</sup>. And it is also important for local mafias which supervise the firewood and charcoal production. This often leads to harvesting of forest resources at unsustainable rates. This felling of trees occur mainly in PAs and their buffer zones because they are the most remaining forests in the country, destroying these rich and fragile ecosystems, habitats and threatening Haitian BD.

18. Charcoal is made from trees with, according to *Bureau des Mines et de l'Energie*, a low conversion efficiency of about only 20% (5 kg of wood for 1 kg of charcoal). The preferred charcoal species is *lignum vitae*, or Gaiac (*Guaiacum officinale*), but today this species is very rare. Mesquite, or Bayahonde (*Prosopis juliflora*) is the second preference. These species generally sprout after being cut, producing multiple stems, however management systems for these scrub forests are not well-defined and though local sustainable production is sometimes practiced it is not well understood nor widely used. *Bois gras*<sup>17</sup> harvesting also drives forest resource degradation particularly in the Forêt des Pins Reserve and the Macaya Park. Due to the lack of alternatives, local sawyers and farmers illegally exploit pine woods to meet their cash needs. The tree is left standing but vulnerable to disease, fire, and strong winds, weakening fragile ecosystems.

19. In the last decades, fire has become an increasing threat to forests' habitats because of its use as a clearing mechanism for land incursion and sometimes as a tool for revenge, contributing to the 5.7% annual deforestation rate. Sometimes, fire is also used as a management tool and the harvest of pole sized timber in La Visite and in some sections of Forêt des Pins prevents the buildup of fuels for a catastrophic fire. But accidental or intentional fire settings are becoming more frequent and directly endanger the forest habitats and their specific ecosystems.

20. The underlying causes of these threats to biodiversity within PAs may vary from one eco-region to another. The main ones are poorly developed conditions of governance in rural areas, reflecting capacity failures in both local communities and Government institutions, as well as the fragility of local livelihoods based on a very limited range of income generation options and on the absence of food security for the majority of the population. In addition, the overall regulatory framework for land use (which is poorly enforced) does not incorporate provisions for biodiversity conservation. The threats also result from important underlying systemic causes. There is insufficient theoretical and practical knowledge and experience in approaches for ecosystem management in Haiti, at the level of institutions, local actors, producers, etc. stemming from a poor national vision on territorial integrity and environmental sustainability.

21. There are major levels of institutional and agency investment in countering these threat drivers, for example through the promotion of reforestation and sustainable smallholder agriculture. These investments are helping to slow these trends and to improve the BD-friendliness of the productive landscape, but are not sufficient on their own to halt pressures at the cutting edge of the agricultural frontier. Today, few effective controls exist on these threats and their causes, making PAs an essential tool to conserve the country's remaining BD.

22. Another threat to BD in Haiti (outside PAs) is the impact of tourism in some very specific area, such as Labadie and the Arcadin bay. These sites receive approximately 600,000 and 100,000 tourists annually, respectively, and these numbers will keep growing as an agreement has been signed between the Ministry of Tourism and a major cruise company. The impacts of this tourism, concentrated in very localised areas which are not prepared to face this threat, are mainly water contamination and increased coastal erosion. These lead to degradation of the coastal habitats for both coastal and marine species.

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<sup>16</sup> FAO, 1987. Haiti : Forêts, irrigation et institutions agricoles: rapport de reconnaissance. FAO/World Bank. Cooperative Programs report No. 85/87 CP-HAT 15.

<sup>17</sup> *Bois gras* is harvested by slashing the trunk of a mature pine under conditions of heavy sap production, and collecting the sap laden chips for kindling. This kindling is sold primarily to urban households to start charcoal cooking fires.

23. **Biodiversity loss in Haiti:** Paleontological evidence indicates that a major portion of the mammal diversity of Haiti has become extinct, largely represented by rodents, ground sloths, monkey and shrews that were endemic to Hispaniola<sup>18</sup>. The threatened status of Haiti's BD, described in the IUCN's 2008 Red List of Threatened Species is described in the following table. Given insufficient data, this list should be however considered to be under-estimated.

Table 4: Threatened species in Haiti (totals by taxonomic group)<sup>19</sup>

Mammals	Birds	Reptiles	Amphibians	Fishes	Mollusks	Other Inverts	Plants	Total
5	13	8	46	15	0	14	29	130

Table 5: Red List Category, summary for Haiti<sup>20</sup>

	EX	EW	Subtotal	CR	EN	VU	Subtotal	LR/CD	NT	DD	LC	Total
Animals	10	0	10	39	24	38	101	0	33	23	321	488
Plants	0	0	0	5	6	18	29	0	1	2	0	32

IUCN Red List Categories: EX - Extinct, EW - Extinct in the Wild, CR - Critically Endangered, EN - Endangered, VU - Vulnerable, LR/cd - Lower Risk/conservation dependent, NT - Near Threatened (includes LR/nt - Lower Risk/near threatened), DD - Data Deficient, LC - Least Concern (includes LR/lc - Lower Risk, least concern).

### The underlying problem

24. The principal underlying problem which prevents these threats being adequately countered is the absence of an operational NPAS, the limited level of financial resources available for PA management, and the limited cost-effectiveness management of the PA units. This means that the NPAS does not have access to the staff, equipment and logistical support it needs. Under the baseline situation, the NPAS would probably continue to be at the conceptual stage; the annual total income dedicated to PAs will remain close to the 2008 figure of \$ 270,000 (in reality this figure is likely to be subject to significant annual variations, depending, for example, on variations in contribution of international NGOs and Cooperation Agencies). This is far from the estimated minimum level of funding required for basic functioning of the system (\$ 3.612.500 /year).

Table 6: Summary of financial situation of the NPAS

	Annual average 2008 (\$)	2014 forecast (\$)
1. Budget request to central Government	No request	1,500,000
2. Budget allocation from central Government	40,000	1,250,000
3. Income generated by the NPAS	180,000	1,500,000
4. Income from other sources (donations)	50,000	1,500,000
5. Total available (2+3+4)	270,000	4,250,000
6. Budget executed	270,000	2,890,000
7. Estimated needs (basic scenario)		3,612,500
8. Estimated needs (optimum scenario)		4,250,000
9. Funding gap (8-6)		1,360,000

### Long term solution

<sup>18</sup> Woods, C /Ottenwalder, J 1992 – The Natural History of Southern Haiti. Florida Museum of natural History

<sup>19</sup> IUCN 2008 red list, [http://iucn.org/about/work/programmes/species/red\\_list/2008\\_red\\_list\\_summary\\_statistics/](http://iucn.org/about/work/programmes/species/red_list/2008_red_list_summary_statistics/)

<sup>20</sup> IUCN 2008 red list, [http://iucn.org/about/work/programmes/species/red\\_list/2008\\_red\\_list\\_summary\\_statistics/](http://iucn.org/about/work/programmes/species/red_list/2008_red_list_summary_statistics/)

25. The main element of the long term solution to the threats affecting BD in PAs is to ensure that the NPAS is appropriately structured, recognized and adopted by all the parties, fully operational (having durable capacities to execute the funding to which it has access in an opportune, effective and efficient manner) and financially sustainable (increased funding from diverse sources). This is an essential prerequisite for the Government, in association with NGOs and local stakeholders, to carry out effective management of PAs, which contain the bulk of the country's globally important biodiversity.

**Barriers to effective financial and operational management of protected areas.**

26. This analyse indicates that before a consolidated and effective system can be established and eventually expanded to cover ecosystem gaps, Haiti must first remove financial and operational barriers to overcome existing management deficiencies in PAs, while contributing to the sustainability of PAs and their operation within the framework of the NPAS. The following provides a synopsis of the identified barriers.

*Barrier 1: A policy, institutional and regulatory context which (while improved recently with the passing of the General Decree on Environmental Management) does not fully address the needs of the country's PAs and perpetuates problems of inefficient resource use, while impeding the application of strategies to increase and diversify PA funding.*

27. The institutional issue is characterized by the overlapping and confusing roles in the park system management and in BD protection by different branches of the GoH, mainly between the Ministry of Agriculture and the Ministry of Environment, which cause limited coordination, confusion, inaction and inefficient use of the scarce available funds. The Ministry of Agriculture was previously in charge of PAs and has many technicians in the field. Since 1995, the Ministry of Environment is officially in charge of PAs but has no field representation. Therefore, local actors dealing with PAs at the field level (authorities, NGOs, etc.) don't have direct access to the authority in charge of the PAs, and the confusion between these two ministries persists. The GoH adopted the Environmental Action Plan in 1999, the General Decree on the Environment in 2005, and the DSNCRP in 2008 as a framework for economic and social development and for the protection of the environment. However, MDE lacks political support and budget (80% of its budget comes from the international cooperation). Consequently, the Environmental Action Plan of the MDE is not operational; control within the PAs is inexistent; delimitation of existing PA has not yet been realized; the MDE lacks well-trained human resources in biological sciences, conservation biology and protected area management; and the mainstreaming of environmental issues such as BD protection in national public policies is still weak, even though it appears briefly in the DSNCRP, CCI, General Policy Declaration and Tourism Master Plan (*plan directeur du tourisme*). Consequently, these institutions have limited operational effectiveness.

28. The 2005 decree introduced a clear difference between the responsibilities of the Ministry of Agriculture to focus on production, and the protection and conservation mandate of the Ministry of Environment (MDE), via the creation of the NPAS. However, to date, there is still no clear definition of the NPAS and its structure, conservation objectives, budget requirements and financial mechanism. The ANAP framework is not finalized yet. As a consequence, protected areas are managed independently and there are no national standards for BD protection and PA management.

29. In addition, the policy and regulatory frameworks are outdated and needs to be substantially revised. They are inadequate and incoherent for PA management and BD protection and existing laws are inefficiently enforced. Biodiversity concerns have not been integrated into non-environmental sectors such as the energy, the industrial and the tourism sectors. Almost all the legislation on environment and PAs is based on prohibitions and penalties, i.e. on coercive and off-putting measures. Incentives and persuasive measures have not been included in Haiti's regulatory framework. Moreover, this framework

is mainly focused on a conservation perspective, and does not consider the economic constraints of the people living in the PA or the buffer zones. Consequently, local populations do not receive any economic reward for contributing to BD protection and PA management, their livelihoods are not improved, and they are not interested in participating in environmental protection efforts. This is one of the multiple reasons why the policy framework is not adequately enforced in Haiti. Others include the lack of education of the population, corruption, lack of political support, insufficient understanding of the laws, inadequate resources to enforce the law, political instability and institutional frailty.

30. The Management Effectiveness Tracking Tools<sup>21</sup> (see Annex attached) indicates that the individual score for each of the 3 major Haitian PA units (La Visite, Macaya and Foret des Pins) is below 45, corresponding to a “Low level” classification. There is no remarkable difference between these 3 PAs, and between all the evaluated elements: all the scores are extremely low. According to this tool, weak strategic planning and lack of management, financial and operational instruments at the central level are also reflected at the level of individual PAs. With regards to coordination, at present each PA entity performs their functions in an isolated manner, creating inefficiencies and lost opportunities for developing synergies across PAs and stakeholder groups. It is clear that PAs which are unable to raise additional project funds, are often faced with severe limitations in terms of staffing and resources. In practice, there are only about 20 rangers working on a regular basis on the different PAs. Still, park rangers are required to undertake a multitude of tasks, of which many are often unrelated to conservation (i.e. attending tourists).

31. Finally, Haiti has no official ecosystem classification system. The GoH therefore lacks up-to-date baseline studies on the state of conservation of biological populations - especially of endangered species, as well as biological monitoring mechanisms to learn about the ecosystems’ health, both within and outside PAs. In addition, officials have a limited capacity to promote the production and understanding of such information. Hence, few studies have been carried out to systematically analyze the diversity of terrestrial and marine ecosystems, to conduct a general analysis of the ecosystems and species representativity within actual PAs and in their buffer zones, and to evaluate ecosystem conservation status within the PA.

*Barrier 2: Limited involvement of institutions and stakeholders outside of central Government, such that the Government does not capitalize on their potential to assist in managing PAs.*

32. The Capacity Development Scorecard completed during the PPG phase confirms that a number of operational deficiencies impede more effective PA system management and the involvement of institutions and stakeholders outside of central Government. The Government’s vertical approach to PA planning and management has largely excluded local people from participation. Haiti’s administration is very centralized, as well as the different instruments for natural resource protection. Decentralized authorities’ legal frameworks do not mention the mission of BD protection; and the BD issue is clearly under the responsibility of the central government. despite a decree on the Decentralization of Communal Competencies enacted in 2005, the implementation of instruments on natural resources protection hasn’t been decentralized. In general, the regional and municipal authorities have a low capacity to plan, implement, enforce and monitor their conservation management responsibilities. This perpetuates the limited social sustainability of PAs, which tend to be used by local people as an open access resource, places an added onus on limited Government resources for PA protection, and misses opportunities to reduce costs by involving local people. Opportunities for co-management are also limited by local people’s limited access to alternative strategies for income generation and livelihood support, other than

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<sup>21</sup> The METT and the Financial Sustainability Scorecard were completed by the Ministry of Environment for the 3 protected areas (Macaya and La Visite National Parks, and Forêt des Pins Forest Reserve). These were selected to cover the most important and significant PAs in Haiti today, to determine the key weaknesses in management and to provide a sample set for monitoring project impact

unsustainable subsistence agriculture and the extraction of trees for firewood. However, delegations of authority have been observed lately:

- Forêts des Pins with Helvetas and FLM
- La Visite with Fondation Seguin
- Macaya with Foundation Macaya.
- Zim Watershed with MPP
- Zabeth Source with local associations
- Fort Jacques with local associations

33. In addition, PA-level staff has limited capacity and awareness concerning how to interact with local community leadership, in particular, how to engage them in partnerships to improve PA management effectiveness or manage tourism-related activities, while also reducing local environmental conflicts and providing economic opportunities for local communities. There is limited experience in Haiti with how to administer collaborative management arrangements and agreements, specifically with local communities and NGOs. As mentioned above, there is currently no legal basis for such agreements. Hence, to date, most existing areas of collaboration between PAs and local arenas are conducted through voluntary arrangements, NGO and municipal government commissions and other ad-hoc initiatives. Furthermore, to date there has been little or no coordination between NPAS, the Haitian Tourism Authorities, the private sector, municipal governments and local communities. A greater integration between these stakeholders might contribute to increased business opportunities and employment in and around PAs. Which could in turn reduces impacts and threats on PAs or on the contrary attracts more populations to PAs and their buffer zones. Indeed, counterproductive impacts of activities carried out to improve infrastructure (roads, water supply system, health centers, public markets, etc.) on ecosystem conservation, have already been observed in Haiti. It stresses the importance of investing appropriately and implementing effective social monitoring and control mechanisms.

*Barrier 3: Excessive reliance of the NPAS on limited human and financial resources available from central Government.*

34. All three components of the Financial Sustainability Scorecard: “Business planning and other tools for cost-effective management”, “Governance frameworks that enable sustainable PA financing” and “Tools and systems for revenue generation and mobilization” are extremely weak (see Annex “Financial Scorecard”). There is no business planning, no governance framework and no tools and systems for revenue generation. However, there is a very positive political will and support from the international community to develop these components in the coming years.

35. The financial sustainability of the NPAS depends on increased and diversified revenue generation and capture. To date, it is solely financed by the central State budget. The Government’s contribution to PAs is extremely reduced. It is due to competing claims for scarce budgetary resources and the short-term and narrow perspective of Government financial planning, which does not reflect the true costs of not investing adequately in PAs (lost agricultural production, harm to lives and infrastructure from extreme climatic events and the costs of rectifying these situations). Nevertheless, the GoH is aware of the national importance of PAs as water catchment areas and for buffering extreme rainfall events which in recent years have caused major damage: the role of the La Visite and Macaya NPs as water catchment areas was one of the major motivations for their establishment. The difficulty of converting this awareness into action and adequate budget allocation might be caused by the absence of strategic financial management plans for instance, detailed business plans and long term collaboration framework with international cooperation agencies.

36. Financial options are limited, as well as the possibility to implement them in the short term. However, promoting greater tourism access to PAs, improving infrastructure and services, generating

local taxes as it was done to finance the local collectivities in Haiti, could contribute to diversifying and increasing state revenues, and thereby to long-term PA system financial viability. There is, thus, a need for harmonized methodological approaches to PA valuation and the incorporation of this into awareness building campaigns and funding strategies. Moreover, the Financial Sustainability Scorecard demonstrates that the PA units and the NPAS do not count with cost-effective management and financial mechanisms. Eventually, to increase and diversify fundings to PAs and to the NPAS, it will be critical to first improve daily management and financial execution capacities at PA level and at the systemic level, to maximize the scarce available resources; and simultaneously to convert government and public awareness into appropriate budget allocations, by formulating long term strategic partnerships, implementing financial and planning tools such as business and management plans.

37. Finally, with the exception of cruise ship visits, the potential of tourism is far from being realized, due largely to poorly developed capacities and expertise among local communities and businesses to receive and manage tourists. This includes both the Haitian emigrants residing in the USA and Canada: currently these make up around 60% of the total number of tourist arrivals in the country<sup>22</sup>, and the non-Haitian tourist. In addition, there are currently no mechanisms whereby tourists can make financial contributions to PA management; and to date, most Haitian PA are hardly accessible due to poor road infrastructures.

## STAKEHOLDER ANALYSIS

38. The following is a brief introduction of the main actors. Annex 3 provides more details, along with a description of their main roles both in PA management and in the proposed project. At the national level, beyond the formal national institutions mandated by Law to administer protected areas, there are a considerable number of other stakeholders involved in and around in situ conservation in Haiti.

**Table 7: stakeholder's interest for biodiversity conservation and PA management**

Stakeholders	Details
<i>Cooperation agencies</i>	
IADB	Diverse Financial options and available funds for natural resources conservation. Projects under preparation with : <ul style="list-style-type: none"> <li>- MARNDR : watershed management project</li> <li>- MDE : Macaya and La Visite Natural parks Management projects</li> </ul>
AECID, Spanish Cooperation	Partner involved in environment and natural resources issues in Haiti.
French Cooperation	Used to finance environment related activities, with unbounded funds.
USAID	Large experience regarding biodiversity protection in Haiti. Recognized experience in Macaya natural park. Many ongoing actions, such as the watershed project.
European Union	Used to finance biodiversity protection activities in many countries. Involved in CBD implementation.
GTZ/DED	Significantly involved in CBD implementation. Intervention in high biodiversity areas, such as the Artibonite watershed and the border areas.
ACDI	Significantly involved in CBD implementation.
UN system (UNDP, UNEP, GEF)	Natural partners, Used to co finance environmental protection activities.
<i>International Organizations</i>	

<sup>22</sup> <http://www.drclas.harvard.edu/revista/articles/view/57>

<b>Stakeholders</b>	<b>Details</b>
WFP	There is a protocol between WFP and DED concerning natural resources management. Might provide technical assistance through the MARNDR
<b><i>International NGOs</i></b>	
HELVETAS	Strongly involved in CBD implementation in other countries such as Dominican Republic Finance and implement biodiversity protection actions in the <i>Massif de la Selle</i> (Forêt des Pins)
OXFAM Québec	Implement an environmental program called Nippes, Artibonite / boarder areas.
FLM, Fédération Luthérienne Mondiale/ Haiti	Interesting experience at the local level in the border area: Thiotte, Anse-à-Pitres, Belle-Anse
<b><i>National NGOs</i></b>	
ORE Organisation pour la Réhabilitation de l'Environnement	Local actor Knowledge and experience in biodiversity protection. Previously in charge of Macaya Park supervision.
CFET	Sound experience in environment issue Good understanding of the institutional framework in Haiti.
Haiti Survie	Focus on environmental protection in Haiti.
<b><i>Foundations and lobbying groups</i></b>	
FAN.- Fédération des Amis de la Nature	Environmental lobbying group Sound knowledge on biodiversity issue and actors roles.
Foundation for the protection of the Marine Biodiversity (FoProBim)	Group of marine biodiversity protection.
Haitian Foundation for the Environment (FHE)	Specific missions dedicated to biodiversity conservation and PA management.
Haitian Botanic Foundation	Involved in biodiversity protection Initiator of the idea of implementing a botanic garden in Haiti. Study on palm threes.
Nouvelle Grand Anse Foundation	Local Actor Involved in the management of Macaya Park
APV (Association des Paysans de Vallée)	Involved in ecotourism
Seguin Foundation	Local Actor localized in Seguin area and La Visite
Macaya Foundation for Development	Local Actor localized in the buffer zone of the Macaya park.
Other private sector foundations: Sogebank Foundation, Gaelle Painson Foundation	Involved in environmental issues.
Environmental groups (FREN, ALERTE, REPIE, FAN, CEHPAPE, COHPEDA, ASPREN, etc.)	Lobbying groups, Good knowledge of the national context.
Audubon Society	Scientific knowledge of biodiversity. Specialization in PAs birds.
<b><i>Local organizations and associations</i></b>	
S.I.T.E (Syndicat d'Initiative pour un Tourisme Ecologique, basé à Camp-Perrin)	Local actor involved in ecotourism

<b>Stakeholders</b>	<b>Details</b>
MOSCEM ( Mouvement Socio-Culturel et Economique de Mare-Rouge/ Nord-Ouest)	Local actor involved in ecotourism
AMETS (Association des Micro Entreprises Touristiques du Sud-Est)	Local actor involved in ecotourism
ECOCLUB (Club écologique)	Local actor involved in ecotourism
ACOSLITA (association communautaire pour le sauvetage des lieux touristiques de l'arrondissement d'Aquin)	Local actor involved in ecotourism
Destination Djon Djon	Local actor involved in ecotourism Central organization gathering many tourism associations (SITE, MOSCEM, AMETS, etc.)
<b><i>Scientific and Investigation Institutions</i></b>	
Agronomic Universities and faculties	Biodiversity expertise Capacity in investigation and sensitization High level trainings
<b><i>Public Institutions</i></b>	
MDE	Policy and strategy for environmental management Promotion, management and conservation of forests, natural parks, and buffer zones, Legal and institutional frameworks Action plan for the Environment Watershed protection.
MARNDR	Land uses regulation Management of following resources: soils, woods, land cover, surface and ground water, watersheds
MICT	Local resources management. Central institution for decentralization
MPCE	Global and functional zoning of the national territory Definition of the strategy of territory arrangement; definition of norms and standards
MEF	Definition of economic policies, Decide budget allocation according sectors
MAE	Political focal point for the international environmental conventions
Ministry of Culture and Communication / ISPAN	Touristic areas and infrastructures, Cultural patrimony and monuments in their natural environment.

## **BASELINE ANALYSIS**

39. The Government is aware of the national importance of PAs as water catchment areas and for buffering extreme rainfall events which in recent years have caused major damage: the role of the La Visite and Macaya NPs as water catchment areas was one of the major motivations for their establishment. Therefore, the Government has taken steps at an institutional level to support PA management, such as the recent formation of the ANAP. However, despite the article 55 of this general decree on the Environment, the procedures, structures, and management modalities of ANAP have not been defined within 3 years after adoption of the decree (it should have been defined by the end of 2009). Without this NPAS, sustainable long term improvements of PA units in Haiti will not be possible and the current tendency towards ecosystem decline will continue. In the near future, this systemic degradation of ecosystem processes will increasingly threaten the PAs, as the latter depend on the long-term viability of

these ecosystems for their ecological integrity. This is evidenced in a reduction in the country's forest cover (in terms of absolute surface).

40. During the last fifty years, a large number of projects have been implemented around protected areas with a focus on agriculture, livestock, reforestation, fruit processing and ecotourism. However, few actions related to biodiversity have been undertaken. Nonetheless, between 1982 and 2004, there have been 12 projects on biodiversity conservation, and about half of them were implemented in the Macaya National Park only. The success of these projects is not flagrant because the integrity of the protected areas, the main unit for conservation initiatives, is constantly deteriorating. Those actions have not permitted to actually ensure the conservation of the biological richness found in those protected areas. Nevertheless, they favored the existence of state institutions, particularly the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR). During the political and social upheaval, the existence of some public servants permitted to save the remaining forests. Moreover, projects dedicated to biodiversity protection have increase awareness regarding biodiversity protection among some stakeholders. An important ecotourism-oriented movement, based on valuing natural sites for biodiversity purposes, was born around the 90s to protect and value biodiversity. Most of those associations were evolving in sites identified as protected areas. The list of ongoing projects dedicated to BD protection or PA management is presented in the following table.

Table 8: Beginning and ongoing international cooperation programs and projects related to PA management.

<b>Partner</b>	<b>Programs and projects</b>	<b>Description of the program</b>	<b>Remarks</b>
IADB	Watershed management National Program (PNGBV) 2008-2014 US\$ 30 millions	Increase revenues of rural populations living in priority watersheds. Improve the management of natural resources and reduce the degradation of watersheds. Establish legally the boundaries of the Macaya National Park, Increase revenues.	Improve livelihoods on the buffer zones and therefore decrease pressure on the resources of the reserved areas.
	PRIGE	Institutional Strengthening Support Technical support to the MDE and its partners	Specific support to strengthen environment management
USAID	DEED/ watershed management 2008-2013 Approx' US\$ 50 millions	Watershed management in Montrouis area, in the West, and Limbé in the North Establishment of watershed committees.	Improve livelihood conditions in buffer zones, and decrease pressure on the resources of reserved areas.
UNDP	PAGE 2008-2010 US\$ 900,000	Institutional and technical support to the MDE and its partners, Implement local development projects integrating environmental provisions. Contribute to worldwide and regional integration.	Specific support dedicated to capacity building for biodiversity management. Fund raising and technical expertise mobilization for biodiversity management.
ACDI	Nippes agro-forestry project, in collaboration with OXFAM; 2006-2011	Agro-forestry Capacity building Revenues increase (support to agriculture and livestock	Improve livelihood conditions in buffer zones, and decrease pressure on biodiversity

Partner	Programs and projects	Description of the program	Remarks
		breeding, micro-credit, etc.) Micro-watershed management.	
	Marmelade Local development project (2 <sup>nd</sup> phase, 2006-2011) In association with FAO Approx' US\$ 2.8 millions	Reforestation Capacity building, Revenue increase (support to agriculture and livestock breeding, micro-credit, etc.) Micro-watershed management.	Improve livelihood conditions in buffer zones, and decrease pressure on biodiversity
	Artibonite rehabilitation bi-national project (2005-2011) Financed by GEF and co financed by ACDI Approx' US\$ 7 millions	Elaboration of management plans for micro-watersheds	Special attention for biodiversity protection.
European Union	Martissant Project Approx' US\$ 1 million	Rehabilitation of the Martissant area	Implementation of the national Botanic garden at the Leclerc house.
	Biological corridor project Not started yet, but approved budget:US\$ 10,705,269, including about us\$ 3 millions from the present RAF	Implementation of the Caribbean biological corridor between Haiti, Cuba and the Dominican Republic	
	Territorial information program for sustainable development (PITDD), through the CNIGS 2008-2011 Approx' US\$ 10 millions	The thematic application « information for national parks management »' aims at implementing tools for decision makers, using GIS and Land observation.	Inventory and analysis of the components of the ecosystems in the parks. Delimitation of the PAs. Propose prospective studies to identify organize and protect specific areas. Improve the spatial database for PAs. Strengthen capacity on GIS and GPS technology,
AECID	ARAUCARIA XXI project 2007-2011 €1,983,237	Reforestation in La Visite and part of the Foret des Pins, Support the environment supervision corps in the National Park La Visite	Rehabilitation of ecosystems and preservation of species. Control of the use of protected areas.

## PART II: STRATEGY

### INSTITUTIONAL, SECTORAL AND POLICY CONTEXT

#### PAs' institutional context

41. To date, responsibilities for PA management have been divided between the Soils and Ecosystem Division of the Ministry of the Environment, and the Soils, Park and Forest Division of the Ministry of Agriculture and Natural Resources. The Ministry of Environment (MDE<sup>23</sup>), created in 1995 after the Rio Summit, is the entity responsible for the overall management and coordination of environmental activities. It prepares implements and monitors national policy on the environment and is also responsible

<sup>23</sup> Stands for: Ministère de l'Environnement

for monitoring compliance with obligations made under international Conventions. This Ministry has been recently restructured and the Soils and Ecosystems Division is now responsible for land degradation management, protected area management, conservation and sustainable use of ecosystems and other biodiversity issues, abatement and control of coastal and marine degradation, protection of landscapes, and protection of water resources. The Ministry of Agriculture and Natural Resources (MARNDR) has several agencies that are responsible for major aspects of biodiversity. Amongst them, the Soils, Park and Forest Division deals with soils and forest resources management, protected areas management, watershed management and soil conservation.

42. The General Decree on Environmental Management, approved in 2005, institutionalizes the National System of Protected Areas (NPAS), together with the National Agency of Protected Areas (ANAP) which has responsibility for its management. The ANAP is an autonomous organism and is under the technical supervision of the Ministry of Environment.

### **PAs' policy and legislative context**

43. Haiti's current environmental legislation provides a basic framework for the conservation and sustainable use of biodiversity. More than 100 laws and decrees characterize this juridical corpus, as well as some fifty Multilateral Environmental Treaties signed or ratified by Haiti for international agreements to which Haiti is a Party.

44. The Constitutional Law of 1987 contains provisions that set forth governmental duties to protect the environment and the state's natural resources. This Constitution states that:

- Art. 253: The environment is the base of population livelihood and as such practices that might modify the ecological equilibrium are strictly forbidden.
- Art 254: The State should organize the valorization of natural sites and ensure their protection.
- Art 255: To protect forestry reserves and expand forest cover, the state is required to promote the development of clean energy: solar, wind and others.
- Art 256: In the framework of environmental protection, obligations are placed on the State to create and care for botanical and zoological gardens in some points of the territory.
- And art 257: Law specifies requirements for flora and fauna protection and sanctions people who breaks the Law.

45. Along this line, the Haiti an Administration has developed an array of legal measures to facilitate the management of the environment, initiated by several sectoral Ministries. The General Decree on Environment<sup>24</sup>, prepared by the Ministry of Environment, was approved in November 2005 and promulgated to the Official Journal of the Haitian State on January 26, 2006 (161st Year, Number 11). The approval of this Decree represents, in theory, a major step in terms of prospects to solve jurisdictional conflicts in environmental management in the country. It contains a specific Chapter dealing with Biological Diversity (art 135 – 139)<sup>25</sup>.

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<sup>24</sup> Stands for: *Décret Cadre sur l'Environnement*

<sup>25</sup> Art 136: Authorities should ensure in situ and ex situ biological diversity conservation. Other related biodiversity issues in this General Decree have to deal with Environmental Planning (Chapter 2, art 29.4, 29.5), Land Use Planning (Chapter 3, Section related to Common regulations: art 33.b, art 34; Section 4 talking about protection of the natural and cultural heritage: art 43-art 47), Protected Areas (Chapter 4: art 48 – art 55), Environmental Evaluation (art 56 – art 61), Environmental Surveillance (Chapter 5: art 62 - art 67), Environmental Education (Chapter 6: art 74 – art 76), Environmental Funds (Chapter 7: art 77 – art 79), Technical and Scientific Research (Chapter 9: art 87 – art 88), Common Norms (Title 4 and Chapter 1: art 89-art 93), Soils and Terrestrial Ecosystems (Title 4 and Chapter 2: art 94 – art 105), Fossils and Mineral Resources (Title 4 and Chapter 3: art 106), Continental Waters (Title 4 and Chapter 4 art 110, 111, 112,115, 116, 117.6, 121), Marine Waters and Associated Resources (Title 4 and Chapter Title 4 and Chapter 5 art 126 – art 132).

46. In December 1999 the Haitian government, with the endorsement of the Council of Ministers, published the National Environmental Action Plan (NEAP). The NEAP is the major policy that offers guidance on all aspects of environmental management. The specific objectives are to:

- Strengthen and rationalize the management of the National System of Protected Areas;
- Restore the ecological balance of the watersheds through the implementation of exploitation norms and best practices;
- Improve the quality of life through a better management of urban and rural areas as well the valorization and conservation of natural and cultural heritage;
- Provide a framework to reach a better coherence among plans and programs within the environmental sector.

47. At the international level, Haiti participates in different international conventions. The most important for the present project are the Convention for the protection of the flora, fauna and American natural landscapes (1941), the Convention on Biodiversity (CBD), the Convention on Desertification and the Convention in Climate Change.

## **PROJECT RATIONALE AND POLICY CONFORMITY**

### **GEF Operational Program and Strategic Priority**

48. The project falls within the scope of the GEF's Biodiversity focal area<sup>26</sup>. It contributes to Strategic Objective SO-1 (To Catalyze Sustainability of Protected Area Systems) and is aligned with Strategic Program 1 (Sustainable Financing of Protected Area Systems at the National Level). In accordance with the guidance, the project will support the development of appropriate policies and laws facilitating the management of revenue streams to the PAs system, the development of long-term business plans, the development of capacities within institutions responsible for PA management, and involvement of local communities in PA management, with appropriate recognition. The two main approaches of the project will be to i) improve operational efficiencies and thus the cost effectiveness of management, through institutional restructuring and partnerships (Components 1 and 2), and ii) mobilize new sources of PA finance (Components 1, 2 and 3).

### **Project strategy**

49. The Government of Haiti is requesting GEF support to remove key institutional, financial and operational barrier to effective PA management in Haiti. The project will focus on laying the institutional bases for achieving financial sustainability in the NPAS, by stimulating increased investment in PA management, increasing the efficiency of the use of the resources available, and reducing the cost burden of PA management on the Government. Once conditions for financial sustainability have been established through the project, it will be possible for the Government to subsequently expand its effective presence into other protected areas which currently only exist on paper. The project's intervention is particularly opportune given the recent declaration in 2006 of the NPAS and establishment of the ANAP, under the General Decree of Environmental Management.

50. The project will support the development of an enabling environment, characterized by increased Government commitment to dedicating resources to PAs; increased capacities at the programmatic level to target the available PA funds in relation to needs; increased operational efficiency in institutions with PA responsibilities, allowing them to achieve increased impacts with the funds available; improved coordination between agencies and institutions, thereby avoiding wasteful duplication of effort; increased policy and incentive support to conservation-friendly employment opportunities in buffer zones and

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<sup>26</sup> Focal Area Strategies and Strategic Programming for GEF-4 Document, approved by the GEF Council on June 2007

surrounding areas, leading to increased co-management opportunities and associated reductions in the cost burden on the Government; and regulatory frameworks which permit additional funds to be captured for PA management, for example from tourism. It will also support the creation of protected areas that would protect areas of high endemism and biodiversity significance that are not currently under protection, and that will contribute to the financial sustainability of the NPAS.

## **PROJECT GOAL, OBJECTIVE, OUTCOMES AND OUTPUTS**

### **Goal**

51. Conservation and sustainable management of globally significant biological diversity and environmental goods and services that support national, regional and local development.

### **Objective**

52. By June 2014, Haiti has put in place an integrated operational and financial framework to ensure long term sustainability of the national PA system. The project will remove the barriers present previously by developing the capacities and mechanisms which are required to increase and diversify funding for the NPAS, to ensure that the best use is made of the resources available, and to realize the potential of local communities to participate in PA management. It will also lead to an increase in the area of the national PA estate in order to improve economies of scale and to develop models of income generation, which will incidentally contribute to the ecosystem coverage of the NPAS.

**Outcome 1: Improved PA governance system, backed by policies, regulations and competent institutions, enables more cost efficient use of funds available for PA management. Total Cost: US\$ 2,585,163; Co-Financing: US\$ 1,938,163; GEF Request: US\$ 647,000.**

### **Output 1.1. Financial management strategy and financial business plan for the national PA system**

53. Current lack of finances places serious limitations on management and operations standards of existing PAs. In response, a long term Financial Management Strategy and related Action Plan for sustainable funding of PAs will be finalized by the ANAP and adopted by the GoH. NPAS will initiate the formulation of a Financial Strategy which seeks to maximize the institution's revenue capture and optimize its spending. Building on detailed analyses of PA Financial Sustainability, as well as the results of the UNDP Financial Sustainability Scorecard for National Systems of Protected Areas (Annex "Financial Sustainability Scorecard"), the project will finalize a comprehensive review of the current operational costs for protected areas in Haiti, as well as the expected future operational costs of protected areas, taking into account operational cost efficiency strategies. Detailed estimates of expected PA expenses based on these new cost efficiency strategies (described below), combined with estimates of expected PA revenues (see Outcome 3), will allow the NPAS to identify funding gaps for the system as a whole and for its various PA units. This information will then feed into a NPAS Financial Management Strategy, which will guide implementation of the policies, structures and common standards for financial management within each PA. The NPAS Financial Management Strategy will be adaptive, changing in response to the experiences developed in financial management and business planning at all levels of the NPAS.

54. The NPAS Financial Management Strategy will implement strategies to improve operational efficiency and cost effectiveness of PAs within the NPAS at the systemic, institutional and PA levels. At the systemic level, the strategy will provide an integrated and rationalized planning, budgeting and spending system. Financial management information and tracking systems will be strengthened, and budget reporting procedures revised and implemented to measure performance against indicators. By supporting a unified financial management strategy, the NPAS will be able to i) improve operational

efficiency by establishing common standards and approaches to financial planning and management in different institutions, thereby allowing the NPAS to determine the cost effectiveness of distinct PA units; ii) define the most effective mechanisms for distribution of resources to individual PAs and throughout the system, including assessments of the regulatory frameworks required for each; iii) develop and implement a transparent and clearly-defined cross-subsidization policy (within and even between PA management institutions) that will apply to all PAs within the NPAS; and iv) establish and apply criteria to ensure that investments are sustainable (e.g. infrastructure is only paid for if maintenance resources are ensured, or new PAs are established only if funds are available for personnel). Cost effectiveness also will be increased through v) identification of existing capacities and expertise in different institutions to avoid duplications of functions and to develop synergies; and vi) a coordinated approach to generating economic resources for the financing of PAs in Haiti, which will achieve cost efficiencies through economies of scale.

55. At the institutional level, operational and cost efficiencies will be enhanced through the implementation of institutional cost control and financial management mechanisms, which will allow PA management institutions to link annual operational plans and budgets to strategic goals. In addition, these institutions will implement procedures to link expenditure reporting to conservation benefits, so that budgetary allocations to PA units are directly linked to the achievement of conservation goals. At the level of individual PAs, the project will support the implementation of standardized financial control systems, audit procedures, the use of financial software, and annual financial reports by PA administrators, as well as the development of the first PA business plans in Haiti (see Output 1.3). PAs will also benefit from mechanisms to manage entrance fees and other sources of revenues (see output 3.6). In addition, PA managers will be supported in their efforts to secure non-budgetary funding opportunities (see outcome 3).

56. The NPAS Financial Management Strategy also will provide guidance for PA system planners to develop strategies to increase revenue generation (Outcome 3) and to identify when greater government lobbying is required for increased budgets. Given that there is no mechanism in Haiti to channel donations from NGOs or private sources to PAs, it will also establish a NPAS Funding Mechanism that will: 1) coordinate all requests for donations from national and international sources for PAs in Haiti (see output 3.2); 2) monitor the use of resources as required by donors; and 3) allocate funds to specific PAs based on NPAS priorities (see output 3.1), for instance primarily for areas of high biodiversity value, but also incorporating other factors such as urgent infrastructure needs, etc.

57. Finally, by the beginning of year three of the project, the major PAs will have formally joined into the NPAS, and implementation of a short-term NPAS Operational Plan will commence, which will focus on clearly defined actions for the remaining years of the project, but will also include planning of medium and long term actions for the implementation of the NPAS after the project has ended. The short-term Operational Plan will include specific goals and activities with identified costs, responsibilities, timeframes for implementation, and indicators and monitoring criteria. Adjustments and fine-tuning of the NPAS Operational Plan will be carried out throughout the final three years of the project, based to a large degree on the results of the project implementation process and drawing on the existing Medium-Term Action Plan of Haiti's National Policy for Protected Areas.

58. A NPAS Financing Business Plan will be developed by the ANAP. This will build on the above Financial Strategy, an assessment of PA system costs and financial gaps, and the business planning experiences within major PAs with a potential for generating financial resources. This Business Plan will address requirements for cross-subsidization of funds between PA sites of high and low revenue generation potential. The Plan will also provide an operational framework for PA system planners to identify when greater government lobbying is required for increased budgets. Moreover, the Plan will respond to priority areas for tourism development in PAs. This System-level Business Plan will further act as a guide for future PA site-level Business Plans, for instance, as the source of financial reporting from PA sites feeding into system-level reporting. Reporting on expenditure and results of investments in

PAs will be important to show the cost-effectiveness of PA management and the value in budget allocations to improve PA management. Finally, the Plan will provide the foundation for the financing mechanisms to be developed and implemented through output 3.3.

Output 1.2. Tools and methodologies for enhanced operational standards, planning, management and investment across PA management units.

59. During the initial stages of the project, the legalization and actual physical demarcation of PA boundaries will be realized, because most of the PAs' boundaries do not correspond to existing markers, and their legal definition is often very vague. This will contribute to clarifying the land tenure between the NPAS, the different PA units, and the landowners' neighboring PAs. The project will fund the on-the-ground demarcation and legalization of the 3 major PAs. The other priority PAs will be defined according to NPAS's criteria for selecting individual PAs to be legalized and demarcated. The registration and legal recognition of the boundaries on the ground will make a significant contribution towards long-term security and political viability of the consolidated PA system. This will be realized in association with the Program of Territory Information for Sustainable Development (PITDD), implemented by the National Center for Geographic and Spatial Information (CNGIS) and financed by the EU and the GoH.

60. In addition, during the initial phase of the project, criteria will be developed and approved for the inclusion of protected areas into the NPAS, including factors such as ecosystem representativity, global biodiversity values, and provision of ecosystem services, and potential for tourism, among others. For each management category (regardless of ownership), the project will define and establish common conservation and sustainable use goals, as well as related standards for the establishment and operation of PAs, including formulation and adoption of management procedures for each management category, guidelines for developing management plans and annual operational plans, consistent and transparent cost and revenue accounting systems, and monitoring and evaluation of management effectiveness<sup>27</sup> of the System and the constituent PAs. Other standards will include consistent guidelines for community and productive sector participation in PA management, which will be critical for the establishment of multiple-use zones and buffer zones in and around PAs.

61. All existing PAs are potentially eligible to join the NPAS from its inception. The project will define and implement detailed criteria to define eligibility for the NPAS, as well as processes to certify the ongoing actions of PAs as a condition of their continued participation in the NPAS. Using the NPAS Financing Strategy developed under Output 1.1, the project will also develop clear guidelines for controlling the growth of the NPAS based on the financial capacities of the system. It is expected that the initial PAs within the NPAS will be the Forêt des Pins, Macaya, La Visite National Parks and the new Caracol PA, due to their ability to meet the established criteria and their existing capacity for effective PA operations. However, any other protected areas will be eligible to join the NPAS through the same certification standards system, which will be subject to adjustment according to specific institutional and capacity circumstances. Work on legal issues and NPAS criteria will be guided by a project Technical Group (based on the existing Technical Group of the Project design process), established and managed by the ANAP. The Technical Group is composed of public sector institutions with existing PA management responsibilities, and in close consultation with NGOs, academic institutions, private sector actors, and regional and local governments and communities. The Technical Group will also solicit information on experiences in other countries regarding the design of PA systems, including possible study visits and information exchanges. The NPAS institutional structure including the ANAP will design, implement, and disseminate policies and mechanisms that demonstrate the positive benefits of participation in the NPAS to PA management institutions and their constituent PAs. Protected areas that become part of the NPAS will benefit significantly from their inclusion in the NPAS, including through: strengthened management,

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<sup>27</sup> Initially the adapted METT, used for establishing baseline values during the PPG, will be applied to all PAs and will serve as an indicator for monitoring the success of Project.

operations, and planning tools and capacities; participation in the NPAS financing mechanism; strengthened legal status and associated regulations and enforcement mechanisms; mechanisms for public-private cooperation and landscape-level interventions using buffer zones and conservation corridors; and increased public profile and participation in regional tourism development schemes. With regard to finances in particular, PAs within the NPAS will benefit from the opportunity to retain a percentage of visitor and user fees for their own operations. In addition, increased financial resources, generated through the tested revenue generation mechanisms under Outcome 3, will be allocated to PAs that continue to meet the NPAS certification performance standards. These allocations will depend on achieving capacity benchmarks for PA managers and staff, and on performance standards linked to finance and operational efficiencies, which would require the reporting of benefits (i.e. conservation benchmarks achieved) alongside reporting on costs and revenues. In this way, the institutions that manage the existing public PA sub-systems in Haiti will have powerful incentives to change their own institutional structures and policies, and to improve conditions on the ground in PAs under their responsibility, in order to participate in the NPAS. The project will establish an integrated NPAS information management system to enable effective planning and monitoring of financial and operational efficiencies, to orient investments and to support adaptive management for biodiversity conservation. The information system will measure and monitor the cost effectiveness of PA operations, the collection and allocation of PA revenues, and will consolidate information on the value of environmental goods and services provided by protected areas in Haiti, all of which will strengthen existing PA management and feed into analyses of the costs and benefits of future PA expansion. The information system will also monitor information to enable the ongoing certification of NPAS PA units, and will generate, consolidate, and disseminate information on key environmental characteristics critical for PA management, such as knowledge of ecosystem carrying capacities within PAs (for example, sustainable use levels for forest products, which is crucial in Haiti); documentation of regions vulnerable to catastrophic fire or floods; and knowledge on invasive species problems and priorities for action.

62. The NPAS system will ensure criteria and standards to facilitate common formats, updating procedures, definitions, etc. among existing information systems, databases, GIS programs, etc.; will enable inter-connected systems for the analysis of GIS and databases to support the monitoring and evaluation of the NPAS and its constituent PAs and PA sub-systems; and will ensure access to technical and financial information among the participating NPAS institutions so as to identify information gaps, avoid duplication of efforts, and exchange lessons learned. The NPAS information system will also establish strategic alliances with universities, research centers, NGOs and productive sector businesses for the generation, management and use of information. The system will manage information relevant to biodiversity conservation in NPAS protected areas in Haiti, as well as cultural and historic information regarding protected areas.

Output 1.3. Institutional development strategies and plan of staffing and staff development for ANAP, NPAS and other key institutional stakeholders.

63. This Output will be based on the strategy establishing the ANAP developed by the PAGE project, implemented by UNDP in collaboration with the MDE, which is defining the ANAP's structure and mandate as an integral part of the NPAS's institutional structure. The project will develop and implement a program to set up the ANAP. It will focus on developing the ANAP's institutional and administrative structure so as to fully comply with its mandate and strategic objectives. NPAS needs to review and officially approve an organigram, which will be based on an organizational model designed to respond to NPAS strategy. This internal organization should facilitate the assignment of specific tasks and responsibilities of NPAS staff, and reduce redundancy by locating staff in organizational units that contribute to increasing NPAS effectiveness and the long-term sustainability of the PA system. The institutional development strategies for ANAP will pay specific attention to institutional coordination and cooperation mechanisms so as to maximize administrative efficiency in NPAS and facilitate better communication and data flow. The project will promote seminars and planning exercises for increased

policy coherence and greater inter-institutional coordination. Particular focus will be put on enhancing the communication flow and information exchanges between all the parties.

64. The project will build upon the legal and regulatory frameworks to establish and implement an institutional structure for the NPAS. The ANAP is the core institutional element of the NPAS. The NPAS is an instrument of the National Environment Management System (SNGE), designed to ease the management of the environment, per article 28 of the Decree on Environment Management. A key element of the institutional arrangement of the NPAS will be the definition and establishment of mechanisms to further institutional coordination and cooperation, both at the system level and in individual PAs, regarding such aspects as policy definition, planning, and management. This will facilitate the implementation of harmonized approaches and procedures for PA management output and contribute towards enhanced management effectiveness and financial efficiencies. The NPAS institutional structure, which will be funded by the Government of Haiti, will include a high-level politically-strategic Coordinating Committee and an Executive Coordination Unit. The Coordinating Committee, composed of Ministers or Under-Secretaries of relevant government ministries will define policies and long-term action plans, will coordinate the participation of the various public and private agencies with management responsibilities for protected areas within NPAS, and will oversee the process of establishing PA management standards (see output 1.2).

65. The Executive Coordination Unit, with a full-time staff of 5-10 people, will coordinate day-to-day activities related to the NPAS, including oversight of management and operations, coordination of financial operations and promotion of cost efficiencies, and carrying out ongoing assessments of PAs based on agreed standards. The Unit will include economists and accountants who will advise and coordinate business planning efforts within all levels of the NPAS (systemic, institutional and individual) and will manage and distribute funds through the NPAS Funding Mechanism (see Output 3.1). In addition, the Unit will provide direct support to PA-related staff within participating institutions, in particular those institutions that currently are minimally oriented towards land management and conservation, do not have units dedicated exclusively to protected area management, and require staff with PA responsibilities to share resources and professional time with other functions and institutional objectives. The Executive Coordination Unit also will coordinate and support research on priority issues relevant to effective NPAS management, in particular the identification of priority sites for the expansion of the NPAS over the long term. Finally, the Unit will oversee the NPAS Financial Management Strategy (see Output 1.1). In carrying out its functions, the Unit will rely heavily on the existing technical expertise within its constituent PA management institutions, so ensuring that the unit's staff will truly have a coordinating role.

66. The NPAS requires a strategic human resources program, which can systematically identify gaps in the system's performance and in staff capacities, in order to guide training efforts and better enhance the human resources upon which the system relies. The Project will assist in enhancing appropriate institutional procedures in the NPAS to strengthen human resource management at PA site-levels. Staffing tables will be re-aligned with updated functions and competencies to enable the staff in these organizations to fulfill their respective roles at different levels. Knowledge management, evaluation and adaptation systems will be developed for the NPAS and the Project in order to ensure harmonized approaches to human resource management. This will include staff (re-)profiling, hiring and assigning responsibilities to allow NPAS to implement its Strategic Financial Plan and its other tools and methodologies. The Project will provide technical assistance regarding administrative and operation efficiencies to develop the institutional re-alignment of the NPAS staff to fulfill their mandates and roles in the implementation of the PA system. Particular focus will be given to (i) the ANAP; (ii) The Direction for Soil Resources from the Ministry of Environment; and (iii) the administrative structures of each Protected Areas. A comprehensive Institutional Staff Assessment will be carried out with GEF funding. This Assessment will serve as the foundation for an institutional profiling exercise of NPAS, which will include the definition of posts and functions necessary to fulfill the role as the lead PA system institution.

It will also include the definition of minimum staffing requirements, and recommendations for re-deployment or hiring of new personnel to enhance team composition and expertise. It will also identify resources required for essential tasks. Workshops will be developed to define the skills and knowledge required for PA jobs in Haiti. Estimates of staff numbers required for improved management at the system and site levels will be adjusted during the implementation of the project. The Project will also provide technical advice to municipalities located in the buffer zones of the 3 major PAs, regarding institutional development and information exchange.

#### Output 1.4. Framework for institutional and agency support to promote employment opportunities in buffer zones

67. In order for the NPAS to succeed in the protection of biodiversity, it must ensure income generators both to the Government and to the people living in and around the parks. This is the only way to conserve the unique flora and fauna found within PA boundaries. Populations living in buffer zones are mainly composed of farmers who will not be able to fully participate in watershed management or biodiversity protection activities until their more basic needs have been met. Some of the methods to improve the valuation and income generation potential in PA buffer zones are:

- Promote agricultural activities as the main driver of rural economic growth and food security. Trade in crops, such as coffee, cocoa, mango, citrus fruits, banana, and yam, has played an important part in protecting the quality of the Haitian environment; however, there has been a significant decrease in production of these crops due to weak investment, the drop in coffee and cocoa prices on the international market, the aging of plantations, the production of annual food crops, decreasing farm size, lack of technical assistance, and losses caused by insects and diseases. After the elimination of Creole pigs in 1983 due to African swine fever, large numbers of mango trees with low grade fruit lost their fruit bearing value as a cheap and abundant pig food. Therefore, many mango trees were cut for fuel and planks. Future initiatives should build on project-driven marketing successes based on trees and perennial polycultures. For example, in 2005 the FACN coffee cooperative sold more than US\$ 500,000 worth of coffee on the international market. Haiti's proximity to the Dominican Republic also offers trade benefits to the two countries although the Dominican Republic controls the lion's share of the market due to Haiti's weak production levels. The Dominican Republic sells Haiti more than 72 million dollars worth of agricultural products annually compared to Haitian sales of 13 million dollars to the DR. High and growing demand for Haitian agricultural crops by Dominican purchasers has created enormous opportunities for Haitian producers. Furthermore, the Dominican market is far less demanding than the American market. Haitian crops such as coffee, yam, pumpkin, pigeon peas, mangos, avocado and tamarind are traded on a daily basis with Dominican purchasers. There is also strong demand for Haitian livestock such as goats, cattle, and guinea fowl.
- Promote Communities-Based Biodiversity Enterprises by valuing biodiversity products (agro-biodiversity, medicinal plants etc), providing certification, financial services, technical and business services.
- Integrate tourism-related opportunities into local development plans.
- Promote employment opportunities for people living in buffer zones inside the PA, such as park guards and guides, or tourist reception for example.
- Promote sustainable exploitation of forest resources inside the buffer zones to provide urban areas with charcoal and wood for construction.

The project will foster the establishment of a framework for institutional and agency support to promoting employment opportunities in buffer zones as described above, and will be directly implemented with different partners of the project. In the Macaya National Park, the project will coordinate with Haiti Audubon Society, Foundation Macaya, Organization for Rehabilitation of Environment, and GEF-IADB

Macaya project, which cover the buffer zone of the PA and support the creation of employment opportunities. In Forêt des Pins National Park, the project will collaborate with Groupe 73 which is supported by DED. In La Visite National Park, the project will collaborate with Fondation Seguin which has also the financial support of DED.

#### Output 1.5. Models for harmonized management and business plans for individual PAs

68. With the support of the project, harmonized management plans will be created for the 3 major PAs in Haiti. This output will build on the participatory method already tested by Helvetas and FAES in order to ensure that the communities are adequately empowered, along with the government, to implement these plans. These management plans will not only allow for an innovative approach, but also serve as an important model for the implementation of key tools and methodologies developed through Output 1.3. The process for creating these management plans is innovative, because it incorporates public participation through the creation of local participatory committees that are receiving training (see output 2.5) in order to guarantee the adequate implementation of the management plans.

69. Management plans will be developed and implemented for all protected areas within the NPAS, utilizing a single format that complies with the NPAS certification standards established under Output 1.2. By establishing PA management plans based on the new guidelines and requirements of the NPAS, PA management effectiveness and cost efficiencies will be increased, and the ability to measure and compare PA performance will be greatly enhanced. Each management plan will detail management objectives and activities, and establish clear objectives, indicators and mechanisms for measuring and monitoring progress, and procedures for adaptive management. In many cases, management plans will include detailed zoning as well as visitor and business plans (see below) to guide their implementation. Management plans will also include strategies and mechanisms for improved financial management, including standardized financial control systems, audit procedures, use of financial software, and annual financial reports by PA administrators. Funding for the elaboration of the management plans of the three major PAs in Haiti will be provided by the project.

70. Furthermore, the project will support the development of PA-level business plans for the three major PAs in Haiti, something which does not exist in any protected area in Haiti. These business plans will identify and cost PA management needs and match them with existing and projected PA revenues, so that PA managers will be able to determine management costs and potential revenues, identify any shortfall, as well as assess the conservation costs of the shortfall. In so doing, PA managers will be able to develop a strategy to ensure that the highest priority management activities can be paid for, and be able to present a clear analysis with which to negotiate additional resources from the NPAS and/or relevant PA management institution. The three selected PAs will also be required to fill out an abbreviated version of the UNDP-GEF Financial Sustainability Scorecard (questions relevant to individual PAs), which will provide essential information to feed the business plans.

#### Output 1.6. PA practitioners with capacities for cost effective management (accounting, reporting; revenue capture and threat management techniques).

71. The project will develop and implement a program to strengthen the capacities of existing personnel at protected areas institutions, designed at first to help them to elevate their operational functioning and increase efficiencies so that they achieve the certified standards necessary for participation in the NPAS, and subsequently to enable them to effectively respond to their new institutional responsibilities within the NPAS. First, the project will review international management competency standards for different categories of PAs, and based on this analysis, will define minimum management competency standards for each PA category within the NPAS in the form of an official manual or guide. In addition, the project will consult with the MDE's existing program to update its skills and competencies standards for different levels of PA personnel and will review the potential application of these standards across the NPAS as a whole. The competency standards for PA personnel

will include the following categories, among others: i) general protected areas operations; ii) financial planning and management of PAs; iii) development and management of sustainable use activities in multiple-use zones and buffer zones; iv) various aspects of public outreach, including community participation and environmental education; v) tourism development and management; and vi) biodiversity monitoring. The development of competency standards for personnel will also be closely linked with the need for PA personnel who can carry out the ongoing certification of management activities of PAs within the NPAS structure. The competency standards also will help to inform the design of a long-term career development policy for personnel within the NPAS, which will be developed with the support of institutional agreements with national post-graduate programs.

72. Although competency standards will be consistent across institutions, priorities for their application will vary depending on existing institutional strengths and weaknesses. Overall, the capacity building plan will target approximately 250 persons (50%) of the total number of persons that should be employed for PA management in Haiti, in particular key professionals within national offices of PA management institutions, and selected personnel from individual protected areas who will act as trainers themselves.

73. In all PA institutions, a strong emphasis will be placed on financial capacity, currently a significant barrier within PA management institutions. At the institutional level, financial management capacity will be strengthened through training in institutional-level business planning, effective institutional cost control and financial management mechanisms, fundraising, and strategies for mobilizing and building political support for innovative financing of protected areas. At the level of individual PAs, the project will provide training in cost effective management techniques (how to manage financial resources and mechanisms effectively, develop and manage budgets, and control and manage costs and expenses) as well as their application under different scenarios of threats and resource generation potential (e.g. tourism management, sustainable use, community participation). PA managers and staff will also be trained to link reporting on threat reductions to PA expenditures, so as to identify the most cost effective practices. A procedures manual on the revised financial management strategies will be compiled and disseminated to all institutions participating in the NPAS. The following table summarizes the hiring and training priorities and mechanisms at the individual PA unit level:

Table 9: Individual PA Capacities

Priorities	Strategies/Mechanisms
Design, implementation and evaluation of Management Plans and Business Plans	Training of Trainers and replication courses at regional level
Competencies in environmental education, biodiversity conservation, sustainable use, visitor programs, and local community participation	Intensive Course for 15 Trainers Replication courses with a total of 200 park rangers and PA administrators

74. To manage this capacity building effort, the project will identify and contract technical institutions within Haiti (including NGOs, professional associations and academic institutions) to carry out various capacity building themes. GEF resources will be used to orient and define the overall approaches for training of all individuals from institutions in the NPAS for cost effective management, with the goal of training more than 80% of NPAS personnel and more than 60% of personnel from other institutions participating in the new NPAS.

75. The above training courses will be organized on a module basis and will be repeated several times during the duration of the project so that - as PAs are incorporated into the System - individuals that play a role in their administration and management can have access to the training. They will also be designed so that they are taught by the 3 major PAs to maximize hands-on training and practical experiences. The Project will also foster Training-of-trainers activities, where on-site PA staff who received initial training

will be used to further train their colleagues in other PAs. These training programs will be strengthened through collaboration with programs developed by other institutions, such as IUCN, which are currently elaborating administrative and technical curricula for PA management. The project will support fellowships for in-service training and exchange programs in PAs both nationally and regionally.

76. The efficiency of the training courses will be monitored by the UNDP-GEF capacity assessment tool, every year before the elaboration of the annual report. This annual evaluation will allow adjustments if required, and will provide evidence to the steering committee that the capacity building trainings are delivering the expected results.

Output 1.7: Establishment of new PAs to contribute to the financial sustainability of the NPAS

77. A recommendation of the GEF Secretariat during the PIF/Work Program Inclusion was that “given the threats that remaining forest stands and other biodiversity-rich habitat are under in Haiti, we would encourage some resources being put aside within this project to identify potential protected areas within Haiti that would protect areas of high endemism and biodiversity significance that are not currently under protection. This would not be a costly activity but could result in important contributions to the coverage of the terrestrial ecosystems and thus the sustainability of the entire system with regards to ecological representativeness”. Consequently, the establishment of a PA in the area of the North Coast Mangrove was therefore introduced in the PIF.

78. This is crucial because it is an important area for fishery and it also contributes to protect the fragile marine and coastal fauna and flora. North cost mangrove is one of the richest ecological areas in the north of the country and has been classified as important by IUCN. The Caracol Bay covers about 4,000 ha and is located 70 km to the East of the Dominican Republic frontier, between the cities of Cap-Haitian and Fort Liberté. This area is directly connected to a major PA in RD, along the border. The road from the frontier to Caracol is brand new, and it takes approximately one hour to come from the DR to Caracol. This bay is also very close from the Citadelle site, which already is an attraction for tourism. This area has a significant potential for developing tourism activities (as presented in annex 6), and might therefore contribute significantly to generate financial resources and visibility for the entire NPAS. This new PA will be created by the ANAP, using the different instruments formulated by the present project in other outputs: the management plan and the business plan, the association of local population and the generation of incomes through eco-tourism promotion. This output will also be realized in association with the SGP which already work in the area of Caracol and is interested in support the development of tourism industry in this area. It will also be implemented in close collaboration with the FOPROBIM, which is specialized on Haitian marine and coastal environment (see details in annex 13). FOPROBIM is already implementing several projects such as:

- Economic Valuation of Coastal and Marine Resources (REEFFix) in Caracol Bay
- Assessment of Coastal and Marine Resources along the Arcadins/La Gonâve and Limbé Watersheds in Haiti
- Evaluation of the sea turtle fisheries along the Southwestern coast of Haiti and (Navassa Island)
- General environmental and educational programs

79. In addition to the creation of this new PA in Caracol, the MDE has proposed to create two other PAs in Haiti in the areas of Labadie (Limbé/Bas Limbé/Baie d'Acul) and Arcadin. These sites had been previously identified by the MDE as future potential PAs for different reasons. First, both are suffering severe human pressure caused by tourism activities. Secondly, the area of Labadie / Limbé/Bas Limbé / Baie d'Acul is of significant importance because of its diversity of coastal and marine species and because it includes one of the last remaining mangrove of the country. There is only 16,650 Ha of mangroves in

Haiti, i.e. 0.6% of the territory<sup>28</sup>. The mangroves at Margot/Bayeux, Diotin, Bassin Caiman, and TiBourg Limbé although seriously threatened, are still some of the largest sites in the country. Third, the area of Arcadin is a strategic coastal and touristic area that is suffering serious problems of sedimentation caused by inappropriate exploitation of natural resources in the upper lands and landslides. With important mangrove areas at Royale, Mitan and Bodmè Boula, and adjacent sea-grass beds, the Arcadins coast area provides vital nursery areas for area fisheries. Coral reef at Trou Bagette, Trou Forban and along the coast up to Montrouis along with providing nursery areas may provide coral reefs of interest for tourism. With mangroves, coral reefs, sea-grass beds, no inhabitants a lighthouse and a location not too far from the mainland, the Arcadins Island and Arcadins banks rank as the highest priority for the creation of a marine and coastal PA. The government is therefore very interested in protecting this sensitive area. And eventually, both PAs can very rapidly adopt an entry fee system that will contribute rapidly to improve the financial sustainability of the SNAP. The project will contribute to (i) identify opportunities and challenges for the creation of these new PAs; (ii) establish the limits of these areas; (iii) define management and operational plans and (iv) identify potential mechanisms to tap into the revenues generated by the tourism activities in those areas.

80. Based on the table presented in annex 6, the following proposed areas have been identified: Labadie which receive 600,000 tourists annually, mainly from cruisers coming from one day from DR and other Caribbean country; Arcadin bay, which received between 100,000 and 150,000 tourists annually, mostly from Port of Prince; and Etang Saumatre. By applying an entry fee of US\$ 3.00 to US\$ 6.00 in Labadie for foreigners (same fee range used in DR), and between US\$ 1.00 and 2.50 in Arcadin for Haitian and foreigners, it is expected that these two new PA might generate between US\$ 1,000,000 and US\$ 3,825,000 annually.

**Outcome 2: Promotion of partnerships to increase the social, ecological and financial sustainability of PAs. Total US\$ 2,613,000; Cofinancing: US\$ 1,634,454; GEF: US\$ 978,546.**

Outputs 2.1. Local development plans which incorporate PA buffer zone management strategies

81. The project will assist the NPAS and the three major Haitian PAs in developing formal institutional agreements with local authorities and communities, support them in the elaboration of their local development plans, and apply land use planning approaches in order to prioritize development goals and investments compatible with long-term conservation goals. In so doing, the project will provide clear political support to encourage local authorities to increase their resource allocations for programs and policies in buffer zones and conservation corridors that border PAs. Furthermore, these institutional agreements that recognize the NPAS as a strategic tool for local development will also include guidelines and policies to ensure that resources directed towards development in PA buffer zones only support environmentally sustainable actions. These agreements will include mechanisms for cooperative planning and conflict resolution between protected areas and local governments. Finally, as part of its efforts to direct FREH funds (see output 3.4) to communities and individuals in areas within and around PAs, the project will develop and disseminate a best practices guide to help private property owners, small businesses and local communities to develop proposals that will secure such funds, and will disseminate information within and among communities in the targeted regions on successful models for sustainable development. This guide will utilize information generated by output 3.6, among others.

82. This Output will also seek to strengthen local partner organizations, particularly those active in buffer zone management, ecotourism and other activities linked to PA management and conservation. In particular, the project will build on the experience of Helvetas in the Forêt des Pins for defining conservation and productive areas within PAs and buffer zones, based on ecological and altitudinal zoning and in association with local communities. In addition, it will collaborate with the FAES which

<sup>28</sup> Holdridge, 1974, cited in «Stratégie de Montage de l'Agence Nationale des Aires Protégées (ANAP) », page 10, UNDP and MDE, 2009.

encourages participative approach to promote conservation of natural resources and income increase at the local level.

Outputs 2.2. PA permanent working groups with productive sector associations.

83. The project will establish formal, national-level, public-private agreements to establish Permanent Working Groups managed by the ANAP to bring together the NPAS and three priority productive sector associations (tourism, agriculture, forestry) to promote coordination, build consensus, establish guidelines, and resolve conflicts with regard to productive sector activities within and around NPAS PA units. The mandate of these working groups will extend to productive activities within the three major PAs as well as productive activities within buffer zones in the landscape surrounding PAs. Among other actions, the working groups will i) establish the criteria for appropriate productive activities within multiple-use zones (including compatibility with the conservation requirements of PAs), ii) promote the establishment of such activities, and iii) establish mechanisms to measure and control the environmental impacts of such activities. Similar actions will be taken for buffer zones with regard to activities that may have an impact on ecosystem functions of neighboring protected areas.

84. Through these working groups, the Project will assist the NPAS in proposing new rules and regulations for the handling of concessions and private sector participation in PA management and related services. Additionally, it will advise on provisions for capturing rent from business activities generated within the system. These working groups will also contribute to local capacity development: NPAS staff and working group participants will be trained to develop better outreach activities, provide guidance to the ecological soundness of certain productive activities, and provide support to innovative buffer zone management approaches. Civic associations, small rural enterprises and local NGOs involved in biodiversity friendly productive activities and ecotourism in the buffer zones of the National Parks of La Visite, Macaya and Forêt des Pins will be among the beneficiaries.

85. The working groups will also complement the work of PA staff by promoting public-private partnerships with local businesses - particularly related to the tourism industry. This output will test new and innovative approaches to the management of concessions for non-essential services to the private sector by NPAS. In particular, this output will centre on strengthening capacities of PA administrations and local communities to engage with the private sector, through the concession of non-essential services and the co-financing of PA management. Support will be provided to increase institutional presence in all PAs, thus increasing PA management effectiveness, while creating the mechanisms for increasing PA revenue and making this institutional presence sustainable. ANAP field staff, park managers and the staff of the permanent working group with the productive sector will be trained and a competent outreach unit and business unit to work with local entrepreneurs will be created.

Outputs 2.3. Academic and research programs which promote efficient long term sustainability of PA systems

86. The “Société Audubon Haiti” (SAH) has signed a collaboration partnership (see annex # 15) with the Macaya Foundation for Local Development (FMD), the Seguin Foundation (FS) and the Environment Rehabilitation Organization (ORE), to promote biodiversity conservation through the rehabilitation of degraded ecosystems. Research, training and awareness-building activities will be promoted, as well as environmental rehabilitation and environmentally friendly production activities to reduce poverty. An investigation center will also be established, to work on biodiversity issues in the Macaya National Park. The NPAS project will contribute to the implementation of this investigation center, recognizing its potential to improve knowledge regarding biodiversity status and monitoring in one of the most important PAs of the country. It will also collaborate very closely with the different institutions contributing to the present agreement, as various synergies can be promoted.

Outputs 2.4. Control and oversight plan for PAs with local participation.

87. For the most important PAs, the project will establish local management committees. They will be composed of representatives of local authorities, civil society, local productive sector and PA administration (ANAP Park Direction). They will be responsible for controlling PA activities, the appropriate integration between each PA unit and their buffer zones, the adjustment between local communities' priorities and the protection mandate of PA, the inclusion of PA considerations into local development plans and the promotion of income generating activities in the buffer zones, compatible with the protection of biodiversity. They will also be responsible for ensuring appropriate biodiversity management in buffer zones and to facilitate sustainable use of biodiversity components and the fair and equitable sharing of the benefits arising from the utilization of genetic resources. The different local management committees will be brought together on a regular basis to share their experiences and best practices.

Outputs 2.5. Capacity building programs for co-management of PAs particularly targeting "the local management committees"

88. The project will implement a capacity building program to strengthen the skills of newly hired personnel - particularly ANAP personnel - in the NPAS and at the central level, as well as PA staff and local management committee members. This capacity building plan will focus on strategic planning and financial planning and management, as well as conflict resolution as a means of reducing threats to PAs and incorporating new partners. Staff will be trained to identify cost effective approaches to the primary management challenges that face Haiti's PAs, and to determine how these can be implemented in line with the standards for each NPAS management category. NPAS management unit and PA Institutional staff will also receive capacity building to better work in partnership with NGOs, private landowners and local actors in the management of PAs, both of which have access to significant resources and capacities and are likely to be important long-term players in PA creation and management in Haiti. Local management committee members will receive specific trainings on biodiversity and protection issues as well as PA management in order to be able to control PA activities and ensure an adequate participation of local actors. This Output will contribute directly to outputs 1.4, 2.1 and 2.5.

**Outcome 3: Diversification of PA income sources in order to increase income and reduce vulnerability to funding fluctuations. Total: US\$ 2,471,642; cofinancing: US\$1,720,230; GEF: US\$ 751,412**

Outputs 3.1. Resource allocation strategy document based on economic evaluation of ecosystem services and risk mitigation potential of PA systems in Haiti

89. The project will support efforts to negotiate a formal agreement with the Haitian Ministry of Finance to establish a strong funding baseline for NPAS in its first year of existence and to systematically increase these public budget allocations to NPAS over a period of 10 years. In order to gain such a commitment from the GoH, the project will carry out an evaluation of the "total economic value" of protected areas in Haiti, which takes into account the economic values of ecosystem services within PAs (e.g. atmospheric regulation of CO<sub>2</sub>, water supply, hydrological regulation, non-timber forest products, genetic resources, pollination, recreation, among others). It will also include their current and potential contributions to local economies and development, and their risk mitigation potential linked with the occurrence of hurricanes and droughts. Most significantly, calculations of the economic value of protected areas to the tourism industry of Haiti will provide a powerful argument for increased government commitment. Given the current priority placed on establishing the NPAS in Haiti, it is expected that the GoH is more open than ever to considering increased support for PAs.

90. PAs in Haiti are notoriously under-staffed and under-equipped. The resource allocation strategy document will take into account the needs for tourism development such as access roads, parks paths, entrance booths and visitors' centers, as well as the necessary improvement of public services and

facilities provided to park visitors. The 3 major PAs will be fully equipped and staff will be trained to better service tourists, while also managing conservation goals set by the NPAS.

### Outputs 3.2. Financial and regulatory instruments for capturing revenue from tourism and other potential alternative income sources.

91. An online financial information system will be implemented, which will cover the major PAs by the end of the project. The project will provide NPAS with the hardware and software needed to increase the efficiency of its current financial and management system. A detailed analysis of investment needs will be carried out as part of the strategic financial planning process at project startup, to define the equipment needs of NPAS's Central Offices and each PA units. This online financial information system will enable NPAS to access information on PA incomes and expenditures in a timely and reliable fashion. Moreover, fee collection mechanisms will be developed and integrated into this new system. Guidelines on how to both utilize the financial information system and apply the fee collection mechanisms will be prepared. The integration of the fee collection into the financial information system will allow for monitoring of the progress made in terms of revenue captured. This will be increasingly important as NPAS will be allowed to retain more of the revenue it captures

92. The financial information system will include a database on sustainable tourism. Data compiled and aggregated through the co-financing activities will enable NPAS to effectively control and efficiently manage support services to visitors and tourists to these PAs, while monitoring their impact. A tourism monitoring system will be designed and implemented, as well as an interactive website for information and marketing of tourism in PAs, and promotional and educational material for the tourism products offered in and around protected areas.

93. Building on the above Financing Business Plan (output 1.1) to increase long-term income potential of the PA System, the feasibility of and market opportunities for alternative financing mechanisms will be identified and assessed to develop diversified financial and regulatory instruments for capturing revenues from different income sources. Some of these instruments require a longer period for full evaluation and development, whilst others have a much higher level of viability in the short term. Hence, a two-pronged approach is proposed: (i) The first will test and implement some of the financial instruments identified as being viable in the short term. (ii) The second part will focus on further exploration of mechanisms that will require additional review and political support for their application.

### Outputs 3.3. Guidelines & training programs to optimize development funds input to PA management

94. There are no existing fund mechanisms in Haiti that support protected areas management. In general, resource allocations to PA are punctual and done in an ad hoc manner by financial partners. The project will assist protected area managers and relevant local stakeholders in developing relevant data and criteria into effective funding proposals that can channel more of these public development funds to PAs and associated local communities. The project will work with specific funds such as the FREH<sup>29</sup> to develop and apply criteria for selecting eligible projects, based in part on their eligibility under the NPAS certification criteria (see Output 1.2). The GEF project will assist PAs and communities in developing funding proposals; will monitor the implementation of projects and measure their impact on PA finances (through increased funding and through cost reductions associated with threat mitigation) and management and local community incomes; and will disseminate best practices to other sites in Haiti.

95. The project will assist PAs and communities in developing funding proposals for the FREH by providing technical expertise on tourism development strategies, grant writing, and environmentally

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<sup>29</sup> The *Fond de Réhabilitation de l'Environnement Haiti en* (FREH) is currently being designed and is expected to be an important resource. The project will work in close collaboration with the Haitian Ministry of Finance, to evaluate the feasibility of dedicating part of the FREH to the NPAS.

friendly development practices. The project will then monitor the implementation of these projects by PAs and communities, assessing their impact on PA finances and management, as well as income generation for local communities. It is anticipated that at least two pilot projects could be supported with FREH funds before the end of the project and would be recorded as leveraged cofunding. Furthermore, the project will lobby to assure and to increase the percentage of FREH funds allocated to PA related activities.

#### Outputs 3.4. New investment commitments for PA co-management and buffer zone development

96. This output will be strongly related to the IADB-GEF Macaya project, Helvetas, FAES and other main partners' interventions. In the short term, most of these investments will be dedicated to improve roads and facilitate transportation, promote fruit production during all the year, regenerate forest and produce wood, equip farmers (equipment and new cattle) and increase their production of fodder and compost. In the medium term, investments will be focused on soil fertility and the appropriate use of chemicals, as well as investigating high added value perennial and annual crops. This output will have to be managed very carefully as it might increase pressures on PAs: more cattle can induce more grazing, which can lead to increased deforestation; increased production potential might attract more peasants, inducing more stress on soil resources and unsustainable land management. This risk will be avoided through the following:

- Increased governance at the local level, through the strengthening of local associations and authorities, and their participation in the supervision and monitoring of PAs and their buffer zones.
- Increased efforts dedicated to social control, to reduce illegal uses of forest resources, forest fires,
- Increased trainings and sensitization towards local population, on the limitation and fragility of ecosystems, and sustainable practices for productive activities.

#### Outputs 3.5. Revenue generation schemes including fees in key pilot areas and ecosystem based adaptation

97. In addition to pursuing increased government budget allocations for protected areas (output 3.1), the project will also enable the NPAS to advance the application of new resource generation mechanisms. For those mechanisms identified in the funding option study to be applicable in the long-term, the project will further explore their feasibility and identify ways and costs of overcoming the barriers for their implementation beyond the project. This will include holding discussions with relevant sectors and stakeholders to promote new potential resource generation mechanisms; linking funding option results with awareness activities of this project and other baseline actions to raise awareness on such mechanisms, and seeking to advance supportive regulatory frameworks that would facilitate uptake over the long term. The most important revenue generation scheme that will be promoted is the implementation of fees and a license for commercial use as it is already done in DR.

98. PA visitation fee - to optimize the income of the PA system, a PA visitation fee structure will be defined and optimized, along with the necessary adjustments to improve NPAS's collection of tax revenue. The main forms of user fees are daily tickets for tourists, seasonal passes for residents, and specific fees for activities such as diving, filming and photography, mooring of boats, and overnight stays. A tiered system, with different rates for local, national, resident and international users might be implemented, in the Arcadin PA for instance which receive both nationals and non haitian tourists. It will be important to ensure that all stakeholders are fully aware of any fees and how the revenue is managed and used, through publicity and notices at the entrance to the PAs. ANAP will be legally empowered to set a differentiated fee scale, such that an Optimum Fee Policy will be developed to take advantage of NPAS's monopoly and to maximize the generation of benefits from visitation, especially for PAs with high visitation potential. Taking into account that in DR, 10% of the tourists visit at least once a PA in

DR (see data on Part I, page 9), the resource potential for NPAS/year from tourism activity has been calculated for two different scenarios:

- Basic hypothesis: By applying an entry fee of US\$ 3.00 in Labadie for foreigners, and between US\$ 0.50 to 1.00 in Arcadin for Haitian and foreigners, it is expected that these two new PA might generate approximately US\$ 1,912,500 annually.
- Optimistic hypothesis: once the Labadie PA and the Arcadins PAs are created, 600,000 tourists might pay an entry fee of us\$ 6.00 per person; and between 1 and 2.5 in Arcadin PA. Under this hypothesis, US\$ 3,862,500 can be generated every year.

99. Simultaneously, the project will dedicate funds to make a technical and economic case for ecosystem based adaptation, in relation to PA ecosystems. Afterwards, other mechanisms will be investigated by the project. During the first year of implementation of the present project, the PMU will work at generating the required data that are required to calculate the potential of these respective options. They might include the following:

- Income derived from taxes such as oil taxes
- Fees from environmental services such as water, erosion control, biodiversity resources, climate risk mitigation and sustainable extraction of timber and non-timber forest products, and the possibility of benefiting from the Reducing Emissions from Deforestation and Forest Degradation (REDD) initiative
- Voluntary Payments for Adoption of Symbolic Species. Through such programs, individuals and companies pay a tariff for the adoption of particular flora and/or fauna species, usually threatened or in peril of extinction, receiving in exchange educational material about the species they are adopting.
- Voluntary Payments for Green Credit Cards. When a credit card is issued, a public or private environmental organization can agree with the bank or another financial institution that a portion of the resources generated by the card will be dedicated to environmental protection and/or conservation (in the case of NPAS, it would be for protected areas conservation).
- Thematic License Plates. Such programs consist in the sale of special editions of motor vehicles license plates, whose value is dedicated to finance conservation activities. These license plates are decorated with designs or slogans related to the owner's commitment to a particular environmental cause.

100. The second level of this Output will work with those funding options that are deemed feasible in the short-mid-term and those that are emerging internationally as significant funding sources for protected areas. The first of these includes increased visitor fees and improved management of concessions and payments for environmental services, particularly water.

101. This Output will work closely with government partners to ascertain which laws and regulations would be required to support their implementation, and will then undertake lobbying efforts to enact the required laws and regulations (as noted under Output 3.3). It will also explore the feasibility of payments from a broader range of ecosystem services (erosion control, biodiversity resources, climate risk mitigation, and sustainable extraction of timber and non-timber forest products). With regards to ecosystem services, particular attention will be placed on the discussion on REDD and potential emerging voluntary and compliance markets for REDD-related carbon credits. The potential role of these as a funding source for stimulating the creation of new PAs on private lands and also for increased management effectiveness of existing protected areas will be explored. This will include specific analysis of the potential for REDD-related revenues from different forest types in Haiti as well as a suite of capacity building activities to prepare relevant NPAS-related stakeholders to better negotiate, secure and monitor the payment in the midterm for provision of such services.

102. The project will ensure that revenue generating mechanisms will be carefully documented and shared with the 3 major PAs in Haiti. Demonstration activities on PA tourism management and payments for environmental services will be held primarily in the Macaya National Park. Based on the design and testing of visitation and concession fee schemes in Macaya National Park, valuable information and experience will then be used by other PA units throughout the country, and replication of visitation fee schemes will be promoted at other PAs that have significant visitation potential. The most likely PA units for replicating visitor fee schemes are the La Visite and Forêt des Pins National Parks. Payments for environmental services (water provision) schemes piloted in Macaya will also have the potential for replication throughout the two other major PAs, as they encompass significant watersheds that provide water resources to the low-lying areas where the country's population is concentrated.

Outputs 3.6. Long term cooperation framework for donor community including guidelines to optimize transfer of funds to PA management, strategies for long term investment plans and financial investment partnerships with key institutions and donor community

103. The project will implement a variety of campaigns and activities to raise awareness and appreciation for the NPAS and its PAs among the general public and targeted stakeholders in Haiti. An information program will be targeted at political decision-makers (government, business community, civil society and media) and productive sectors, which will inform them of the new management standards within NPAS and their role towards conservation, visitation, multiple-use, community and productive sector participation (including ecotourism), etc., as well as emphasizing the value of the NPAS and its constituent protected areas as elements of national, regional and local development. Building on this effort to raise interest in the economic contribution provided by environmental services and other non-monetary and monetary benefits originating from protected areas, the project will support the NPAS in establishing a long term investment plan with key sectors previously approached, specifically targeting productive sectors. This awareness raising output will not solve all the problems of sustainable financing for PAs because awareness is not directly converted into appropriate budget allocation; however, it will be an essential aspect of the strategy and a part of the solution.

104. In order to mobilize the community of partners and establish a financial investment partnership, NPAS Strategy for Outreach and Marketing regarding the value of PAs and their vulnerabilities will be developed within NPAS, with support from GEF and counterpart resources. ANAP does not yet have a comprehensive communications tool to promote the attractions and services provided by its PA system. To guarantee an adequate implementation of the NPAS, the project will design and fund a Marketing and Communications Strategy to promote the sustainable management of tourism in PAs through an innovative approach. This Strategy will aim to stimulate visitation to PAs and other complementary activities deemed compatible with conservation goals, by working with the private sector. This Marketing Strategy will be fully integrated into the above ANAP Strategic Plan, the NPAS Strategic Action Plan and the PAS Financing Business Plan.

105. The broad marketing and communication strategy will help position NPAS in the nature-based tourism market and provide information about tourist attractions within PAs, with direct participation of the concerned PAs. These activities, funded by the project, will also enable the publication of guidebooks, prospectus and other promotional material. These activities will be clearly linked to the Business Plan and the Financial Strategy (output 1.1) and will seek to: (i) Inform the public at large of the existence of PAs and of their importance for the economic and social development of the country, while providing a powerful tool for improving the accountability and transparency of NPAS as a public service provider; (ii) Provide a platform for outreach and to receive and process complaints and grievances from PA visitors and consumers in general; (iii) Channel general information and processed scientific data of biodiversity in PAs, and provide timely updates of the status of endangered species protected within the PA System; (iv) Solicit support and voluntary help from civil society, through local and national environmental NGOs, youth movements, and other potential partners in conservation; (v) Promote

targeted investments from the Private Sector and sponsors for specific PAs, (vi) Promote joint publications and applied research in Conservation Biology and associated disciplines, in partnership with universities and research organizations; (vii) Provide a communications tool and common platform for providing information on projects and programs conducted within NPAS. As a result, this marketing and communication strategy plus the implementation of the high-level PA Financing Task Force will contribute to achieve long term financial investment partnerships for the NPAS.

## **PROJECT INDICATORS, RISKS AND ASSUMPTIONS**

106. The project indicators are provided in the Table 1 of Section II: Logical Framework and Objectively Verifiable Impact Indicators. This includes the Project Objective and Outcome indicators along with their baseline and target values and means of verification.

107. At the Objective level the project will measure the increase in protected area effectiveness - and thus its contribution to GEF 4 indicators- using a number of protected areas scorecards. Given the focus of the project on finance and operational framework, particular emphasis is being placed on the increase in ratings of the financial scorecard. During project preparation, this scorecard was applied to the different existing subsets of protected areas by different institutions and will be reapplied at midterm and end of project.

108. The consolidated financial and operational framework developed through the project for the new NPAS will translate into increases in the aggregate score of the financial scorecard. Over the mid to long term this will increase the management effectiveness of individual protected areas as financial management and planning are improved, as well as revenues generation and distribution. The METT scorecard was applied to measure the first signs of this increase in management effectiveness as a result of this overall framework. In the short term, increased effectiveness will be more accentuated in those specific sites in which the project supports on the ground activities. For these PAs, increases in the METT are expected to be higher than in the rest of the sample set.

109. In addition to the financial and METT scorecards, a capacity scorecard will be applied at the objective level to determine the increase in overall capacities for PA management. This will also have a positive effect on individual PA management effectiveness in the mid to long term. Finally as a further measure of the project's impact on the sustainability of Haiti's protected areas system, the reduction in the gap between available funding and levels needed for management to meet established standards for NPAS and its PAs will be used as an indicator at the objective level. This will also provide an input to measure the project's contribution to the GEF 4 expected Outcome of the Strategic Program SO1-SP1.

110. At the Outcome level the financial scorecard will be further employed. In addition to the aggregate rating that measures financial sustainability at the systemic level, this scorecard provides a detailed breakdown of key components in sustainability and the different elements required for putting these in place. Project design was informed by this analysis and specific Outcomes were created to address those components and elements critical for Haiti. Not all elements and components of the scorecard are expected to show equal advances. As such the Outcome level will use as indicators the disaggregated ratings for the elements within the component being targeted in the given Outcome. These will be complemented by other indicators. Details are provided in the Logframe Matrix and are summarized below:

111. Outcome 1: The functioning of legal, strategic and operational framework for the sustainable financing of a new integrated National System of Protected Areas (NPAS) will be measured by the increased scores in 9 elements of Component 1 of the UNDP Financial scorecard - Strengthened Governance frameworks for sustainable PA financing. In addition, it will be measured by the approval of a General Law of NPAS and supporting regulations (including strategies and regulations for system wide and private protected areas); the number of institutions in a national level PA operational framework,

which promotes cost efficiencies & optimizes conservation benefits from available funding; and the increase in % of NPAS PAs operating under NPAS-wide certified management standards.

112. Outcome 2: The new partnerships in place to share NPAS PA management costs with public funding entities and productive sectors will be measured by the increase in resources channeled to NPAS PAs and buffers zones from development funds and key productive sectors. This will be complemented by the number and types of effective coordination mechanisms between PA institutions, productive sectors and local actors to foster cooperation and resolve conflicts with regard to productive sector activities within and around protected areas.

113. Outcome 3: The revenue generation mechanisms assessed and tested for increasing funding levels of NPAS PAs will be measured by an increased score in 7 elements of Component 3 of the UNDP Financial scorecard: Strengthened tools and systems for revenue generation and mobilization. This will be complemented by measurements in the increased GoH budget allocations for all NPAS-associated institutions (PA Management Institutions); increased effective allocation of resources from PA Support Institutions to specific activities identified in NPAS PA management plans; increase in annual NPAS PA revenues from visitor fees; and the % increase in NPAS PA revenues from concession fees and merchandising.

114. The risks relating to the project have been evaluated during project preparation, and risk mitigation measures have been internalized into the design of the project. Seven main risks have been identified, and are summarized below along with the risk of them not holding and the mitigation measures included in the project design. Other assumptions guiding project design are elaborated in the Logical Framework. The project rests on assumptions that imply the continued political and economic stability of the country as well as the continued commitment expressed by the national government and other key stakeholders to develop the integrated framework for the NPAS. It is estimated that the risks of not verifying these assumptions are low to moderate.

### *Risks and assumptions*

<b>RISK</b>	<b>SEVERITY</b>	<b>MITIGATION MEASURES</b>
Reduced policy commitment to environmental issues Government funding	Medium/low	The project will include measures to maintain and increase public awareness of the importance of PAs for national development, and will promote public/private partnerships in support of PA management. In addition, the project would reduce vulnerability to such fluctuations by diversifying income sources and by supporting the design of a fund capable of buffering annual variations in income flow.
Inefficiency and corruption in the management of resources	Medium/low	The institutional planning to be supported by the project will include provisions for administrative checks and social auditing, and will streamline administrative procedures.
Limited commitment and participation among local communities	Medium/low	The project will work initially in communities with a strong baseline of organization, will emphasize the livelihood benefits of sound PA management (including opportunities for income generation) and will promote horizontal replication.
Climate change	Medium	Climate change may eventually affect natural ecosystems over time, but this project will actually strengthen the resilience of PAs in Haiti to respond to CC impacts by establishing the operational and financial capacities to manage PA buffer zones & conservation corridors and to link public and private reserves. This will increase the PAs' efficiency and allow future PA expansion across natural landscapes and thus facilitate eventual latitudinal and altitudinal shifting of flora and fauna in response to CC. <b>By doing so, this SNAP project contributes to the CC adaptation strategy of the government.</b>

		<p>Moreover, the SNAP project will be closely coordinated with the LCDF project which is about to start, in order to ensure that the information that will be generated by this LCDF project on the impact of CC on marine and coastal ecosystems, and corresponding adaptation measures, will be taken into account by the SNAP project. The Ministry of Environment and UNDP are involved in the implementation of both projects, which will help to ensure coordination between them.</p> <p>In addition, the project will work with a number of partners in order to ensure that CC adaptation measures are incorporated into PA management plans and actually implemented in the short to medium term. These partners are IADB, AECID and USAID, which will support the formulation and implementation of management plans for the Macaya PA and its buffer zone, La Visite National Park and key watersheds, respectively.</p>
Increased demand for fuel wood and expansion of areas under agricultural and bio-fuel crops, due to rising fuel and crop prices.	Medium/low	There are high levels of activity by other agencies in promoting energy efficiency and alternative energy income sources. The project will join in lobbying at the national level for a supportive policy environment in the agricultural and energy sectors.
Increasing pressure on PAs, due to easier access, generation of a favorable economic base around the existing PA, and attracting new illegal and undesired exploitation.	Medium	<p>Special attention must be paid to avoid increasing threats to biodiversity rich areas by developing the economic base around these last islands of nature. Development programs have the potential to draw more population to an area that is experiencing a rise in living standards and this can unintentionally increase pressure on resources through increased undesired exploitation.</p> <p>An initial mitigation measure consists in including local populations in the management and supervision of PAs, through local management committees, and increase awareness regarding PA importance for biodiversity protection and other environmental services such as water catchment and risk mitigation.</p> <p>In addition, the institutional partnerships to be developed through the project will promote awareness in other ministries and institutions of the threats posed to PAs by such trends and policies, and facilitate the joint identification of mitigation measures.</p>
Financial risk	Medium	<p>An important lesson learned from previous projects (GEF and others) that have established PAs is that they fail to achieve financial sustainability by the time project funds are spent. It is precisely for this reason that the proposed project is oriented towards financial sustainability of the NPAS above all other priorities, and the entire project reflects a strategy to mitigate this risk.</p> <p>Furthermore, the project intervention strategy adopts different approaches to sustainability, including reduction of costs by increasing operational efficiency; the promotion of cost-sharing by unleashing the potential of regional and development funds to reduce threats at their sources by reducing costs and participating in PA management. It also includes exploring and testing of the potential of a mix of resource-generating mechanisms that were pre-identified in a funding options study. The mix of these approaches and resource-generating mechanisms helps ensure that financial sustainability of PAs and the NPAS can be achieved, further reducing any financial risks related to this project.</p>

## INCREMENTAL REASONING AND EXPECTED GLOBAL, NATIONAL AND LOCAL BENEFITS

### Incremental Reasoning

115. During the last fifty years, a large number of projects have been implemented around protected areas with a focus on agriculture, livestock, reforestation, fruit processing and ecotourism. However, few actions related to biodiversity have been undertaken. Nonetheless, between 1982 and 2004, there have been 12 projects on biodiversity conservation, and about half of them were implemented in the Macaya National Park only. The success of these projects is not flagrant because the integrity of the protected areas, the main unit for conservation initiatives, is constantly deteriorating. Those actions have not permitted to actually ensure the conservation of the biological richness found in those protected areas. Under the baseline (without project) scenario, PAs in Haiti would continue to have minimal protection from the major threats that they face, and as a result would continue to suffer major erosion and degradation, resulting inevitably in the global extinction of a number of the country's endemic species and the loss of the only intact examples globally of the country's endemic ecoregions. In addition, the loss of forest cover in the PAs would affect the water supply of a large proportion of the country's population, reduce opportunities for irrigated agriculture and expose hundreds of thousands of people to increased risk from landslides and flash floods. To date, many partners are financing such activities related to PAs, to BD protection and to management of watersheds in areas of PA (see table below). But without the GEF intervention, all these ongoing projects will remain isolated because there is no central system such as a NPAS to coordinate them, to systematize their results, to establish norms and best practices, to foster management and cost efficiency systematically, to implement mechanisms for fees collection and strategic budget allocation, and to propose a long term vision of BD protection in the PAs and their buffer zones.

**Table 10: Baseline budget and incremental budget**

Cost	Baseline		Alternative		Increment	
OUTCOME 1: Improved PA governance system, backed by policies, regulations and competent institutions, enables more cost efficient use of funds available for PA management.	Baseline:	2,640,000	a) Baseline:	2,640,000	GEF:	647,000
	List projects		b) GEF:	647,000	Co-financing:	1,938,163
	IADB-MDE Macaya	1,500,000	c) Co-financing:	1,938,163	Total:	2,585,163
	USAID	10,000	DED	200,000		
	European Union	150,000	GoH	647,725		
	HELVETAS – Forêt des Pins	400,000	UNDP	100,000		
	FLM - Thiotte, Anse-à-Pitres, Belle-Anse	250,000	CNIGS	200,000		
	Fondation Seguin	100,000	AECID	790,438		
	MARNDR	30,000				
	PITDD	200,000	d) Total Alternative:	5,225,163		
OUTCOME 2: Promoted partnerships increases the social, ecological and financial sustainability of PAs	Baseline:	5,250,000	a) Baseline:	5,250,000	GEF:	978,546
	List projects		b) GEF:	978,546	Co-financing:	1,634,454
	IADB-MDE Macaya La Visite Natural parks	4,500,000	c) Co-financing:	1,634,454	Total:	2,613,000
	USAID	100,000	DED	200,000		
	European Union	200,000	GoH	519,900		
	HELVETAS – Forêt des Pins	50,000	UNDP	30,000		
	FLM - Thiotte, Anse-à-Pitres, Belle-Anse	100,000	CNIGS	200,000		
	Fondation Seguin	100,000	AECID	684,554		

Cost	Baseline		Alternative		Increment	
	PITDD	200,000	d) Total Alternative:	7,863,000		
<b>OUTCOME 3:</b> Diversified PA income sources increase income and reduce vulnerability to funding fluctuations	Baseline:	880,000	a) Baseline:	880,000	GEF:	751,412
	IADB-MDE Macaya La Visite Natural parks	200,000	b) GEF:	751,412	Co-financing:	1,720,230
	USAID	120,000	c) Co-financing	1,720,230	Total:	2,471,642
	European Union	250,000	DED	200,000		
	HELVETAS – Forêt des Pins	100,000	GoH	525,222		
	FLM - Thiotte, Anse-à- Pitres, Belle-Anse	100,000	UNDP	170,000		
	Fondation Seguin	100,000	CNIGS	0,000		
	MARNDR	10,000	AECID	825,008		
			d) Total Alternative:	3,351,642		
<b>Project Management</b>			a) Baseline:	N/A	GEF:	250,315
			b) GEF:	250,315	Co-financing	557,153
			c) Co-financing:	557,153	Total:	807,468
			GoH	357,153		
			UNDP	200,000		
			d) Total Alternative:	807,468		
<b>TOTAL COSTS:</b>	Total Baseline:	8,770,000	Total Baseline:	8,770,000	Total GEF:	2,627,273
			Total GEF:	2,627,273	Total Co-financing:	5,850,000
			Total Co- financing:	5,850,000	Total Increment:	8,477,273
			Total Alternative:	17,247,273		

116. GEF incremental support would result in a paradigm shift in the PAs system, raising the political profile of PAs as vital elements of the country's environmental sustainability; consolidating and jump-starting the currently dispersed and ineffective institutional structures responsible for PA management; moving away from the currently ineffective vertical approach to PA management to one involving multiple partners at national and local levels; and using innovative approaches to diversify and increase the income available for PA management. The result, under the GEF alternative, will be a consolidated and efficient PAs system, with broad participation at local and national levels, from both public and private sectors, and with increased capacities to generate and manage income in the long term, leading to financial sustainability. The GEF alternative will allow a long term vision and planning of needs and required investments will improve cost effective management and will identify opportunities to expand the current PA coverage and improve BD protection in the long run. The incremental benefit to be achieved through the project will consist of added ecological security to be afforded to globally important BD.

### Local Benefits

117. Through the identification of and support for alternative livelihood activities (e.g. nature based tourism, agriculture, etc.) for local populations, the project will enhance local support for conservation,

and will stimulate the development of self-reliance and sustainable economic use of biodiversity resources. Furthermore, the project will work directly with local populations to access increased funding from various development funds to support sustainable economic alternatives within and surrounding PA lands. The project will provide these stakeholders with the knowledge and mechanisms to adapt their use of the PAs and their buffer zones in ways that optimize their economic and social welfare, while sustainably conserving their biodiversity values. Finally, other local government agencies and partners involved in project delivery will benefit from capacity building.

### **National Benefits**

118. The project will enhance protected area management capacities at a number of public institutions, including notably the Ministry of Environment, Ministry of Agriculture, Ministry of Tourism, and other local public institutions. The conservation function of the PAs integrated into the NPAS will be better served through improved management effectiveness, enhanced bio-geographical representation, and a renewed focus (or new focus for some institutions) on biodiversity conservation as a priority management goal. In addition, promotion of the newly established NPAS, and demonstration of the economic benefits and ecosystem services provided by PA lands (e.g. through nature based tourism and payments for environmental services, for instance), will increase national awareness of the diverse social and economic benefits produced by protected landscapes and seascapes. Other benefits will include: (i) establishment of a sound financial footing for the NPAS – which, in turn, will strengthen the financial sustainability of individual PA management institutions and PA units; (ii) improved collaboration between public and private PAs; and (iii) creation of transferable knowledge and skills to other contexts. Local organizations (through the local management committees), along with individual PA administrations and staff, will benefit from exposure to new management approaches, improvements in the information base, upgraded skill sets through training opportunities, and improved relations with local communities and users, all of which will improve the efficiency of PA management and allow budgetary appropriations to be used more effectively. Current and potential users of PAs will also benefit through the improvement and expansion of recreational, tourist, educational, and research opportunities that will be generated. Finally, improved PA management will provide increased protection over the long-term for ecosystem services (e.g. water provision, forest resources) important to Haitian’s productive sectors.

### **Global Benefits**

119. The project will realize global benefits in the short-term by enhancing the financial and operational management of Haiti’s priority existing PAs, including areas that encompass globally significant terrestrial eco-regions and high levels of endemism. Over the long-term, further benefits will be incurred through the expansion of the PA estate in the integrated NPAS once financial and operational efficiencies are in place. The proposed project will thereby make a significant contribution towards one of the outcomes of Decision VII/28<sup>30</sup> of the CoP 7 of the Convention on Biological Diversity. This will help the GoH further its global commitments to *in situ* biodiversity conservation. Management effectiveness of existing PAs will be enhanced through adoption of a consolidated operational and financial framework that will improve PA funding levels and cost effectiveness and will strengthen PA management planning, strategies, and capacities. As a result, the Project will contribute to the protection of threatened and endemic ecosystems, species and populations of global importance, and mitigate climate related risks such as hurricane impacts and droughts. The Project replication strategy will ensure that these benefits are

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<sup>30</sup> This calls for the “establishment and maintenance by 2010 for terrestrial and by 2012 for marine areas, of comprehensive, effectively managed, and ecologically representative national and regional systems of protected areas that collectively, *inter alia* through a global network, contribute to achieving the three objectives of the Convention and the 2010 target to significantly reduce the current rate of biodiversity loss, and to achieve sustainable development and the attainment of the Millennium Development Goals”.

also spread to areas outside the immediate focus for project interventions – such as the Pilot Demonstration sites - over the long-term. The strengthening and consolidation of the National System of PAs, with the participation of numerous public agencies as well as private landowners, will provide valuable lessons for the international community.

## **COUNTRY OWNERSHIP: COUNTRY ELIGIBILITY AND COUNTRY DRIVENNESS**

### **Country Eligibility**

120. In August 1996, Haiti ratified the Convention on Biological Diversity (CBD). The Haitian government initiated a GEF Biodiversity Enabling Activity to prepare a National Biodiversity Strategy and Action Plan (NBSAP) and establish a Clearing House Mechanism, with World Bank assistance. In order to meet obligations under the CBD, the MDE conducted a series of national and international consultations (thematic workshops on biodiversity, seminars etc), whose major objective was to capture views on the main biodiversity issues and gain a clear sense of the measures needed for the sustainable management and conservation of the country's biodiversity. Under this initiative, the Haitian government submitted an interim First National Report to the Conference of Parties (COP) in 1997. However, The NBSAP was never completed due to the suspension of World Bank operations in the country as a result of the controversial elections of May 2000.

121. The NBSAP profile identified five specific objectives: 1) to promote education awareness among the public and decision-makers on biodiversity issues, in order to increase their understanding of the interest to conserve Haitian biodiversity and recognize its contribution in the process of sustainable development; 2) to undertake immediate measures to stop biodiversity loss in natural areas and ecosystems of Haiti; 3) to conserve biodiversity resources of the country; 4) to develop and implement ecological management approaches to preserve and use biodiversity in a sustainable manner; and 5) to implement institutional, legal and fiscal measures in support of biodiversity conservation and sustainable use of components of biological diversity.

### **Link to National Strategies**

122. While Haiti has not yet completed preparation of its National Biodiversity Strategy and Action Plan, the project is in accordance with the National Environmental Action Plan (NEAP) of 1998, and the General Decree on Environment of 2006, which prioritizes “conservation and sustainable management of biological diversity” and “planning and integrated management of watersheds and coastal and marine resources”; stipulates that authorities in the country should ensure *in situ* and *ex situ* conservation of BD (including through the management of PAs); and lays the foundations for strengthening and rationalizing the management of the NPAS, through the creation of the ANAP.

123. To assist in the preparation of the Poverty Reduction Strategy Paper (PRSP), the Haitian Ministry of Environment has released a Strategic Guidance Note on environmental rehabilitation and poverty reduction, which links BD to PA management and stipulates that, "as regards biodiversity, we must build the Haitian Government and Civil Society capacities to consolidate the National System of Protected Areas through extending present PAs. Appropriate measures will be taken to set up the National Office of Permanent Forest Management and Protected Areas." The same Note stresses the economic value of environment goods and services. Another axis of intervention in the Note considers environment as a center of attraction for investments and pro-poor business opportunities.

124. The present NPAS project also responds to several objectives of the 1<sup>st</sup> priority of the Haitian NBSAP profile, “Conservation of biological diversity”:

- Increase the number of protected areas to cover all major ecosystems in Haiti (improving the representativeness of country ecosystems) by extending the percentage of territory covered in protected areas from 0.35 to 2 %;
- Institute a more coherent System of National Protected Areas (NPAS) including a management policy for protected areas and create the ONGAP, the autonomous National Office to Manage Protected Areas;
- Establish a more efficient surveillance system to ensure that the NPAS is protected from encroachment of any kind including sustainable security through the creation of an environmental police;
- Promote environmentally friendly income generating projects for communities living in the buffer zones of protected areas.

### **UNDP Programs and Projects and link with UNDAF**

125. The 2009-2011 UNDAF has three priority areas of intervention. The present project will contribute to the achievement of two of the three area of priority: the Sustainable Human Development which will receive 65.05% of the budget, and more directly to the “Management of the Environment” priority which will count with 8.43% of the overall budget. The overall UNDAF budget is US\$ 520 millions; 25% of it being already available. The focus of the priority “Management of the Environment” has been put on disaster management, i.e. prevention, mitigation and recovery. UNDP’s actions are targeting the 2<sup>nd</sup> and the 3<sup>rd</sup> Country Program Outcomes of this environmental priority. And the present project fits into the second one: “National institutions implement actions to reduce vulnerability to natural disasters”, through the 2<sup>nd</sup> and 3<sup>rd</sup> outputs which are respectively: “Policies and vulnerability reduction tools are formulated and integrated to the local development plants”, and “Vulnerability reduction measures are formulated and integrated to the cross-sectoral programs (watershed management, adaptation to climate change).

### **SUSTAINABILITY**

126. Environmental Sustainability: The project will support long-term viability of globally significant biodiversity by building the financial and operational framework for a new comprehensive NPAS that in the short term will improve management effectiveness of the three most important existing PAs, and in the long term will be able to expand PA coverage in particular ecosystems that presently are under-represented in Haiti’s protected area systems. Currently, protected areas in Haiti hardly conserve biodiversity. The three most important PAs encompass the forest areas of the south of the country. The surface of protected areas will not increase during the implementation of the project, nor the ecosystem representativity, but the present project will prepare the conditions for future expansion of PA coverage. The project will focus on more basic elements, such as official recognition of PA boundaries, significantly enhanced financial and technical management of each PA unit and of the central NPAS, and generation of the appropriate conditions for future expansion of the PA coverage and ecosystem representativity in Haiti. The improved protection of current PAs will contribute to risk mitigation in Haiti related to extreme climatic events in the Caribbean, and will contribute to the protection of the last remaining forests in the highest areas of the country, which ensure water catchment and hydric regulation. Finally, complementing the increment of vegetation zones under protection, the project will also contribute to overall environmental sustainability in Haiti by improving the environmental management of areas surrounding PAs to act as buffer zones and corridors connecting PAs.

127. Institutional Sustainability: At present, PAs in Haiti are extremely weak and ecosystem representativity within PAs is insufficient. The ANAP has not been implemented yet and is not able to manage the NPAS appropriately. Given the country’s PA reality and the financial constraints of the

Government, the expansion of PAs is not a valid short term option. Instead the Government is seeking to implement a financially and technically viable NPAS first, based on operational standards and long term strategic plans, increased partnerships and involvement of local communities and private sector whenever possible, and diversification of income sources for the PA units, their buffer zones and the entire NPAS. All the different PA management systems will be consolidated in a NPAS that will manage PAs under different ownerships but under the same national standards and objectives. The NPAS is intended to build on existing institutions, but will institute an overarching political and strategic framework to coordinate the establishment, administration, management and financing of public and private PAs in both the terrestrial and marine environments.

128. Financial Sustainability: Ensuring environmental and institutional sustainability is insufficient if the NPAS as a system cannot achieve long-term financial sustainability. Protected areas in Haiti are currently under-funded and have little prospect of sufficient long-term funding. Thus, financial barriers constrain efforts to ensure biodiversity conservation in the existing PA estate as well as the long-term goal of expanding the PA estate to cover ecosystem gaps. The project will design and implement legal and policy changes so that PA management institutions and individual PA Units are better able to generate, manage, and allocate financial resources, and will demonstrate pilot activities in the three most important PAs in the country to test the potential, determine standards and build capacities for revenue generating activities. By the end of the project, the gap between funding levels for NPAS PAs and the budget required for effective management of these PAs will have decreased to 25% through mechanisms applicable in the short term (increased revenues from visitor fees, tourism concessions, payment of water provision and allocation from the Environmental Rehabilitation Fund) and will be further reduced through consolidated management savings. Furthermore, additional mechanisms (green credits cards, environmental taxes, etc) will be studied that can be applied over the mid to long term to reduce the funding gap completely.

129. Social Sustainability: Efforts to ensure sustainable support from diverse stakeholders are a key component of the project design. The formulation phase of this project involved all PA institutional stakeholders, and the most important players (institutions with PA ownership and/or management responsibilities) have all participated in and approved the project design. The project will continue to promote the participation of institutional stakeholders, including governmental agencies and representatives of private protected areas. Social sustainability will also be promoted at the local level by ensuring the inclusion of NPAS PAs into Local Development Plans, and by maintaining NPAS permanent working groups with productive sector associations. At the level of individual PAs, local communities will be sought as partners, in particular in implementing pilot demonstrations on ecotourism and in developing proposals jointly with PAs to implement sustainable natural resources projects funded by regional and national funds. These activities are vital to change existing perceptions among local communities of protected areas and their buffer zones as constraints to economic development and progress. Finally, sustainable support from all levels of society will be strengthened by the project's national and regional awareness-raising programs regarding the economic and social values provided by the NPAS and biodiversity conservation.

## **REPLICABILITY**

130. Project Strategy for Replication: Fundamental to the design of the proposed GEF NPAS project is a strategy to establish a national system of protected areas that will expand to include more protected area units over time. At the initiation of the project, it is expected that the three most important PAs in the country will be included in the NPAS. However, all existing PAs are potentially eligible to join the NPAS from its inception, if they meet the NPAS eligibility criteria. Therefore, the long term objective is to implement a financially and technically viable mechanism to manage PAs, and then bring all the protected areas of the country under NPAS management, independent of their legal status, size or

situation, and to increase PA coverage and ecosystem representativity in Haiti. Indeed, the future ability of protected areas in Haiti to increase their overall efficiency will rely mainly on involving every stakeholder appropriately. For this reason, although the project is focused on the public PA system, it will also introduce legal and institutional reforms and establish financing mechanisms and incentives to enable the participation of the private sector and local communities.

131. In order to support the inclusion of additional PA units into the NPAS over time, and thus the replication of project goals, the project is designed to establish a sustainable long-term enabling framework for protected areas in Haiti. Financial management and revenue generating mechanisms will benefit all PAs, as will the definition of clear operational standards for different PA categories within the NPAS and the information management system for protected areas. In addition, the models developed for PA management plans and business plans, as well as the experience of developing and documenting them, will be available to support replication once the project ends. This will link the systemic capacity building of NPAS institutions for new roles and procedures with the training of PA practitioners for cost effective management (accounting, reporting; revenue capture and threat management techniques), all of which will contribute to the national capacity to replicate project achievements.

132. Knowledge Transfer Strategies: A knowledge management system with related monitoring and evaluation mechanisms will be implemented for the project, which will include a centralized information resource on best practices and lessons learned that will be disseminated widely. As part of the knowledge management system, the project will create a web-based mechanism to allow region-level information and knowledge exchange, discussion forums, etc. Particular attention will be paid to providing valuable information for the other GEF-supported protected areas projects in Haiti, for which many of the activities of this project will provide the policy, legal, institutional and financial framework for the achievement of their long-term objectives. The system will also collect and disseminate lessons learned between this project and other CBD signatory countries that are attempting to develop sustainable finance plans for national protected areas or public-private networks and partnerships for biodiversity conservation.

133. An important replication factor will be opportunities and incentives for those persons receiving training to further their professional development and thereby build a cadre of well-trained PA professionals in Haiti to manage an expanded public and private PA system. The project will work with relevant existing high-level educational Master's programmes to include or reorient existing programs to provide specialized post-graduate training in natural resources management and financial management and planning. Finally, during the last three months of the project, the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met and not achieved, structures and systems implemented, etc., and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities. This Project Terminal Report, together with other publications like journal articles, books, etc., presentations at meetings, workshop, symposia and conferences will also contribute to the project replicability in Haiti and other regions of the world.

## **PART III: MANAGEMENT ARRANGEMENTS**

### **IMPLEMENTATION AND EXECUTION ARRANGEMENTS**

134. The Project will be executed under NEX modality, according to the standards and regulations for UNDP cooperation in Haiti. The Project Execution Agency will be the Soil and Ecosystem Direction of the Ministry of Environment. The project would be under the overall leadership of a National Project Director (NPD), who would be the General Director of NPAS and would be responsible for orienting and advising the Project Management Unit (PMU), which will be located inside the ANAP. The NPD will

supervise activities, ensure timely Government input and will be entirely responsible to the Government and UNDP for project outcomes and products in accordance with UNDP NEX modalities. The NPD will be the signing authority of requests to UNDP for disbursements of project funds. The NPD will have the main responsibility for the execution of project-related activities, for monitoring indicators, and for the overall strategy and coordination of the project to ensure that objectives are achieved. This includes co-financing resources and/or activities conducted by other agencies that are collaborating with the project. Likewise, the NPD will ensure that the work plans and associated budgets are executed in line with the parameters described in the logical framework of the project and according to schedule. The NPD will also report to the Project Steering Committee (PSC).

135. Implementation of the project will be carried out under the general guidance of a Project Steering Committee, specifically formed for this purpose. The composition, responsibilities and rules of operation of the PSC will be confirmed during its first meeting. The PSC would definitely include the Ministry of Environment (as sector head and entity to which the executing agency NPAS is attached), and UNDP (as Implementing Agency). In addition some or all of the following Ministries will be involved: Agriculture and Rural Development, Tourism, Planning and Cooperation, Interior and Territorial Communities, Culture and Communication, Commerce and Industry, Justice and Public Security, and Economy and Finance; as well as representative of the civil society and local authorities. It is expected that the PSC will meet at least two times per year and in addition could be convened extraordinarily by the Chair, on the request of individual members. In each session, the National Project Coordinator will present a report on the advance of the Project activities and expected or achieved results. The PSC's functions include:

- Supervising the overall development of the project and its related activities
- Monitoring the achievement of Outcomes
- Propose modifications and/or improve the activities as needed and in accordance with the established Outcomes of the project
- Approving the Annual Operational Work Plan
- Ensuring multi-sectoral coordination
- Ensuring that relevant protected areas GEF Projects are consistent with the advances of the System

136. In order to maximize project appropriation by the Executing Agency, the Project Management Unit (PMU) will be the ANAP and will be inserted directly into the institutional structure of the Soil and Ecosystem Direction. The PMU will be headed by the NPD who will be responsible for day to day oversight of the project as well as relations between the NPAS and UNDP. It will be composed entirely of members of the Ministry. The PMU will consist of three thematic sub-divisions: 1) PAs Management, 2) Income and Financial Sustainability and 3) Institutional Strengthening. The PMU will work in close contact with the Project Director, a high level professional designated by the MDE, so as to ensure consistency between the objectives and activities for the project and the set of actions undertaken by the NPAS for biodiversity conservation purposes. Without prejudice of the National Project Coordinator's functions and responsibilities, which are detailed in the specific terms of reference, the PMU Functions will include:

- Ensuring project implementation and management in consistent with the objectives and results presented in the Project Document and its Logical Framework
- Ensuring inter-institutional support and coordination by all the agencies committed to the project implementation; including the agencies and programs that participate in co-funding complementary project-related activities.
- Supervising the development of those project-related activities that have been subcontracted with external consultants.
- Permanent project monitoring, with special emphasis on the identification of obstacles and complexities preventing normal execution, and proposing plans, solutions, and the relevant action to overcome these.

- Ensuring the active participation of different stakeholders during the project implementation

137. In addition to the specific positions described above, a series of sub-contracts will be necessary in order to ensure and complement the technical capacity of the members of the PMU. These contracts will be entered into in accordance with the guidelines of UNDP and terms of reference defined by the NPD, during the first month of the implementation phase or annually, in accordance with the project's work plan.

## **CONSULTATION, COORDINATION AND COLLABORATION**

138. The project will collaborate closely with other PA-related initiatives in Haiti. A “Sustainable Land Management of the Upper Watersheds of South Western Haiti ” project (LD-SP1; LD-SP2; CC-SP6) is currently under preparation. It aims at reducing and reversing land degradation in the upper watersheds of southwestern Haiti through the integration of sustainable land and forest management practices at the watershed level. The geographic area of intervention includes the Macaya National Bioserve and it covers about 3,360 km<sup>2</sup> in the Massif de la Hotte (Southern Peninsula). Some of the expected outputs are directly aligned with the NPAS project, such as the implementation of territorial land management plans, the establishment of mechanisms to finance protected areas, the delimitation of Macaya National Park (3,360 km<sup>2</sup>) and the strengthening of communities outside the project area. The IADB project will focus specifically on one of the sites supported by this project (Macaya NP). It is a completely new initiative and there is great potential for the two projects to be highly complementary. The IADB project would contribute to the reduction of pressures on PAs through activities in the surrounding landscape, including the use of economic instruments, land use plans, alternative conflict management and the diversification of income sources. This IADB-GEF project is very complementary with the NPAS project in the sense that it will decrease pressure on BD and PA, working specifically in the buffer zones, according land uses and altitudinal steps. Inter-agency coordination has already been established during the early conceptual development phase of both projects, and arrangements for coordination have been refined during the PPG phase. Both projects are expected to start at the same moment. They will be implemented by the same Soil and Ecosystem Direction of the Ministry of Environment, and will be supervised by the same steering committee.

139. Project support to operational and planning capacities in the ANAP will also facilitate the proposed establishment of a regional corridor linking PAs in southern Haiti with others in the Dominican Republic, which will in turn serve to increase the biological viability of PAs as well as reducing costs by harmonizing and integrating management between PAs. This project of regional corridor has not been implemented yet, but should start within the coming year. The precise focus of this project is yet to be confirmed. This project would create capacities for PA management which would be essential for the success of the regional project; it would include PAs with high BD importance, which adjoin important PAs (Jaragua, Bahoruco and Enriquillo) in the neighboring Dominican Republic and it would support PAs in the south of the country which serve to limit sedimentation of other regionally important coastal/marine PAs.

140. Capacity Building project for Land Sustainable Management: This project aims at fostering capacities for sustainable land management at the institutional level and within the civil society. It will last 3 years; its budget is US\$ 2,480,000; and it is financed by the GEF, UNDP, and the GoH. It has four components: 1) mainstreaming of the SLM principles into the policies, programs and legislation; 2) SLM capacity building; 3) sensitization and capacitation of SLM experts; 4) resources mobilization for SLM and formulation of an investment plan. The main outputs of this project will be the implementation of a National Action Plan to Combat Desertification in collaboration with the PAGE, a diagnosis of the land use information system and the implementation of the regulatory framework for SLM.

141. The Environment Management Support Program (PAGE) aims at strengthening management capacities of the environmental sector, in order to revert the degradation tendency and to contribute to poverty reduction in Haiti. The PAGE's interventions are focused on: 1) institutional strengthening of the environmental sector, 2) the systemization of the information and 3) resource mobilization and development of financial and technical partnerships. Regarding the institutional strengthening, in one hand, the PAGE looks for supporting the development of strategic framework of action to foster the environment management capacities and in the other hand, it works for integrating environment and natural resources issues into the development policies. The PAGE contributes to the implementation of the National Action Plan to Combat Desertification, the elaboration of strategies to establish the Haitian Environment Rehabilitation Fund (FRESH) and the implementation of the Protected Area National Agency (ANAP). In addition, the PAGE evaluates and defines strategies for capacity development of some territory collectivities, formulates a national action plan for the management of coastal areas and the establishment of the Biosphere reserve in the area of Jacmel – Belle Anse. The PAGE also contributes to sensitization activities, through the realization of two studies on the socio-economic impacts of climate change and on the integration of fiscal and environmental policies in Haiti. In the second component dedicated to the systemization of the information, the PAGE supports the implementation of the National Observatory on Environment and Vulnerability (ONEV), the required capacity building and the implementation of an environmental accountability national system. The third component is focused on promoting financial and technical partnerships, mainly with the GEF, the Latin America and Caribbean Commission, UNEP, and the Spanish Cooperation Agency.

142. The project will actively collaborate with the FAES which encourages participative approach to promote conservation of natural resources and income increase at the local level. FAES interventions are located on the South and South East of the country. It will also collaborate with the Territory Information Program for Sustainable Development (PITDD), implemented by the Geo-Spatial National Information Center (CNIGS), and financed by the EU and the government. This project aims at delimitating the PA in the country,

## PART IV: MONITORING AND EVALUATION PLAN AND BUDGET

143. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from UNDP/GEF. The Logical Framework Matrix provides performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's Monitoring and Evaluation system will be built. The detailed M&E plan is described in annex 12. A summary is proposed hereafter.

**Table 11: Indicative Monitoring and Evaluation Work plan and corresponding budget**

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding PMU time</i>	Time frame
Inception Workshop	<ul style="list-style-type: none"> <li>▪ Project Coordinator</li> <li>▪ UNDP-CO</li> <li>▪ UNDP GEF</li> </ul>	3,000	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP-CO</li> </ul>	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> <li>▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members</li> </ul>	To be finalized in Inception Phase and Workshop. Indicative cost: 5,000	Start, mid and end of project

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding PMU time</i>	Time frame
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis) + workshop for dissemination	<ul style="list-style-type: none"> <li>▪ Oversight by Project GEF Technical Advisor and Project Coordinator</li> <li>▪ Measurements by regional field officers and local IAs</li> </ul>	To be determined as part of the Annual Work Plan's preparation.  Indicative cost: 10,000	Annually prior to APR/PIR and to the definition of annual work plans
Conduct METTs	<ul style="list-style-type: none"> <li>▪ PMU and consultant</li> </ul>	3,000	Mid-term and end
APR and PIR	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF</li> </ul>	To be covered by project management costs	Annually
TPR and TPR report	<ul style="list-style-type: none"> <li>▪ Government Counterparts</li> <li>▪ UNDP-CO</li> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> </ul>	To be covered by project management costs	Every year, upon receipt of APR
Project Management Group Meetings	<ul style="list-style-type: none"> <li>▪ Project Coordinator</li> <li>▪ UNDP-CO</li> </ul>	None	Following Project IW and subsequently at least 1/year
Periodic status reports	<ul style="list-style-type: none"> <li>▪ Project team</li> </ul>	None	To be determined by Project team and UNDP-CO
Technical reports	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ Hired consultants as needed</li> </ul>	3,000	To be determined by Project Team and UNDP-CO
Mid-term External Evaluation	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP- CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	25,000	At the mid-point of project implementation.
Final External Evaluation	<ul style="list-style-type: none"> <li>▪ Project team,</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	25,000	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-CO</li> <li>▪ External Consultant</li> </ul>	None	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> </ul>	5,000	Annually
Audit	<ul style="list-style-type: none"> <li>▪ UNDP-CO</li> <li>▪ Project team</li> </ul>	10,000 (average \$2,000 / year)	Annually
Visits to field sites (UNDP staff travel costs to be charged to IA fees)	<ul style="list-style-type: none"> <li>▪ UNDP Country Office</li> <li>▪ UNDP-GEF Regional Coordinating Unit (as appropriate)</li> <li>▪ Government representatives</li> </ul>	5,000 (average one visit / year)	Annually
<b>TOTAL INDICATIVE COST</b> <i>Excluding project team staff time and UNDP staff and travel expenses</i>		US\$ 94,000	

## LEARNING AND KNOWLEDGE SHARING

144. Learning and knowledge are detailed in paragraphs 132 and 133 above.

## **PART V: LEGAL CONTEXT**

145. This UNDP Project is funded from resources made available to the Government by the Global Environment Facility (GEF) and will be implemented in accordance with the provisions of this Project Document. The legal context under which this project document will be ruled will follow the standard annex included in all Haitian UNDP projects outlining legal procedures. Also, and for all purpose, the Executing Agency of the host country refers to the governmental assistant agency as described in the aforementioned Annex.

146. The present Project Document will be the instrument referred to under the Standard Basic Assistance Agreement between the Government of Haiti and the United Nations Development Program (UNDP). The host country implementing agency shall, for the purposes of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

147. The following types of revisions of the Project Document may be carried out under authorization by the UNDP Resident Representative only, so long as the said Representative is certain that the other signatories of the Project Document have no objections to the proposed changes:

- Revisions of any of the annexes of the Project Document or additions to the same;
- Revisions which do not imply significant changes to the immediate objectives, results or activities of the project, and which are due to a redistribution of the inputs already agreed or to increases in costs due to inflation.
- Obligatory annual revisions through which the delivery of financial inputs, increases in experts and other costs are adjusted, due to inflation or costs considered by the project executing agency.
- Inclusion of additional annexes and attachments only as set out here in this project document.

## **SECTION II: STRATEGIC RESULTS FRAMEWORK AND GEF INCREMENT**

### **Objectively Verifiable Impact Indicators**

Project Strategy	Objectively verifiable indicators																								
Goal:																									
Project Purpose	Indicator	Baseline	Target	Sources of Verification	Risks and Assumptions																				
<b>OBJECTIVE:</b> By June 2014, Haiti has designed and started initial implementation of an integrated operational and financial framework to ensure long term sustainability of the national PA system	1. Area (in ha) in protected areas and number of PA that are legally incorporated into the NPAS.	There are 10 PA in Haiti, covering a total surface of 12,854 ha. But none of them are legally incorporated to the NPAS, which is not officially implemented to date.	At the End of Project, at least the 3 major PA are legally incorporated into the NPAS, covering 10,500 ha, i.e. 86% of surfaces covered by PA in Haiti.	Project Midterm and Final Evaluations. NPAS Status.	The Government authorities support the implementation process of a financially sustainable PA system.  Key stakeholders effectively increase their capacities and employ these for improved management of the PA System.																				
	2. Level of NPAS operational and management effectiveness, measured through the METT	The METT baseline for the 3 PAs was “Low” <sup>31</sup> (Foret des Pins: 33; Macaya: 32; la Visite: 32) (Less than 45 = Low)	By end of Project: METT scores for the 3 PA of reference will have moved to the medium METT category (45-54= Medium)	Periodic application of the Management Efficiency Tracking Tool (METT) as per Project Work Plan.	The NPAS continues to monitor the management effectiveness of the PAS through a periodic application of the METT.  Other relevant PA related projects (IDB-GEF, Seguin Foundation, Spanish cooperation, etc) are implemented successfully, and actions are appropriately coordinated.																				
	3. Increase in financial capacity of protected areas system in Haiti as measured through improvement in the Total Average Score of the 3 components <sup>32</sup> of the UNDP Financial Scorecard as follows:	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" style="text-align: center;">Total score 6/196 (3 %)</td> </tr> <tr> <td style="text-align: center;">Score.</td> <td style="text-align: center;">Baseline</td> </tr> <tr> <td style="text-align: center;">Comp. 1</td> <td style="text-align: center;">6/78 (3.8%)</td> </tr> <tr> <td style="text-align: center;">Comp. 2</td> <td style="text-align: center;">0/61 (0%)</td> </tr> <tr> <td style="text-align: center;">Comp. 3</td> <td style="text-align: center;">1/57 (0%)</td> </tr> </table>	Total score 6/196 (3 %)		Score.	Baseline	Comp. 1	6/78 (3.8%)	Comp. 2	0/61 (0%)	Comp. 3	1/57 (0%)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" style="text-align: center;">Total score 155/196 (79%)</td> </tr> <tr> <td style="text-align: center;">Score.</td> <td style="text-align: center;">Baseline</td> </tr> <tr> <td style="text-align: center;">Comp. 1</td> <td style="text-align: center;">63/78 (80%)</td> </tr> <tr> <td style="text-align: center;">Comp. 2</td> <td style="text-align: center;">46/61 (75%)</td> </tr> <tr> <td style="text-align: center;">Comp. 3</td> <td style="text-align: center;">46/57 (80%)</td> </tr> </table>	Total score 155/196 (79%)		Score.	Baseline	Comp. 1	63/78 (80%)	Comp. 2	46/61 (75%)	Comp. 3	46/57 (80%)	UNDP Financial Scorecard	Climate change does not undermine conservation of biodiversity within Haitian’s PAs
	Total score 6/196 (3 %)																								
Score.	Baseline																								
Comp. 1	6/78 (3.8%)																								
Comp. 2	0/61 (0%)																								
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Score.	Baseline																								
Comp. 1	63/78 (80%)																								
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Comp. 3	46/57 (80%)																								
4. Reduction in gap between available funding and levels needed for management to meet established standards for NPAS	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Annual needs (a)</td> <td style="text-align: center;">1,750,000</td> </tr> <tr> <td colspan="2" style="text-align: center;">Annual income</td> </tr> <tr> <td style="text-align: center;">Government</td> <td style="text-align: center;">40,000</td> </tr> </table>	Annual needs (a)	1,750,000	Annual income		Government	40,000	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Annual needs (a)</td> <td style="text-align: center;">4,250,000 (optimum)</td> </tr> <tr> <td colspan="2" style="text-align: center;">Annual income</td> </tr> <tr> <td style="text-align: center;">Government</td> <td style="text-align: center;">1,062,500</td> </tr> </table>	Annual needs (a)	4,250,000 (optimum)	Annual income		Government	1,062,500	Project reports; NPAS documents; financial	The range of revenue mechanisms proposed by the project are viable and are supported by GoH									
Annual needs (a)	1,750,000																								
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Government	40,000																								
Annual needs (a)	4,250,000 (optimum)																								
Annual income																									
Government	1,062,500																								

<sup>31</sup> Distribution of points on management effectiveness between: 55-96= High, 45-54= Medium, Less than 45 = Low

<sup>32</sup> Comp1: Governance frameworks that enable sustainable PA financing; Comp2: Business planning and other tools for cost-effective management); Comp3: Tools and systems for revenue generation and mobilization

	and its PAs	<table border="1"> <tr> <td>recurrent budget</td> <td></td> </tr> <tr> <td>PA income</td> <td>180,000</td> </tr> <tr> <td>Others sources</td> <td>50,000</td> </tr> <tr> <td>Total (b)</td> <td>270,000</td> </tr> <tr> <td>Executed amount</td> <td>270,000</td> </tr> <tr> <td>Gap (a-b)</td> <td>1,480,000</td> </tr> <tr> <td>% <math>\left(\frac{(a-b)}{a}\right) \times 100</math></td> <td>84</td> </tr> </table>	recurrent budget		PA income	180,000	Others sources	50,000	Total (b)	270,000	Executed amount	270,000	Gap (a-b)	1,480,000	% $\left(\frac{(a-b)}{a}\right) \times 100$	84	<table border="1"> <tr> <td>recurrent budget</td> <td></td> </tr> <tr> <td>PA income</td> <td>1,275,000</td> </tr> <tr> <td>Others sources</td> <td>1,275,000</td> </tr> <tr> <td>Total (b)</td> <td>3,612,500</td> </tr> <tr> <td>Executed amount</td> <td>2,890,000</td> </tr> <tr> <td>Gap between needs and executed amount (a-b)</td> <td>1,360,000</td> </tr> <tr> <td>Financial gap as % of total needs <math>\left(\frac{(a-b)}{a}\right) \times 100</math></td> <td>32</td> </tr> </table>	recurrent budget		PA income	1,275,000	Others sources	1,275,000	Total (b)	3,612,500	Executed amount	2,890,000	Gap between needs and executed amount (a-b)	1,360,000	Financial gap as % of total needs $\left(\frac{(a-b)}{a}\right) \times 100$	32	information system	Increases in threats affecting PAs due to economic, demographic or climate trends, or increases in productive sector activities
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Financial gap as % of total needs $\left(\frac{(a-b)}{a}\right) \times 100$	32																																
Outcome 1: Improved PA governance system, backed by policies, regulations and competent institutions, enables more cost efficient use of funds available for PA management.	<p>1. Degree of adoption/enforcement of a National PA System Policy, which 1) defines the NPAS and the ANAP; 2) clarifies the roles and responsibilities of the Ministries of Environment and Agriculture and their dependencies, 3) involves local governments and actors.</p> <p>2. Strengthened Governance frameworks for sustainable PA financing, as measured by increased scores in following 9 elements<sup>33</sup> of Component 1 of UNDP Financial scorecard</p>	<p>Currently, there is no official definition of the NPAS, and the ANAP is neither defined nor implemented.</p> <p>The legal and institutional frameworks are not enforced.</p>	<p>By year 2, a NPAS policy has been prepared</p> <p>By Year 3, the policy is approved;</p> <p>By Year 4, the policy is in force.</p>	<p>Official gazette, Project reports</p>	<p>Institutions and individuals successfully apply new skills.</p> <p>Instability of personnel in the NPAS or key partner institutions</p> <p>New revenue mechanisms are successful thus increasing the impact of the application of new skills</p> <p>Project Executive Board plays an effective role in oversight, guidance and institutional support for the Financing Plan development.</p> <p>All involved institutions support effectively and contribute to the</p>																												
		<table border="1"> <tr> <td>Comp 1</td> <td>Baseline / Max</td> </tr> <tr> <td>Element 1</td> <td>1/6</td> </tr> <tr> <td>Element 2</td> <td>0/9</td> </tr> <tr> <td>Element 3</td> <td>1/9</td> </tr> <tr> <td>Element 4</td> <td>0/12</td> </tr> <tr> <td>Element 5</td> <td>1/13</td> </tr> </table>	Comp 1	Baseline / Max	Element 1	1/6	Element 2	0/9	Element 3	1/9	Element 4	0/12	Element 5	1/13	<table border="1"> <tr> <td>Comp 1</td> <td>Baseline / Max</td> </tr> <tr> <td>Element 1</td> <td>6 / 6</td> </tr> <tr> <td>Element 2</td> <td>6 / 9</td> </tr> <tr> <td>Element 3</td> <td>6 / 9</td> </tr> <tr> <td>Element 4</td> <td>9 / 12</td> </tr> <tr> <td>Element 5</td> <td>11 / 13</td> </tr> </table>	Comp 1	Baseline / Max	Element 1	6 / 6	Element 2	6 / 9	Element 3	6 / 9	Element 4	9 / 12	Element 5	11 / 13	UNDP Financial Scorecard applied at mid-term evaluation, terminal evaluation and					
Comp 1	Baseline / Max																																
Element 1	1/6																																
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<sup>33</sup> Element1: Legal, policy and regulatory support for revenue generation by PAs; Element 2: Legal, policy and regulatory support for revenue sharing within the PA system; Element 3: Legal and regulatory conditions for establishing endowment or trust funds; Element 4: Legal, policy and regulatory support for alternative institutional arrangements for PA management; Element 5: National PA financing strategies; Element 6: Economic valuation of PA systems; Element 7: Improved government budgeting for PA systems; Element 8: Clearly defined institutional responsibilities for PA management and financing; Element 9: Well-defined staffing requirements, profiles and incentives at site and system level

		Element 6 Element 7 Element 8 Element 9 Total	2/6 0/6 1/3 0/15 6/78	Element 6 Element 7 Element 8 Element 9 Total	6 / 6 4 / 6 3 / 3 12 / 15 63 / 78	project reports	implementation of the ANAP. Existing training institutes are committed to building new training capacities
	3. Strengthened business planning and other tools for cost-effective management as measured by an increased score in the following 5 elements <sup>34</sup> of Component 2 of UNDP Financial scorecard (Business planning and other tools for cost-effective management):	Comp 2 Element 1 Element 2 Element 3 Element 4 Element 5 Total	Baseline / Max 0/18 0/12 0/12 0/4 0/15 0/61	Comp 2 Element 1 Element 2 Element 3 Element 4 Element 5 Total	Baseline / Max 13/18 9/12 9/12 3/4 12/15 46/61	UNDP Financial Scorecard applied at mid-term evaluation, terminal evaluation and project reports	
	4. % of Protected Areas within NPAS with Management Plans, based on NPAS management plans standards	0 % (NPAS management plans standards have not been defined yet).		100% of all PA units within NPAS (3)		PA Management Plans	
	5. % of PA management costs requirements met through a combination of Government (including local governments) and donor funding	NA		At the end of the project, 85 % of the managements costs are met through a combination of Government (including local governments) and donor funding		Mid-term evaluation, terminal evaluation and project reports	
Output 1.1.	Financial management strategy and financial business plan for the national PA system						
Output 1.2.	Tools and methodologies for enhanced operational standards, planning, management and investment across PA management units.						
Output 1.3.	Institutional development strategies and plan of staffing and staff development for ANAP, NPAS and other key institutional stakeholders.						
Output 1.4.	Framework for institutional and agency support to promote employment opportunities in buffer zones						
Output 1.5.	Models for harmonized management and business plans for individual PAs						
Output 1.6.	PA practitioners with capacities for cost effective management (accounting, reporting; revenue capture and threat management techniques).						
Output 1.7	Establishment of new PAs to contribute to the financial sustainability of the NPAS						
Outcome Promoted	2:	1. Number of PA managed under co-management agreements,	0 at the beginning of the project	At least 3 major PA are co-managed at the end of the	Annual project reports, mid-term	There is an enabling environment for reforming the legal framework	

<sup>34</sup> Element 1: Site-level business planning; Element 2: Operational, transparent and useful accounting and auditing systems; Element 3: Systems for monitoring and reporting on financial management performance; Element 4: Methods for allocating funds across individual PA sites; Element 5: Training and support networks to enable park managers to operate more cost-effectively

partnerships increases the social, ecological and financial sustainability of PAs	between municipalities and PA operators		project, covering 10,400 ha (81% of PA estate).	and terminal evaluations	in order to permit collaborative management of PA, through alliances and consortium organized around the long-term management of PA.
	2. Development of a model for public-private concession agreements (including local actors) for provision of non-essential services and degree of its up-scaling throughout the whole PA system in priority areas for biodiversity conservation.	No pilot experiences of joint work with local stakeholders for the operation of Non-essential Services and PA management;	By Year 3, a model generated based on 1 initial pilot demonstration; By Year 5, the model is replicated through 2 new Agreements in PAs in other Conservation Areas; The model is fully incorporated into official NPAS policies by End of Project.	Annual project reports, mid-term and terminal evaluations	Acceptance and support of political authorities for collaborative PA management relationships. Collaborative PA management relationships between PAS and social stakeholders are established and maintained.
	3. Number of local management committees implemented	None at the beginning of the project.	At least 3 local management committees implemented by the end of the project.	Annual project reports, mid-term and terminal evaluations	Willingness of social actors and institutions to participate in and share PA management responsibilities.
Outputs 2.1. Outputs 2.2. Outputs 2.3. Outputs 2.4. Outputs 2.5.	Local development plans which incorporate PA buffer zone management strategies PA permanent working groups with productive sector associations. Academic and research programs which promote efficient long term sustainability of PA systems Control and oversight plan for PAs with local participation. Capacity building programs for co-management of PAs particularly targeting “the local management committees”				
Outcome 3: Diversified PA income sources increase income and reduce vulnerability to funding fluctuations	% of PA budgets nationally coming from sources other than Government recurrent budget	85.2% (in 2009, us\$ 40,000 come from the government, and us\$ 230,000 from other sources. But the NPAS is not operational, and the funds are dedicated only to PA units)	By the end of the project, 50% of PA budgets nationally coming from sources other than Government recurrent budget	Annual project reports, PA Financial reports mid-term and terminal evaluations	The GoH continues to show at interest and support for legal reforms to allow for new funding mechanisms for PA management The structure of the Ministry of Environment under the current administration is consistent and compatible with a greater degree of financial autonomy of the NPAS.
	% of essential recurrent costs of 3 major PAs are covered by Government, alternative income sources and PAs’ own revenue generation mechanisms	ND Annual needs not defined. Foret des Pins: nd Macaya: 120,000	At least 80%	Annual project reports, Project evaluations	Willingness of all stakeholders and institutions to participate in, share PA management

		La Visite : 150,000				responsibilities, and contribute to NPAS and PAs financial sustainability.	
	Diversification of revenue generation and mobilization of the NPAS and 3 major PAs in Haiti as measured through improvement in the detailed scores of the 7 elements <sup>35</sup> of the component #3 (Tools and systems for revenue generation and mobilization ) of the UNDP Financial Scorecard as follows	Comp 3 Element 1 Element 2 Element 3 Element 4 Element 5 Element 6 Element 7 Total	Baseline / Max 0/9 1/15 0/3 0/3 0/12 0/12 0/3 1/57	Comp 3 Element 1 Element 2 Element 3 Element 4 Element 5 Element 6 Element 7 Total	Baseline / Max 7/9 12 /15 3/3 3/3 9/12 9/12 3/3 46/57	UNDP Financial Scorecard applied at mid-term evaluation, terminal evaluation and project reports	New revenue mechanisms are successful thus increasing the impact of the application of new skills
Outputs 3.1.	Resource allocation strategy document based on economic evaluation of ecosystem services and risk mitigation potential of PA systems in Haiti						
Outputs 3.2.	Financial and regulatory instruments for capturing revenue from tourism and other potential alternative income sources.						
Outputs 3.3.	Guidelines & training programs to optimize development funds input to PA management						
Outputs 3.4.	New investment commitments for PA co-management and buffer zone development						
Outputs 3.5.	Revenue generation schemes including fees in key pilot areas <u>and ecosystem based adaptation</u>						
Outputs 3.6.	Long term cooperation framework for donor community including guidelines to optimize transfer of funds to PA management, strategies for long term investment plans and financial investment partnerships with key institutions and donor community						

<sup>35</sup> Element 1: Number and variety of revenue sources used across the PA system; Element 2: - Setting and establishment of user fees across the PA system; Element 3: Effective fee collection systems; Element 4: Marketing and communication strategies for revenue generation mechanisms; Element 5: Operational PES schemes for PAs; Element 6: Operational concessions within PAs; Element 7: PA training programs on revenue generation mechanisms

### Summary of Incremental Costs and Benefits

148. Under the baseline scenario, PAs in Haiti would have minimal protection from the major threats that they face, and as a result would continue to suffer major erosion or degradation, resulting inevitably in the global extinction of a number of the country's endemic species and the loss of the only intact examples of the country's endemic ecoregions. In addition, the loss of forest cover in the PAs would affect the water supply of a large proportion of the country's population, reduce opportunities for irrigated agriculture and expose hundreds of thousands of people to increased risk from landslides and flash floods. GEF incremental support would result in a paradigm shift in the PAs system, raising the political profile of PAs as vital elements of the country's environmental sustainability, consolidating and jump-starting the currently dispersed and ineffective institutional structures with responsibility for PA management, moving away from the currently ineffective vertical approach to PA management to one involving multiple partners at national and local levels, and using innovative approaches to diversify and increase the income available for PA management. The result, under the GEF alternative, will be a consolidated and efficient PAs system, with broad participation at local and national levels from both public and private sectors, and with increased capacities to generate and manage income in the long term, leading to financial sustainability. The incremental benefit to be achieved through the project will consist in added ecological security to be afforded to globally important BD, through improved management and protection of the PA system.

**Table 12: Incremental Benefits Matrix**

Benefits	Baseline (B)	Increment/Alternative (A)
<b>Domestic Benefits</b>	<p>Haiti does not count with a legal and policy framework for a protected area system. The rare PAs in Haiti are not connected together, not managed appropriately, and do not generate sufficient income to be financially sustainable.</p> <p>Existing institutional / administrative responsibilities for PA management are spread among two main Ministries, the MDE and the MARNDR, and involve other entities, creating duplication of effort and overlaps of responsibility contributing to conflict among PA management institutions</p> <p>There are no experience and models for participation of the private sector or local communities in PA management and biodiversity conservation (co-management).</p> <p>PA sub-systems and PA units do not have sufficient financial resources or strategies / mechanisms to increase funding or reduce costs, and available funds are not allocated strategically among PAs</p>	<p>Development of a legal and policy framework for a consolidated PA system (NPAS) will improve PA management effectiveness and reduce costs, and allow co-management of PAs and implication of local actors.</p> <p>Establishment of the NPAS, implementation of the National PA Plan, and creation and implementation of a NPAS Financial Management Strategy, will improve the efficiency of individual PA administration and the administration of the entire NPAS.</p> <p>Implementation of actions to increase the role of environmental fund (FREH), tourism and other private operators, and local communities in PA management and sustainable productive activities will increase support and funds for PA management, decrease threats to biodiversity, and improve benefit sharing among stakeholders</p> <p>Policies and mechanisms to improve the NPAS's financial sustainability will be developed and implemented at both the national level and at demonstration sites (for tourism and payments for environmental services), enabling the long term generation of financial resources for the NPAS</p>

<b>Benefits</b>	<b>Baseline (B)</b>	<b>Increment/Alternative (A)</b>
<b>Global Benefits</b>	<p>Haiti's existing PAs do not adequately encompass the country's full range of ecosystems / vegetation zones, and thereby fail to provide a framework for effective long-term conservation of globally significant biodiversity.</p> <p>Insufficient financing and inadequate management and operational frameworks and capacities result in poorly managed PA units that frequently fail to conserve globally significant biodiversity even within established PA borders.</p> <p>Communities and private sectors players in the areas surrounding PAs continue to use natural resources in ways that pressure natural ecosystems, and have little participation in PA management or knowledge of the role PAs play as providers of economic opportunities and ecosystem services and as contributors to overall quality of life.</p>	<p>An operational and sufficiently financed national system of protected areas will enable more effective conservation on existing PA lands during the project, and will set the stage for incorporation of additional lands (priority sites for biodiversity conservation) such as the Manglares area in the north of the country.</p> <p>A strengthened policy, legal and institutional framework for PAs in Haiti will improve the capacity of PAs to conserve globally significant biodiversity and will allow the NPAS to make strategic decisions regarding the allocation of human, financial and technical resources to PA units with the highest biodiversity values and potential for successful conservation</p> <p>Development and testing of successful PA management models and sustainable economic uses of PA resources (e.g. nature-based tourism and payments for environmental services) will facilitate the establishment of strategic alliances for PA management and conservation of globally significant biodiversity resources, and also will allow for the configuration of new areas as buffer zones and conservation corridors, thus guaranteeing greater representativeness of ecosystems and globally significant biodiversity</p>

## SECTION III: TOTAL BUDGET AND WORK PLAN

<b>Award ID:</b>	00040860
<b>Award Title:</b>	GEF-PIMS 4150: HTI: NPAS
<b>Business Unit:</b>	HTI10
<b>Project Title:</b>	Establishing a financially sustainable national protected areas system in Haiti
<b>Project ID: PIMS no.4150</b>	00070685
<b>Implementing Partner (Executing Agency)</b>	Ministry of Environment (- 000475 Ministère de l'Environnement)

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	donor name	Atlas Budgetary Account Code	Budget description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	TOTAL		
Outcome 1		62000	GEF	71200	Int. Cons.	15,000	30,000	40,000	30,000		115,000		
				71300	Loc.Cons.	25,000	60,000	60,000	60,000	35,000	240,000		
				71600	Travel	25,000	30,000	25,000	25,000	20,000	125,000		
				72100	Contr. Serv.		20,000	15,000	10,000	10,000	55,000		
				72200	Equip.	20,000	30,000				50,000		
				72400	Com. & Audio	2,000	5,000				7,000		
				72500	Supplies	10,000					10,000		
				72800	IT Equipmt	15,000					15,000		
				73300	IT Rent&Maint		3,000	3,000	3,000	3,000	12,000		
				74200	Audio&Print	8,000					8,000		
		74500	Misc	2,000	2,000	2,000	2,000	2,000	10,000				
		<i>GEF sub total</i>						<i>122,000</i>	<i>180,000</i>	<i>145,000</i>	<i>130,000</i>	<i>70,000</i>	<i>647,000</i>
		4000	UNDP	71200	UNDP	71200	Int. Cons.	10,000	20,000	20,000			50,000
<i>UNDP sub total</i>						<i>10,000</i>	<i>20,000</i>	<i>20,000</i>	<i>0</i>	<i>0</i>	<i>50,000</i>		
<b>total outcome 1</b>						<b>132,000</b>	<b>200,000</b>	<b>165,000</b>	<b>130,000</b>	<b>70,000</b>	<b>697,000</b>		
Outcome 2		62000	GEF	71200	Int. Cons.	12,500	30,000	40,000	30,500		113,000		
				71300	Loc.Cons.	15,000	40,000	40,000	40,000	40,000	175,000		
				71400	Contr.Serv.	24,000	24,000	24,000	24,000	24,000	120,000		
				71600	Travel	30,000	40,000	40,000	40,000	40,000	190,000		
				72100	Contr. Serv.	50,000	50,000	50,000	50,000	30,000	230,000		

				72200	Equip.	30,000					30,000
				72300	Mat. & Goods	15,000					15,000
				72400	Com. & Audio	15,000					15,000
				72500	Supplies	5,000	3,000	3,000	3,000	3,000	17,000
				72800	IT Equipmt	20,000					20,000
				73100	Rent& Maint	3,000	3,000	3,000	3,000	3,000	15,000
				73300	IT Rent&Maint		3,000	3,000	3,000	2,546	11,546
				74200	Audio&Print	10,000					10,000
				74500	Misc	3,000	4,000	4,000	3,000	3,000	17,000
				<i>GEF sub total</i>		<i>232,500</i>	<i>197,000</i>	<i>207,000</i>	<i>196,500</i>	<i>145,546</i>	<i>978,546</i>
	4000	UNDP	71200	Int. Cons.	7,500	7,500	7,500	7,500			30,000
		<i>UNDP sub total</i>			<i>7,500</i>	<i>7,500</i>	<i>7,500</i>	<i>7,500</i>	<i>0</i>	<i>30,000</i>	
		<b>total outcome 2</b>				<b>240,000</b>	<b>204,500</b>	<b>214,500</b>	<b>204,000</b>	<b>145,546</b>	<b>1,008,546</b>
Outcome 3	62000	GEF	71200	Int. Cons.	35,000	100,000	100,000	47,000			282,000
			71300	Loc.Cons.	35,000	60,000	80,000	40,000	30,000		245,000
			71600	Travel	35,000	30,000	30,000	25,000	15,000		135,000
			72100	Contr. Serv.	20,000	30,000	30,000				80,000
			72500	Supplies	2,000	2,000	2,000				6,000
			74500	Misc	1,000	1,000	1,000	412			3,412
			<i>GEF sub total</i>			<i>128,000</i>	<i>223,000</i>	<i>243,000</i>	<i>112,412</i>	<i>45,000</i>	<i>751,412</i>
			4000	UNDP	71200	Int. Cons.	20,000	40,000	40,000	10,000	
	<i>UNDP sub total</i>			<i>20,000</i>	<i>40,000</i>	<i>40,000</i>	<i>10,000</i>	<i>0</i>	<i>110,000</i>		
	<b>total outcome 3</b>				<b>148,000</b>	<b>263,000</b>	<b>283,000</b>	<b>122,412</b>	<b>45,000</b>	<b>861,412</b>	
Outcome 4	62000	GEF	71200	Int. Cons.			10,000		10,000		20,000
			71400	Contr.Serv.	30,000	30,000	30,000	30,000	30,000		150,000
			71600	Travel	2,500	5,000	5,000	5,000	5,000		22,500
			72200	Equip.	30,000						30,000
			72400	Com. & Audio	2,000	1,000	1,000	1,000	1,000		6,000
			72800	IT Equipmt	15,000						15,000
			74200	Audio&Print	1,000	1,000					2,000
			74500	Misc	1,000	1,100	1,000	1,000	1,000	715	4,815
	<i>GEF sub total</i>			<i>81,500</i>	<i>38,100</i>	<i>47,000</i>	<i>37,000</i>	<i>46,715</i>	<i>250,315</i>		

		4000	UNDP	71200	Int. Cons.			15,000		15,000	30,000
				71300	Loc.Cons.			10,000		10,000	20,000
				71600	Travel	3,000	3,000	10,000	3,000	10,000	29,000
				74100	Prof.Serv.	2,000	2,000	2,000	2,000	2,000	10,000
				74500	Misc	1,000	2,000	1,000	1,000	1,550	6,550
				75100	F&A	2,200	3,750	5,300	1,200	2,000	14,450
			<i>UNDP sub total</i>			8,200	10,750	43,300	7,200	40,550	110,000
		<b>total outcome 4 (PM)</b>				<b>89,700</b>	<b>48,850</b>	<b>90,300</b>	<b>44,200</b>	<b>87,265</b>	<b>360,315</b>
<b>GEF Total</b>						564,000	638,100	642,000	475,912	307,261	2,627,273
<b>UNDP Total</b>						45,700	78,250	110,800	24,700	40,550	300,000
<b>project Totals</b>						<b>609,700</b>	<b>716,350</b>	<b>752,800</b>	<b>500,612</b>	<b>347,811</b>	<b>2,927,273</b>

Summary of Funds: <sup>36</sup>

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>GEF</b>	564,000	638,100	642,000	475,912	307,261	<b>2,627,273</b>
<b>UNDP (cash)</b>	45,700	78,250	110,800	24,700	40,550	<b>300,000</b>
<b>UNDP (in kind)</b>	20,000	50,000	50,000	40,000	40,000	<b>200,000</b>
<b>DED (in kind)</b>	200,000	200,000	200,000	0	0	<b>600,000</b>
<b>GoH (in kind)</b>	410,000	410,000	410,000	410,000	410,000	<b>2,050,000</b>
<b>AECID (in kind)</b>	460,000	460,000	460,000	460,000	460,000	<b>2,300,000</b>
<b>CNIGS (in kind)</b>	400,000	0	0	0	0	<b>400,000</b>
<b>TOTAL</b>	<b>2,099,700</b>	<b>1,836,350</b>	<b>1,872,800</b>	<b>1,410,612</b>	<b>1,257,811</b>	<b>8,477,273</b>

## BUDGET NOTES

OUTCOME 1: Improved PA governance system, backed by policies, regulations and competent institutions, enables more cost efficient use of funds available for PA management.

Budget Line	Comments
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<sup>36</sup> Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc. etc

<p>71200 International Consultants</p>	<p>Protected Areas Financing Expert (US\$ 2,500/week * 15 weeks), will provide international experience and state of the art knowledge on mechanisms for resource generation mechanism in the short medium and long terms and perform the following tasks: (1) Design the financial and operational plan for NPAS (output 1.1); 2) Protected area planning experts (US\$ 2,500/week * 50 weeks) are required to provide support to (1) the development of management and business plans for PAs (output 1.5); (2) provide technical support for standardized approaches to management plan business plans in the different sub-systems in line with standards defined for NPAS (output 1.5); (See CEO Endorsement for details)</p>
<p>71300 - Local Consultants</p>	<p>Output 1.1: Strategic Planning &amp; Assessment Experts (US\$ 1,000/week * 120 weeks), will be required for assisting in the Strategic evaluation of the NPAS structure including the analysis of different scenarios, risks and opportunities and measures required for technical, environmental and financial sustainability measures. Output 1.2: Expert on Monitoring &amp; Evaluation (US\$ 1,000/week * 40 weeks) will be required to provide neutral application of annual assessments, support in preparation of annual reports and subsequent work plan and overseeing the application of the METT, Institutional &amp; Financial Scorecard at midterm and project closure. Output 1.3: Institutional &amp; Legal Experts (US\$ 1,000/week * 100 weeks) will be required to provide technical assistance for the development of institutional and legal arrangements for the NPAS; Strategic Planning &amp; Assessment Experts (US\$ 1,000/week * 100 weeks), will be required for assisting in Strategic analysis to support in the design of the financial and operational design of NPAS; Expert Facilitators_(US\$ 1,000/week * 40 weeks), will be required to provide a neutral platform from which to lead high level political and strategic national and regional negotiations regarding the norms and standards for NPAS and its composition. Output 1.4: A PA management specialist will be required to propose and elaborate Models for harmonized management and business plans for individual PAs, in association with PA units and ANAP (US\$ 1,000/week * 85 weeks). Output 1.5: PA management specialist will be required to establish models for harmonized management and business plans for individual PAs and diffuse these models to all PA in the country (US\$ 1,000 *70). Output 1.6: A PA management specialist, with strong experience in cost effective management, will be required to elaborate training programs for cost effective management (accounting, reporting; revenue capture and threat management techniques) and train PA practitioners (US\$ 1,000/week * 100 weeks). Output 1.7: a conservation specialist and a PA establishment specialists will be required to analyse the biodiversity and ecosystems of Caracol area, determine the priorities in terms of conservation, the main threats and alternative of conservation, and propose the most appropriate solution to create the PA of Caracole in association with local populations and authorities (US\$ 1,000 /weeks * 160 weeks; (See CEO Endorsement for details)</p>
<p>71600 Travel  <u>Note:</u> IA staff travel will not be charged against project funds</p>	<p>Outcome 1 and 2 involve a series of Outputs to establish the legal, operational, financial and strategic framework for the financially sustainable NPAS. These require considerable numbers both national and international experts. While some of the work can be performed from home bases most contracts will require travel to Port au Prince for meetings, workshops and consultations so that consensus can be reached on new standards, operations and finance strategies. Institutional experts would be covered by cofounding sources however technical assistance consultancies hired through GEF resources would require some travel support. A total of US\$ 259,000 has been programmed for the five years. Costs have been based on the following estimates 7 international experts' visits in 5 years per year @ 7 days per visit (experts in PA finance, PA system design, state of the art PA operations experts) costed at US\$ 3,000 per air ticket y 7x260 DSA per visit. In addition, an average of US\$ 8,000 has been programmed every year for each output of the 1<sup>st</sup> outcome. . This is for local consultants to travel to Port au Prince and to the different PA of the country for meetings and consultation with the Central Government Institutions responsible for the NPAS, for consultations and trainings within the different PAs and their respective buffer zones, and for the establishment of the Caracole PA. These include PA management and financing experts, institutional and legal experts, strategic and planning assessment experts. As far as possible meetings and expert consultations to define and reach consensus on strategic framework elements will be planned so as to reduce travel costs. In addition, trainings session wil be organized strategically in order to reduce DSA (US\$ 260/day) to be paid to participants when they come to Port au Prince; and whenever it is possible, these trainings will be organized directly on the PA and its buffer zone. The rationale behind this budget note can similarly be applied to travel in Outcome 2 and 3 in which considerable international and national highly specialized expertise</p>

	is required in the first few years of the project. In addition, Outcome 2 will required even more travels expenses and DSA because more training are planned inside the country; and Outcome 3 requires much more internal travel and DSA for international specialists on PA finance.
72100 Contractual Services	During the first 2 years of the Project, NPAS’s strategic and operational Framework will have been designed enabling the deployment of the new institutional capacities that will require initial GEF support in regards assuming the responsibilities of the new operational and financial framework during the following 3 years. To provide a neutral support and oversight to this process a third party acting as co-executors would be hired through competitive selection providing operational and administrative support to the establishment of the new PA in Caracol. This co-executor will have a significant experience in PA implementation and management, and will have to work in association with the ANAP team, and with the national consultants in charge of defining the baseline and strategy for Caracol establishment. This activity will start on year 2 of the project and is expected to be finalized by the end of the project, with the official incorporation of the Caracol PA within the NPAS.
72200 Equipment	US\$ 110,000 has been programmed under the budget line equipment for the first outcome (=4% of the total budget of the outcome). These equipments would be necessary for the establishment of the new PA in Caracol (US\$ 60,000 for 1 vehicule (US\$ 30,000) plus all the required equipment for the infrastructure and the PA office. This budget will also be used to equip the PA management units (output 1.2) in order to enhance operational standards planning, management and investment. In addition, PA practionners may require specific equipments to be able to effectively apply their knowledge on cost effective management (accounting, reporting; revenue capture and threat management techniques), obtained through output 1.6.
74500 Miscellaneous	Small amounts of resources (6% of total budget of outcome 1) have been added for each Outcome annually to guard against unexpected currency changes (this has been significant in Haiti over the last few years and with the financial international crisis). Also to protect against unexpected expenses due to increased costs of services associated with specific activities eg. increased number of consultations required for consensus on new regulations etc; and for sundries such as for mail expenses, bank charges for contracts etc.
<b>OUTCOME 2: Promotion of partnerships to increase the social, ecological and financial sustainability of PAs.</b>	
<b>Budget Line</b>	<b>Comments</b>
71200 International Consultants	Output 2.5: a Protected Areas Competency Trainer will be required to work at different level. At systemic level: strategic and financial planning and assessment; at individual level: design, implementation and evaluation of Management and Business Plans. He will be required for capacity building support to the following (1) Strategic planning assessment; (2) financial planning, management and coordination; (3) prevention and resolution of conflicts; (4) design, implementation and evaluation of Management and Business Plans; and (5) competencies in environmental education, biodiversity conservation, sustainable use, visitor programs, and local community participation (US\$ 2,500/week * 50 weeks)

71300 - Local Consultants	<p>Output 2.1: a development planning and PA specialist will be required to work with local authorities to incorporate PA buffer zone management strategies into local development plans (US\$ 1,000/week * 150 weeks). This consultant will work from the 2<sup>nd</sup> to the 5<sup>th</sup> year of the project, in association with local authorities, NGO, civil society and PA authorities to integrate PA and biodiversity conservation issues into the local development plans. He will work in close collaboration with the experts of the 1<sup>st</sup> and 3<sup>rd</sup> outcome, to integrate the results of their respective activities into local development plans, and in particular the options for developing income generating activities, strengthen local economy in the buffer zones and finance PA units. Output 2.2 an expert in public outreach, awareness-raising &amp; communications will be required to undertake periodic perception studies on PAs to determine the success of outreach activities and support services to consultation and awareness building workshops, and seminars in a neutral forum and with full participation of diverse stakeholders (US\$ 1,000/week * 90 weeks).</p> <p>Output 2.4: a specialist in community relations (US\$ 1,000/week * 90 weeks) will work with the PA management specialist to develop materials and training kits on “Control and oversight plan for PAs” with local participation, to train local authorities, civil society, local association and individual PA units, in order to foster control and oversight of PA by local populations, improve transparency, credibility and local governance, and eventually reduce human pressure on PA because of illegal logging and farming activities.</p> <p>Output 2.5: the training specialist (US\$ 1,000/week * 105 weeks) will be in charge of developing capacity building programs for co-management of PAs particularly targeting “the local management committees”. Its objectives will be to improve local comprehension of PA importance for biodiversity conservation, water catchment and protection against soil erosion and floodings. He will also train “local management committees” and PA units fo co-management of PA, including all the aspects of planning and accountability, financial sustainability, tourism management, conflict prevention, investments. At the end, this co-management of PA with local populations is expected to improve overall PA protection and management efficiency.</p>
71600 Travel  Note: IA staff travel will not be charged against project funds	See previous budget note on 71600-Travel for outcome 1.
72100 Contractual Services	Only 3% of the budget of outcome3 is dedicated to equipment expenses (US\$ 80,000 out of US\$ 2,813,000). This budget will be used to equip the permanent working groups with productive sector associations (output 2.2), the Academic and research programs the NPAS is going to work with, and the local management committees so they can perform their function of control and oversight (output 2.4) and co-management (output 2.5).
74500 Miscellaneous	Small amounts of resources (4% of total budget of outcome 2) have been added <u>for each Outcome</u> annually to guard against unexpected currency changes (this has been significant in Haiti over the last few years and with the financial international crisis). Also to protect against unexpected expenses due to increased costs of services associated with specific activities eg. increased number of consultations required for consensus on new regulations etc; and for sundries such as for mail expenses, bank charges for contracts etc.
<b>OUTCOME 3: Diversification of PA income sources in order to increase income and reduce vulnerability to funding fluctuations.</b>	
<b>Budget Line</b>	<b>Comments</b>
71200	Output 3.1: Protected Areas Financing Expert (US\$ 2,500/week * 20 weeks) will provide international experience and state of the art

<p>International Consultants</p>	<p>knowledge on mechanisms for resource generation mechanism in the short medium and long terms and perform the following tasks: Undertake economical and financial assessments of the legal and institutional arrangements proposed for finance and operational standards for the NPAS; Undertake further assessments of funding gaps of different NPAS scenarios and mixes of resource revenues (using real costs of individual PA based on the standards defined for NPAS). The Tourism Fee Expert (US\$ 2,500/week * 25 weeks) will provide international experience and state of the art knowledge on tourism related mechanisms for application in the tourism pilot. He will provide support for the technical review of progress of tourism route pilot, providing synthesise of results as inputs to the development of norms and policies for entrance fees for the NPAS. Output 3.2: Environmental economists and experts on PES (US\$ 2,500/week * 20 weeks) will be required to provide international experience and state of the art knowledge on PES schemes for PA financing and support in the following tasks: (1) Analysis of the regulatory framework needed to implement PES for water provision services; 2) Definition of mechanisms needed at the systems level for monitoring and evaluation of payments. In addition, an Experts in PA management and revenue generation (US\$ 2,500/week * 30 weeks) will be required to document and share lessons from pilot sites and other revenue generation mechanisms with all PA stakeholders, including private PA managers and managers of public PAs that are not incorporated into the NPAS during the project implementation. He will also provide international experience and state of the art knowledge for the definition of standards for different categories of PA in the NPAS. Output 3.5: the Expert in PA management and revenue generation will be required to definition of the revenue generation schemes taking into account local context and reality, turism potential, PES opportunity, and any other potential sources (US\$ 2,500/week * 30 weeks). He will work in close collaboration wth the Tourism Fee Expert which will provide international experience and state of the art knowledge on tourism related mechanisms for application in the tourism pilot. He will provide support for determining fees structures for the different PA along the route and provide inputs to design of entrance fee related collection mechanisms (US\$ 2,500/week * 30 weeks). Output 3.6: a finance specialist will be required to elaborate a long term cooperation framework for donor community including guidelines to optimize transfer of funds to PA management, strategies for long term investment plans and financial investment partnerships with key institutions and donor community (US\$ 2,500/week * 48 weeks). He will provide international experience and state of the art knowledge on these issues.</p>
<p>71300 - Local Consultants</p>	<p>Output 3.1: an economist will be required to undertake additional studies to further refine the estimates of economic values provided by PAs in different NPAS scenarios including their current and potential contributions to local economies and development (US\$ 1,000/week * 25 weeks). Output 3.2: the financial and regulatory expert (US\$ 1,000/week * 120 weeks) will formulate and develop financial and regulatory instruments for capturing revenue from tourism and other potential alternative income sources, in association with the Economist and the international consultants. Output 3.3: the Economists (US\$ 1,000/week * 30 weeks) will be required to provide training as needed to NPAS institutions on the economic value of PA so as to strengthen their negotiating positions. He will work in close collaboration with the Training specialist and the expert in public outreach. Output 3.4: the Experts in public outreach (US\$ 1,000/week * 75 weeks) will work in close collaboration with the Economist and the ANAP in order to negotiate new investment commitments for PA co-management and buffer zone development. Output 3.5: National Economists (US\$ 1,000/week * 135 weeks) will work in close collaboration with the international experts to elaborate a revenue generation schemes including fees in key pilot areas. The international experts will provide international experience and state of the art knowledge on revenue generaion schems, while the national economist will adapt the proposal and schems to the Haitian reality. Output 3.6: Economists (US\$ 1,000/week * 25 weeks) will be required to provide user friendly material for negotiations with government on PA values in order to promote increases budgetary allocation to PA. Experts in public outreach, awareness-raising &amp; communications will be required to design the corporative image for NPAS and marketing plan to increase understanding and visitation of PA (US\$ 1,000/weeks * 30 weeks); develop and execute the marketing plan (US\$ 1,000 /weeks * 30 weeks); and develop and deliver an awareness campaign on the value of protected areas to the economy for decision makers aiming at increasing budget allocations and the broader public aiming at increasing willingness to participate in potential new resource generation mechanisms (US\$ 1,000 /weeks * 70 weeks).</p>
<p>71600</p>	<p>See previous budget note on 71600-Travel for outcome 1.</p>

<p>Travel</p> <p><u>Note:</u> IA staff travel will not be charged against project funds</p>	
<p>72100 Contractual Services</p>	<p>During the first 3 years of the Project, NPAS’s strategy is to elaborate a resource allocation strategy document (Output 3.1). This document will be based on economic evaluation of ecosystem services and risk mitigation potential of PA systems in Haiti, and will be used for improving both PA unit and NPAS management, and also for lobbying purpose. A third party would be hired through competitive selection providing scientific and technical support to the economic evaluation of ecosystem services and risk mitigation potential of PA systems in Haiti. This third party will eventually elaborate the resource allocation strategy, in close collaboration with the ANAP. US\$ 115,000 has been programmed from year 1 to 3 to realize this output. Once the NPAS and ANAP will be institutionalized, improving the the financial sustainability will become a priority of the program. Guidelines &amp; training programs to optimize development funds input to PA management will be required (output 3.3), and their realization would be given to a third party such as a consultancy firm, hired through competitive selection process. US\$ 60,000 from year 3 to 5 has been programmed to elaborate the guidelines and realize the training programs to optimize development funds input to PA management, into each PA unit and buffer zone, mainly for PA managers and the local management committees. The co-management of PA units, the implication of local population into biodiversity protection and the development of buffer zones to reduce threats on PA units are key elements of the NPAS project. In order to mobilize funds, technical expertise and human resources to promote co-management and buffer zone development, US\$ 240,000 has been programmed from year 1 to year 4, to foster the work of the Foundation Seguin, the Program 73, the IADB-GEF program in Macaya, FoBroBim in Caracol and any other local organization, in order to promote new investment commitments for PA co-management and buffer zone development (output 3.4). A third party will be hired through competitive selection process to implement this output.</p>
<p>74500 Miscellaneous</p>	<p>Small amounts of resources (6% of total budget of outcome 3) have been added for each Outcome annually to guard against unexpected currency changes (this has been significant in Haiti over the last few years and with the financial international crisis). Also to protect against unexpected expenses due to increased costs of services associated with specific activities eg. increased number of consultations required for consensus on new regulations etc; and for sundries such as for mail expenses, bank charges for contracts etc.</p>
<p><b>OUTCOME 4</b></p>	
<p><b>Budget Line</b></p>	<p><b>Comments</b></p>
<p>71200 International Consultants</p>	<p>US\$ 50,000 has been programmed under the 4<sup>th</sup> outcome, during the 3<sup>rd</sup> and 5<sup>th</sup> year, in order to realize the mid-term and the final evaluation of the project: US\$ 2,500 /weeks during 10 weeks for each evaluation.</p>
<p>71600 Travel</p> <p><u>Note:</u> IA staff travel will not be charged against project funds</p>	<p>An average of US\$ 20,000 per year has been programmed under the Travel budget line of the Program Management Outcome. This budget will cover the travel costs related to the international consultant in charge of the mid-term and final evaluation of the project, taking into account US\$ 3,000 for each international ticket (US\$ 6,000 in total), and 2*10 weeks of DSA at 260 us\$/day (US\$ 36,400 in total). It also takes into account the travel expenses of the national consultants which will complete the mid-term and final evaluation team. In addition, this budget will be used to cover any travel costs (tickets and DSA), related to the participation of ANAP and NPAS personnel to international meeting and workshops on PA management and financial sustainability of National System of Protected Area, with the hypothesis that 1 international travel will be realized every year during 5 years for 3 persons.</p>

72200 Equipment	US\$ 60,000 has been programme under this budget line in order to equipe the ANAP with 1 vehicule (US\$ 30,000), office furnitures, digital camera, photocopy machine and other equipment that are required.
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## **SECTION IV: ADDITIONAL INFORMATION**

### **PART I: ENDORSEMENT LETTER**



#### **MINISTERE DE L'ENVIRONNEMENT**

Port-au-Prince, le .....  
December 3<sup>rd</sup> 2007

To: **Yannick Glemarec**  
UNDP-GEF

Subject: Endorsement for: **Consolidating the National Protected Area System**

In my capacity as GEF Operational Focal Point for Haiti, – I confirm that the above project proposal (a) is in accordance with the government's national priorities and the commitments made by Haiti under the relevant global environmental conventions and (b) has been discussed with relevant stakeholders, including the global environmental convention focal points, in accordance with GEF's policy on public involvement.

Accordingly, I am pleased to endorse the preparation of the above project proposal with the support of UNDP. – If approved, the proposal will be prepared and implemented by the Ministry of Environment of Haiti. –Further, I request .to provide a copy of the project document for review before it is submitted to the GEF Secretariat for CEO endorsement.

I understand that the total GEF financing being requested for this project is US\$ 3.000.000– inclusive of project preparation grant (PPG), if any, and Agency fee (10%) to UNDP for project cycle management services associated with this project.

I consent to the utilization of the following indicative allocations available to Haiti in GEF-4 under the GEF Resource Allocation Framework to cover the GEF project preparation and implementation as well as the associated Agency fees for this project.

Total RAF Allocation for Biodiversity: \$ 4.2 Millions.

Sincerely,

**Daniel Brisard**

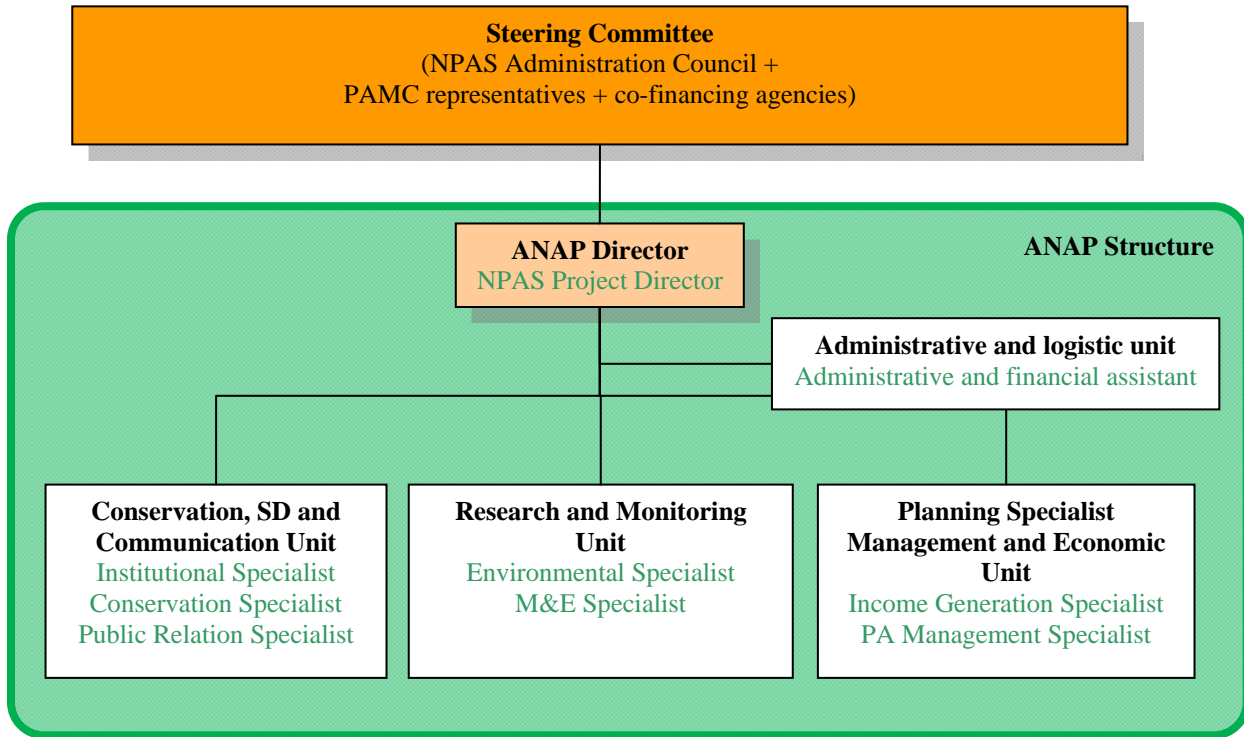
GEF Operational Focal Point  
General Director  
Ministry of Environment



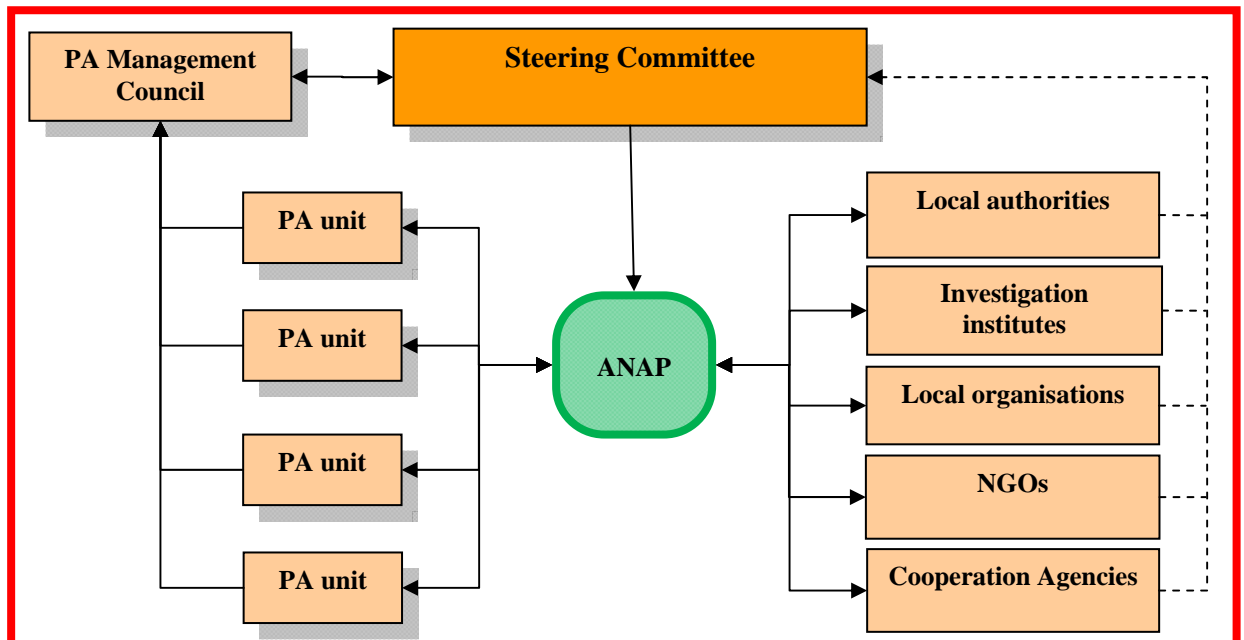
Copy to: **Minister Jean Marie Claude Germain**  
GEF Political Focal Point  
**Joseph Ronald Toussaint**  
CBD Focal Point

## PART II: ORGANIGRAM OF PROJECT

### Organigram of the Project Management Unit within the ANAP



### Organigram of the NPAS, under the supervision of the Ministry of Environment



## **PART III: TERMS OF REFERENCE FOR KEY PROJECT STAFF**

### **TOR FOR PROJECT DIRECTOR**

The Project Director will be hired through a competitive process, supervised by the MDE and by UNDP. He will work under the overall supervision of the Steering Committee, and he will have the following responsibilities:

- Lead, co-ordinate and supervise project implementation and the Project Management Unit
- Promotion of the coordinated participation of Government institutions and NGOs, at central and local levels, in project implementation.
- With support from the project administrative team, ensuring efficient and transparent execution of financial and physical resources, in conformity with the rules of the Government, GEF and UNDP.
- Together with UNDP and the project team and in discussion with local stakeholders, preparation of APWBs for approval by the NSC and the GEF.
- Be accountable for starting up activities and for obtaining expected results within the project timeframe, as well as unexpected activities required for project objectives fulfillment.
- Coordinate and supervise project implementation at an operational level, providing any necessary guidance and support, ensuring that project stages are consistent with the general structure. In particular, he/she must prepare and coordinate with the MDE and UNDP the operational aspects for contracting professional services (studies, monitoring, and equipment purchases) and input required for the execution of any activities. Similarly, he/she is to take into consideration any necessary mechanisms for monitoring compliance of external contracts and subcontracts.
- Coordinate and supervise the professional team contracted for the project, providing the necessary guidance and support to ensure that the implementation of each project component is consistent with the project objectives and overall structure.
- Evaluate the project progress and budgetary expenses regularly, especially using the project impact indicators. To this effect, he/she must ensure systematic updating of information required for monitoring. Reporting procedures shall be through a written Progress and Budget Report to be submitted to the Project Steering Committee meeting to be held at least once a year, one month before the meeting takes place. Likewise, the NPC shall prepare the reports required by GEF (a Project Implementation Review (PIR), in addition to the quarterly progress reports (QPR) to UNDP. In addition the NPC will prepare Executive Progress Reports as required by the National Project Director. Similarly, the NPC should coordinate the external audits and evaluations as requested by UNDP. At least two evaluations will be required during the project's life (one mid-term and one final evaluation), with terms of reference agreed on by MDE and UNDP and following GEF guidelines. External audits shall be performed on a yearly basis in accordance with UNDP standards and procedures. Any budgetary changes made within the annual operational plan should be reported and justified for submission and the consideration of MDE and UNDP.
- Establish and ensure the coordination and information mechanisms necessary for the project implementation. This includes coordination of any necessary external agencies, relevant private and/or state services to ensure the efficient implementation of activities to be performed by the said agencies; the maintenance of information channels with the Project Steering Committee, and other relevant actors pursuant to the implementation of the project. Additionally the NPC shall coordinate with other GEF projects on protected areas and biodiversity conservation, and other initiatives related to this issue.
- Share and transfer information from the experience generated by the project implementation, and thus provide spaces for discussion and analysis of the information generated.

- Regularly inform and report to UNDP, MDE and GEF Operational Focal Point on the lessons learnt during the project implementation and, channel any similar experiences from all parts of the world to improve the project operation and implementation.
- Coordinate monitoring and evaluation functions for which the presence of a technical expert is contemplated. Ensure fulfillment of UNDP-GEF monitoring and evaluation procedures.

## PART IV: STAKEHOLDERS INVOLVEMENT PLAN

**Table 13: Stakeholders' involvement in the PPG phase.**

Date	Method	Persons / institution contacted	Objective / observations
January - May 2009	By mail, Individual meetings,	Ministry of Environment, Helvetas, Group 73, Fondation Seguin, IADB, CNIGS, FAES, Fondation Seguin, AECID,	Circulation of the draft of project document for finalization before submission to UNDP-GEF
January 2009	Logical Framework Workshop	Ministry of Environment, involved NGOs, IADB, Helvetas, CNIGS	Presentation of the work of the consultants and discussions on the alternatives and the strategy of the project; on the LF: validation of indicators, baseline and targets; and on the implementation arrangements; Implementation of a team for collecting the required informations, under the supervision of the MDE.
Nov 08 – January 09	By mail plus Individual meetings,	Ministry of Environment, Helvetas, Group 73, Fondation Seguin, IADB, CNIGS, FAES, Fondation Seguin, AECID,	National consultants and UNDP Energy and Environment unit have organized meetings with the involved stakeholders, to establish the baseline situation, identify and evaluate the alternatives, and formulate their reports.
Oct 2008	Orientation workshop	Ministry of Environment, involved NGOs,	Workshop with the main stakeholders to clarify the objectives and responsibilities of the PPG phase, define the methodology and deadlines. Presentation of the GEF and of the BD focal area. Presentation of the PIF, and discussion on the strategy of the project and its main objectives.

### PARTICIPATION MECHANISMS PROPOSED FOR THE IMPLEMENTATION PHASE

- 1) Project Steering Committee. Implementation of the project will be carried out under the general guidance of a Project Steering Committee (PSC), specifically formed for this purpose. This will constitute the principal mechanism for Government representation in the management of the project. Given the national, systemic scope of the project, this committee will be composed of Government representatives at the ministerial level. The composition, responsibilities and rules of operation of the PSC will be confirmed during its first meeting. The PSC will definitely include the Ministry of Environment (as sector head and entity to which the NPAS is attached), UNDP (as Implementing Agency), IADB (as IADB-GEF Macaya Implementing Agency) and other Ministries and entities as appropriate.
- 2) Local management committees. These committees, the establishment of which the present project is supporting in PAs nationwide, will provide the principal channel for the representation of

stakeholders from local communities in project decision making and supervision. These committees are in regular and direct communication with the NPAS staff and also meet regionally on a six-month basis and annually at the national level. They will be the key entity to promote the co-management of PA.

- 3) PA permanent working groups with productive sector associations will be the main mechanism to ensure private sector participation in PA management. The private sector will be engaged in a large range of activities dedicated to tourism promotion, buffer zone management, and other sustainable financing mechanisms.

## **PART V: ANNEXES (SEE SEPARATE FILE)**

## SIGNATURE PAGE

Country: Haiti

**UNDAF Outcome(s)/Indicator(s):** Improved environment and natural resources management.

**Expected Outcome(s)/Indicator(s):** Contribution to the achievement of sustainable development objectives through the strengthening of national capacities in charge of policy, program and project implementation, and through the improvement of sanitary, social and economic conditions of targeted population groups.

**Expected Output(s)/Indicator(s):**

1/ Strategic, legal, institutional and communicational frameworks are developed; and their implementation promoted in order to better address environmental and natural resources management problems at national and local levels..

2/ Devices/systems to improve access to drinking water, sanitation services, and management of solid wastes are implemented.

**Implementing partner:** Ministry of Environment/ National Agency of Protected Areas (Ministère de l'Environnement/Agence National des Aires Protégées )

**Other Partners:** AECID, CNIGS, DED, BID

<p><b>Programme Period:</b> 2009-2014</p> <p><b>Programme Component:</b></p> <p><b>Project Title:</b> Establishing a financially sustainable National Protected Areas System</p> <p><b>Proposal ID:</b> 00040860</p> <p><b>Project ID:</b> 00070685</p> <p><b>Project Duration:</b> 60 months</p> <p><b>Management Arrangement:</b> NEX</p>
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<p><b>Total budget:</b> 8,477,273</p> <p><b>Allocated resources - cash:</b></p> <ul style="list-style-type: none"><li>• GEF 2,627,273</li><li>• UNDP 300,000</li></ul> <p><b>In kind contributions</b></p> <ul style="list-style-type: none"><li>• Government 2,050,000</li><li>• UNDP 200,000</li><li>• DED 600,000</li><li>• AECID 2,300,000</li><li>• CNIGS 400,000</li></ul>
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**Agreed by (Government):** \_\_\_\_\_

**Agreed by (UNDP):** \_\_\_\_\_