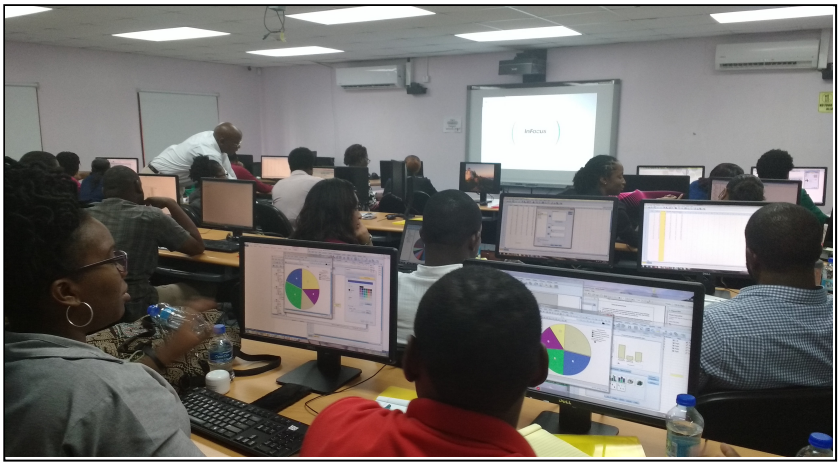
Terminal Evaluation of the UNEP/GEF Project "Increase St. Lucia's Capacity to Monitor MEA Implementation and Sustainable Development, GEF ID #: 5197" (2015-2021)



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Special acknowledgements to Mr Myles Sven Hallin (Evaluation Manager).

The evaluation consultant hopes that the findings, conclusions and recommendations will contribute to St. Lucia's environmental information system and to the strengthening of similar projects in St. Lucia and in other countries.

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Brief consultant biography

Kris B. Prasada Rao holds an MSc in Human Geography and has more than 20 years of professional experience in climate change, natural resource management, environment, rural development, agriculture, and livelihoods. He has expertise in different aspects of climate change, including governance under the UNFCCC framework, adaptation and resilience, mitigation, and mainstreaming across sectors. He has worked in 42 countries for a broad range of multilateral institutions including UNEP, UNDP, FAO, and the European Union, bilateral donors, and NGOs. Kris B. Prasada Rao is a specialist in evaluation and has carried out numerous evaluations and reviews including complex strategic evaluations, global and regional multi-country programme evaluations, and in-country project evaluations. Moreover, he has hands-on programme and project implementation, management and oversight experience from positions with the Danish Committee for Aid to Afghan Refugees (DACAAR), Oxfam America, and IFAD. He has since 2011 been a partner and board member at PEMconsult.

About the Evaluation

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Evaluation

Brief Description: This report is a Terminal Evaluation of the UNEP/GEF Increase St. Lucia's Capacity to Monitor MEA Implementation and Sustainable Development project implemented between 2015 and 2021.The project's overall development goal was to *strengthen institutional capacity for the implementation and monitoring of international conventions as a follow-up to the National Capacity Self-Assessment (NCSA) of St. Lucia and to better integrate environmental concerns, and the value of ecosystems, into its broader development framework*. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.

Key words: Small Island Developing States; SIDS; Small Islands; Multilateral Environmental Agreements; MEAs; Environmental Conventions; UNFCCC; CBD; UNCCD; United Nations Framework Convention on Climate Change; United Nations Convention on Biological Diversity; United Nations Convention to Combat Desertification; Environmental Monitoring; Environmental Data; Environmental Information System, Information Management and Reporting; Governance.

Primary data collection period: 20 September – 14 October 2022

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List of acronyms and abbreviations

BUR	Biennial Update Report
CBD	United Nations Convention on Biological Diversity
CDSF	Common Data Storage Facility
DSD	Department of Sustainable Development
EA	Expected Accomplishment
EIS	Environmental Information System
GEF	Global Environment Facility
GIS	Geographical Information System
GITS	Government Information Technology Services Ltd.
M&E	Monitoring and evaluation
MEA	Multilateral Environmental Agreement
MEIGRSD	Ministry of Education, Innovation, Gender Relations and Sustainable Development
MoU	Memorandum of Understanding
MSDEST	Ministry of Sustainable Development, Energy Science and Technology
MTR	Mid Term Review
MTS	Medium Term Strategy
NCSA	National Capacity Self-Assessment
NEIS	National Environmental Information System
NGO	Non-Governmental Organisation
PCA	Project Cooperation Agreement
PIR	Project Implementation Review
PMU	Project Management Unit
POW	Programme of Work
PPG	Project Preparation Grant
PRC	Programme Review Committee
SC	Steering Committee
SDG	Sustainable Development Goal
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change

Project identification table

Table 1: Project Identification Table

GEF Project ID:	5197		
Implementing Agency:	UNEP: Science Division[1], Climate Services & Capacity Building Unit,	**Executing Agency:**	Govt. of St. Lucia: Ministry of Education, Innovation, Gender Relations and Sustainable Development (MEIGRSD) – Department of Sustainable Development (DSD) (Formerly: Ministry of Sustainable Development, Energy, Science and Technology (MSDEST) – Sustainable Development and Environment Division)
Relevant SDG(s) and indicator(s):	6) Clean Water and Sanitation, indicator: 6.5.1 12) Responsible Consumption and Production, indicators: 12.1.1, 12.b.1 13) Climate Action, indicators: 13.2.1, 13.b.1 14) Life below Water, indicators: 14.2.1, 14.c.1 15) Life on Land, indicators: 15.6.1, 15.9.1 16) Peace, Justice and Strong Institutions, indicators: 16.7.1, 16.10.2 17) Partnerships for the Goals, indicators: 17.14.1, 17.16.1, 17.18.1		
Sub-programme:	2018-2019 UNEP SP7 – Environment under Review	**Expected Accomplishment(s):**	EA(a): Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action through UNEP
UNEP approval date:	4 August 2015	**Programme of Work Output(s):**	EA(a)(ii) Increase in the number of countries reporting on the environmental dimension of sustainable development through shared environmental information systems with country-level data made discoverable through UNEP
GEF approval date:	7 January 2015	**Project type:**	Medium Size Project
GEF Operational Programme #:	GEF-5 Cross-Cutting Capacity Development Strategy	**Focal Area(s):**	Multi Focal Areas (MFAs)
		GEF Strategic Priority:	CD-2: 2.1) Institutions and stakeholders have skills and knowledge to research, acquire and apply information for collective actions CD-4: 4.1) Enhanced institutional capacities to manage environmental issues and implement global conventions CD-5: 5.1) Enhanced skills of national institutions to monitor environmental changes

[1] Formerly the Early Warning and Assessments Division (DEWA)

***Expected* start date:**	13/08/2015 (PCA signature) 30 September 2015	**Actual start date:**	April 2016 (implementation start)
***Planned* completion date:**	31 December 2019	**Actual operational completion date:**	31 Dec 2020
***Planned* project budget at approval:**	USD 2,080,000	**Actual total expenditures reported as of [date]:**	USD 1,975,374
GEF grant allocation:	USD 1,000,000	**GEF grant expenditures reported as of [date]:**	USD 955,000
Project Preparation Grant - GEF financing:	USD 50,000	**Project Preparation Grant - co-financing:**	USD 40,000 (in-kind)
***Expected* Medium-Size Project/Full-Size Project co-financing:**	USD 1,080,000	**Secured Medium-Size Project/Full-Size Project co-financing:**	USD 1,020,374.00 (incl. USD 80,000 from UNEP) as of 21 December 2020 (PIR 2021)
First disbursement:	28 December 2015	**Planned date of financial closure:**	30 June 2023
No. of formal project revisions:	5	**Date of last approved project revision:**	17 October 2019
No. of Steering Committee meetings:	16	**Date of last/next Steering Committee meeting:**	**Last:** 2 Dec 2020 **Next:** N/A
Mid-term Review/ Evaluation *(planned date):*	November 2018	**Mid-term Review/ Evaluation (actual date):**	November 2018
Terminal Evaluation *(planned date):*	31 December 2021	**Terminal Evaluation (actual date):**	June-December 2022
Coverage - Country(ies):	St. Lucia	**Coverage - Region(s):**	Latin America and the Caribbean
Dates of previous project phases:	7 January – 31 December 2013 (PPG)	**Status of future project phases:**	N/A

Executive Summary

Project background

1. The project was developed as a mechanism for addressing core capacity needs expressed in St. Lucia's National Capacity Self-Assessment (2007, updated in 2014). It addressed the core cross-cutting capacity needs for St. Lucia to implement its commitments to the major environmental conventions, the UN Framework Convention on Climate Change, the UN Convention on Biodiversity and the UN Convention to Combat Desertification, as well as national environmental and sustainable development priorities.

2. The **objective** was to *"strengthen institutional capacity for the implementation and monitoring of international conventions as a follow-up to the National Capacity Self-Assessment (NCSA) of St. Lucia and to better integrate environmental concerns, and the value of ecosystems, into its broader development framework"*.

3. The project aimed at establishing an operational common data storage facility (CDSF) and national environmental information system (NEIS) for St. Lucia with: a) appropriate institutional arrangements for ensuring that relevant agencies across sectors were committed to regularly provided environmental information for the NEIS, b) indicators and an environmental information database, the CDSF, and online interphase were established for the NEIS, and c) the necessary technical skills was available among relevant agencies and stakeholders to collect and use environmental information. Moreover, the project aimed at increasing public awareness of the NEIS as a source of information on the environment in St. Lucia.

This evaluation

4. This terminal evaluation covers the "Increase St. Lucia's Capacity to Monitor MEA Implementation and Sustainable Development" project (henceforth referred to as "the project"). UNEP's Science Division was the GEF implementing agency of the project and the executing agency was the Department of Sustainable Development of St. Lucia's Ministry of Education, Innovation, Gender Relations and Sustainable Development (formerly the Ministry of Sustainable Development, Energy, Science and Technology).

5. The terminal evaluation commenced in May 2022 and was completed in March 2023. Due to restrictions related to the COVID-19 pandemic, the TE was carried out as a desk evaluation, based on a review of project documentation and remote interviews with key stakeholders.

Key findings and conclusions

6. The project responded directly to constraints and St. Lucia's priorities and addressed major capacity gaps vis-à-vis having environmental information available for informed planning and implementation of MEA commitments. The project was well-designed with a coherent and strategy, and clear and appropriate implementation arrangements. Most outputs were fully delivered.

7. The project succeeded in setting up a functional online environmental information system. Moreover, the project successfully enhanced the commitment to interagency cooperation vis-à-vis environmental data collection and coordination, with an MoU on environmental data sharing signed by 14 agencies being a significant milestone. The relevant agencies were capacitated to upload information to the system, and most have at least uploaded some information.

8. Training participants acquired the necessary skills to use environmental information and the NEIS for planning purposes. There was a good degree of institutional stakeholder participation, not only as participants in activities, but also in project oversight and procurement, mobilising their technical expertise.

9. The campaign to enhance environmental awareness and the awareness of the value of environmental data had a good outreach and considerably increased the number of visits on the environmental information system website. Being a first mover in the Caribbean on environmental information systems, the project also communicated its experiences to the wider Caribbean region, and inspired the system developed for Antigua and Barbuda.

10. Day-to-day project management and implementation worked very well, with a proactive PMU successfully moving the project forwards and engaging stakeholders.

11. However, uploading of data was uneven among the participating organisations; due to a) challenges with data standards, and b) uneven prioritisation among the agencies. There is no evidence of agencies integrating the data uploading in their work plans. While the online database is still operational, it is not easily accessible as the main website is not really functional and some agencies have the impression that it is not functional. Furthermore, the number of visits on the environmental information website had dropped to a low level by April 2021 the information on the website is no longer openly available.

12. The awareness campaign had a narrower focus than envisaged in the project design. Public participation in the collection and validation of environmental data was not implemented.

13. Overall, the environmental information system does not appear to be used as intended or to its full potential. It had not been used for the preparation of reports to the Rio Conventions and there is no evidence of the system being used by agencies to inform policymaking, planning or the implementation of MEAs.

14. The project was affected by delays caused by different factors outside the control of the project, such as UNEP's transition to the Umoja financial management system, the COVID-19 pandemic, and slow government recruitment and procurement. For the larger part, these delays did not significantly hamper the achievement of results even if delaying them.

15. Overall, the project is rated as **'Satisfactory'**. A table presenting all performance ratings can be found in Section 6.1.

Lessons Learned

16. Lesson 1: Standardisation and harmonisation of data formats is a necessary precondition for consistent uploading of data to environmental information systems and should thus be addressed at an early stage of system development.

17. Lesson 2: Creating space for interagency dialogue and engagement combined with continuous facilitation is essential for the creation of a functional environmental information system.

18. Lesson 3: Formal memoranda of understanding, awareness raising, human capacity development, and equipment are important elements got for the establishment of a functional EIS, but not sufficient to ensure that agencies upload data regularly to the EIS and that the system is used to its full potential.

Recommendations

19. Recommendation 1: Mobilise funding for, and implement, a second project phase, which specifically aims at:
    - Reinvigorating the CDSF and NEIS
    - Ensuring the use of the system in MEA reporting
    - Internalisation of the system by participating agencies in work plans, policymaking processes, and planning processes
    - Enhancing public (e.g. academia, civil society, private sector) participation in the CDSF and NEIS - including inclusion of women and marginalised groups
    - Further strengthening the institutional and financial mechanisms for post-project continuation

20. Recommendation 2: Develop a concept for supporting the establishment of a regional/sub-regional EIS for the Caribbean, the Lesser Antilles or Eastern Caribbean, taking on board the experience of St. Lucia.

1 INTRODUCTION

21. This terminal evaluation covers the "Increase St. Lucia's Capacity to Monitor MEA Implementation and Sustainable Development" project (henceforth referred to as "the project"). UNEP's Science Division was the GEF implementing agency of the project and the executing agency was the Department of Sustainable Development (DSD) of St. Lucia's Ministry of Education, Innovation, Gender Relations and Sustainable Development (MEIGRSD) (formerly the Ministry of Sustainable Development, Energy, Science and Technology).

22. The project fell under the UNEP's 2014-2017 and 2018-2021 Medium Term Strategies, aiming to contribute to the following Expected Accomplishment (EA) and Programme of Work (PoW) output/indicator under Sub-programme 7 – environment under review:
    - EA(a): *Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action*
    - EA(a)(ii): *Increase in the number of countries reporting on the environmental dimension of sustainable development through shared environmental information systems with country-level data made discoverable through UNEP*

23. The project was endorsed by the GEF's Chief Executive Officer (CEO) on 7January 2015 and approved by UNEP on 4 August 2015. Implementation officially started on 30 September 2015, but the first disbursement was received by the Government of St. Lucia on 28 December 2015 (originally expected in January 2015), the project team was on board by March 2016, and implementation commenced in April 2016. The project was scheduled for completion on 31 December 2019 but extended till 31 Dec 2020 (see section 3.5). The total budget was USD 2.08 million, comprising a USD 1 million grant from the GEF-5 Trust Fund and in-kind co-financing of USD 80,000 from UNEP and USD 940,371 from the Government of St. Lucia, NGOs/CSOs, and the private sector. A mid-term review of the project was carried out in 2018.

24. **Objective and purpose of the terminal evaluation (TE):** The TE was undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The objective of the TE is to assess the performance and results (outcomes and impacts) of the project, and the sustainability of the results. The TE provides forward-looking and practicable recommendations provided vis-à-vis the planned next phases of the project. The TE has two purposes: a) to provide evidence of results to meet accountability requirements, and b) to promote operational improvement, learning and knowledge sharing through results and lessons learned among project partners and key stakeholders.

25. **TE Target audience:** The TE in particular intends to inform staff from UNEP and the St. Lucian Ministry of Education, Innovation, Gender Relations and Sustainable Development (MEIGRSD) including MEIGRSD's Department of Sustainable Development (DSD). Moreover, the TE report is available to the general public.

2 EVALUATION METHODS

26. The terminal evaluation (TE) adheres to UNEP/GEF evaluation guidelines. Due to restrictions related to the COVID-19 pandemic, the TE was carried out as a desk evaluation, which was initiated on 1 May 2022. The inception report was completed on 12 July 2022 and data was collected (remote interviews) and documents reviewed in September-October 2022. The below combination of qualitative methods was used to gather and triangulate information and thereby ensure their solidity and reduce information gaps.

27. **Document review:** Available project documentation was reviewed, including: the CEO Endorsement Request and amendments, Project Implementation Reviews (PIRs), work plans, project budget, meeting minutes, the national environmental information system (NEIS) website, website traffic information, publications, workshop outputs, and survey responses. The assessment of results (outcomes) utilised the project's own indicators and monitoring data as much as possible/appropriate. See Annex III for a full list of the documents reviewed.

28. **Stakeholder consultation:** Remote interviews and discussions were held with key stakeholders identified by UNEP. A total of 22 (15 women, 7 men) people were interviewed, comprising staff from the UNEP Science Division, the UNEP Regional Office in Panama, DSD, and other St. Lucian government entities participating in the project (incl. SC members and training participants), and consultants. See Annex II for a list of interviewees.

29. **Analysis and reporting:** The analysis of findings was an iterative process throughout the TE. Information and data from different written and oral sources were compared and triangulated. Initial findings and recommendations were discussed with stakeholders as the TE progressed, to ensure their validity and appropriateness, as well as stakeholder participation and ownership. Key stakeholders in UNEP and DSD were provided with the opportunity to comment on the draft evaluation report. Due to the policy and capacity development nature of the project, most information and data was qualitative. Hence, the data was mainly analysed through a qualitative assessment.

30. The terms of reference (ToR) provided a comprehensive set of strategic questions and evaluation criteria for the TE[2]. These were further crystallised with indicators and data sources.

31. Performance ratings were assessed and calculated using the standard UNEP rating method, criteria, and calculation tool.

32. **Ethics and human rights:** Throughout the TE process and in the compilation of the TE report, effort was made to represent the views of all stakeholders. Data were collected with respect to ethics and human rights issues. All information was gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN Standards of Conduct.

33. **Limitations:** Stakeholder consultations were exclusively in the form of distance consultation. The TE consultant was not able to interview all stakeholders that participated in project but interviewed all key stakeholders that were available and willing to participate in interviews (22 of 31 identified stakeholders were interviewed, some did

[2] See Annex VI - Evaluation ToR.

not respond, and others reported they did not have sufficient knowledge of the project). A range of government stakeholders were interviewed, but national private sector and civil society representatives were not reached. The TE consultant did not visit St. Lucia and was thus not able to make a fully triangulated assessment/verification of the application of the skills and capacities gained. Since the project started in 2015 and ended in December 2020, staff turnover affected the ability to reach stakeholders, and the ability of available stakeholders to recollect the project in detail, especially the earlier years of implementation had limitations. The assessment of outcomes and results achieved and the ability to quantify these, to a large extent depended on available baseline and monitoring data at outcome level.

3 THE PROJECT

3.1 Context

34. The key economic sectors in St. Lucia are tourism and agriculture, which rely heavily on the country's natural/biological resources for their sustainability, yet also impact on it; sometimes adversely. Being a small island nation, the close interrelation between socio-economic pressures, including urbanization and urban development, and economic activities such as agriculture, tourism and coastal development, and their effects on ecosystems are very closely felt, both with regard to biodiversity loss as well as changes in the services these ecosystems provide. For St. Lucia, it is thus paramount to invest in policies and development paths that address challenges in an integrated way, securing economic development and environmental protection jointly and sustainably, instead of favouring one at the expense of the other. In responding to its environment priorities, the government of St Lucia faces a number of systemic constraints such as low technical capacity and lack of data as well as tools and facilities to generate, access and use data, and challenges in integrating sustainable development concerns in broader economic and infrastructure planning.

35. The project was developed as a mechanism for addressing core capacity needs expressed in St. Lucia's National Capacity Self-Assessment (NCSA) (2007, updated in 2014). It addressed the core cross-cutting capacity needs for St. Lucia to implement its commitments to the major environmental conventions, the UN Framework Convention on Climate Change (UNFCCC), the UN Convention on Biodiversity (CBD) and the UN Convention to Combat Desertification (UNCCD) as well as national environmental and sustainable development priorities. Specifically, this project contributed to the following outcomes of the NCSA:
    - Outcome 3: "Integrated and Systematic Framework for information management and reporting"
    - Outcome 4: "Increased public education, awareness and participation in integrated environmental management"
    - Outcome 5: "Increased research, monitoring and evaluation"

36. Project implementation was affected by the COVID-19 pandemic, which contributed to delays (see section 3.5) and at times affected the ability to conduct in-person meetings and training.

3.2 Results Framework

37. The project's **objective** was to *"strengthen institutional capacity for the implementation and monitoring of international conventions as a follow-up to the National Capacity Self-Assessment (NCSA) of St. Lucia and to better integrate environmental concerns, and the value of ecosystems, into its broader development framework"*.

38. The project comprised three **components**:
    - Component 1: Tools for improved MEA and sustainable development reporting and monitoring
    - Component 2: Mainstreaming environmental management and MEA objectives
    - Component 3: Awareness raising, education and outreach

39. The project had five intended **Outcomes**:
    - Outcome 1.1: Coordination of environmental information management is agreed and piloted in MEA reporting

- Outcome 1.2: Environmental information system (EIS) and online platform is operational
- Outcome 1.3: National stakeholders are able to use environmental information for planning, project development and environmental management
- Outcome 2.1: Increased human and institutional capacity to use environmental science and information to guide development planning
- Outcome 3.1: Public knowledge of, and participation in, the collection and use of environmental information has increased

40. The project aimed at establishing an operational common data storage facility (CDSF) and national environmental information system (NEIS) for St. Lucia with: a) appropriate institutional arrangements for ensuring that relevant agencies across sectors were committed to regularly provided environmental information for the NEIS (outcome 1.1), b) indicators and an environmental information database, the CDSF, and online interphase were established for the NEIS (outcome 1.2), and c) the necessary technical skills was available among relevant agencies and stakeholders to collect and use environmental information, incl. entering it into the NEIS and accessing and utilising the information in the NEIS (outcomes 1.3, 2.1 and 3.1). Outcome 3 also aimed at increasing public awareness of the NEIS as a source of information on the environment in St. Lucia.

41. The above outcomes were pursued through the outputs presented in table 2.

Table 2: Project outputs

Component	Outcome	Output	
1	1.1	1.1.1	Inter-agency agreements on information management are concluded, involving at least 7 agencies and/or research institutes
		1.1.2	Reporting system for MEA implementation is applying above agreements (see 1.1.1) and is being used for reporting to at least 3 MEAs
	1.2	1.2.1	Set of core sustainable development and environmental indicators for the national level is developed, where appropriate coherent with relevant regional and global indicators
		1.2.2	National and regional information sources are mapped relating to priority SD and MEA indicators
		1.2.3	Priority environmental data gaps are identified and plans developed to address them
		1.2.4	Online platform established, for sharing and presenting available information related to SD and MEA indicators
	1.3	1.3.1	Different stakeholder groups (govt. agencies, NGO, local communities) trained to utilize information in planning and project development, and at least 3 initiatives prepared to test the information system in different sectors
		1.3.2	M&E system for environmental management developed
		1.3.3	Project monitoring system operating, providing systematic information on progress in achieving project outcome and output targets
2	2.1	2.1.1	Measurable increase in the capacities of govt. agencies to conduct impact, risk and vulnerability assessments, using tools, methodologies and data available on various data platforms
		2.1.2	A range of relevant stakeholders trained in the use of assessment findings for policy, development and land use planning, and at least 3 initiatives prepared to test the information system in different sectors
		2.1.3	National, participatory scenario process conducted focusing on priority environmental issues and integrating environmental, social and economic information

Component	Outcome	Output	
3	3.1	3.1.1	Stakeholders (incl. CSOs, CBOs, NGOs and govt. agencies) trained in the use of the EIS and at least 3 initiatives prepared to test the system in different geographic areas
		3.1.2	An initiative developed for public provision or validation of environmental information on priority indicators
		3.1.3	Public awareness programme conducted on the national environmental information system

Source: CEO Endorsement Request, 2014

3.3 Stakeholders

42. The primary stakeholders were technical staff from a range of ministries and government agencies with mandates related to environmental monitoring, environmental management and/or governing sectors with a significant environmental/climate footprint – entities relevant for providing data and information for the NEIS. In addition, one private sector (government-owned) and one civil society entity (government initiated) participated in the project in relation to the provision of environmental data whereas other were targeted by awareness raising activities. Table 3 presents the main stakeholders, alongside their interest in and influence on the project.

Table 3: Project stakeholders

Stakeholder	Level of influence and interest	Role in project	Expected change in behaviour
UNEP	High influence High interest	Project oversight, technical support, disbursement of resources, approval of spending, control over financial resources, Steering Committee member	Integration of best practices and experiences in other projects
MEIGRSD, (DSD)	High influence High interest	Project management, day-to-day implementation Government entity responsible for environmental monitoring and NEIS Entry of information in CDSF Access to information in NEIS Steering Committee member	Environmental monitoring, analysis of environmental data, use of environmental information in planning and reporting to UNFCCC and CBD
GEF Secretariat	High influence High interest	Project funding, approval of spending	N/A
Government institutions (incl. Central Statistical Office, sector ministries and agencies)	High influence High-low interest	Key beneficiaries of tool development, training and scenario building Entry of information in CDSF Access to information in NEIS Steering Committee members	Increased knowledge, data access and generation and analysis capacity use of environmental information in planning Forest and Land Resources Department: use of environmental information in reporting to UNCCD
Government Information Technology Services Ltd. (GITS)	High influence Low interest	Hosts CDSF	N/A
Academia	Low influence High interest	Participation in data gathering, Access to information in NEIS	Provision and use of environmental information, analysis of environmental data

Stakeholder	Level of influence and interest	Role in project	Expected change in behaviour
Private sector	Low influence Low interest	Participation in awareness raising activities Represented in Steering Committee (by the Water and Sewerage Company Ltd., a government-owned company)	Enhanced environmental awareness, environment-friendly choices
Civil society	Low influence High interest	Participation in training and awareness activities Access to information in NEIS Represented in Steering Committee (by St. Lucia National Trust, an NGO established by law)	Use of environmental information, informed engagement with duty bearers and in environmental governance
Media	Low influence Low interest	Participation in awareness raising activities Access to information in NEIS	Improved coverage of environment in TV, radio, newspapers
Citizens (incl. women and marginalised groups)	Low influence Low interest	Participation in awareness raising activities Access to information in NEIS	Enhanced environmental awareness, environment-friendly choices

3.4 Project implementation structure and partners

43. The GEF was the main financing partner of the project. UNEP's Science Division supported by the UNEP Regional Office in Panama was GEF implementing agency (strategic oversight) and DSD/MEIGRSD was executing agency (day-to-day implementation).

44. Steering Committee (SC): The SC was responsible for oversight of project implementation. The SC comprised representatives from UNEP, MEIGRSD, sector ministries and departments, the Central Statistical Office, and civil society and private sector representatives. MEIGRSD chaired the SC. The SC met on a quarterly basis. The SC was unusually large, with 14 agencies represented, so smaller working groups were formed for specific tasks. A Technical Sub-Committee (TSC) comprising representatives from government institutions provided expert advice to the SC vis-à-vis the CDSF and NEIS, reviewed draft reports, and sensitised staff in their respective agencies.

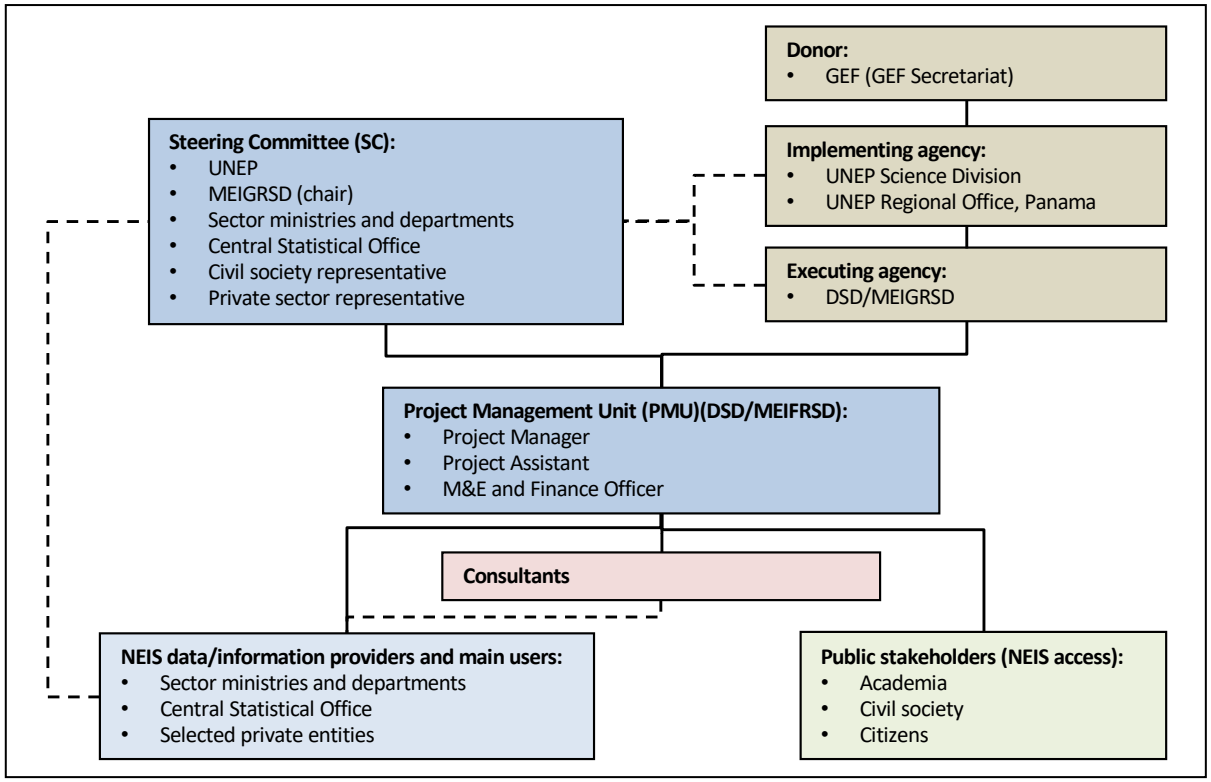
45. Project Management Unit (PMU): The PMU was responsible for day-to-day project management, implementation, and reporting. It was housed at DSD/MEIGRSD and comprised a Project Manager, a Project Assistant, and an M&E and Finance Officer.

46. Consultants: Consultants were engaged to provide technical inputs, in particular vis-à-vis the design of the CDSF and NEIS, programming and maintenance of the CDSF database and NEIS online user interface, and training on the use of the CDSF and NEIS.

47. NEIS data/information providers and main users: A range of government sector ministries and departments and selected private entities responsible for inputting data and information for their respective sectors to the NEIS and expected users of NEIS information in planning and MEA reporting. The 14 key ministries, departments and entities vis-à-vis providing data to the were also SC members.

48. Public stakeholders: expected users of NEIS and target audience for awareness raising activities.

Figure 1: Organigram of the project with key project key stakeholders



3.5 Changes in design during implementation

49. No major changes were made to the programme design. The MTR recommended to update/revise the results framework to reflect changes made in the implementation. The MTR also recommended to either a) identify activities/outputs that would link outcome 3 to the project objective, or b) mainstream communication outputs into component 1. However, the PSC decided that changes should not be made to the original results framework.

50. The project was extended for one year, due to a) delay of the first disbursement caused by UNEP's transition to the Umoja financial management system, b) delay of project team recruitment due to the delayed first disbursement and slow government recruitment processes, which were further delayed due to changes in administrative procedures and institutional restructuring of ministries following general elections in June 2016 that resulted in a new government and a restructuring of ministries, c) delays caused by complex and lengthy government procurement procedures, and d) delays caused by restrictions and social distancing measures emanating from the response to the COVID-19 pandemic.

3.6 Project financing

51. The project was supported by the GEF-5 Trust Fund with an allocation of USD 1,000,000. Table 4 provides an overview of the estimated and actual cost and spending. The GEF grant was almost fully spent by project closure.

Table 4: Expenditure by component/outcome

Component/sub-component/output *All figures as USD*	Estimated cost at design	Actual Cost/ expenditure	Expenditure ratio (actual/planned)
Component 1/outcome 1.1, 1.2, 1.3	490,000.00	455,110.37	92.88%
Component 2/outcome 2	250,000.00	275,315.87	110.13%
Component 3/outcome 2	170,000.00	129,386.39	76.11%
Project management	90,000.00	95,187.37	105.76%
Total	**1,000,000.00**	**955,000.00**	**95.50%**

52. The estimated and the reported co-financing realised is presented in table 5. The anticipated co-financing in the CEO Endorsement Request (at design) was USD 1,080,000 comprising USD 500,000 cash and USD 500,000 in-kind from the Government of St. Lucia (although the Government had signed a letter indicating a expected contribution of USD 2,093,760 in cash and USD 34,930 in kind), and USD 80,000 in-kind from UNEP. Reportedly, the co-financing realised as of 31 December 2020 was USD 1,152,625 co-financing from the Government o St. Lucia, NGOs/CSOs, the private sector, and UNEP, slightly exceeding to the anticipated co-financing, in particular due to a small amount of unexpected in-kind co-financing from the private sector. However, while the expected co-financing from the Government slightly exceeded expectations expressed in the CEO Endorsement Request, the cash co-financing was below expectations.

Table 5: Co-financing table

Co-financing (Type/Source)	UNEP own Financing		Government		Other*		Total		Total Disbursed
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
Grants			500,000	262,000			500,000	0	0
Loans									
Credits									
Equity investments									
In-kind support	80,000	80,000	500,000	762,000		49,000	580,000	1,100,000	1,100,000
Other (*)									
Totals	**80,000**	**80,000**	**1,000,000**	**1,024,000**		**49,000**	**1,080,000**	**1,153,000**	**1,153,000**

4 THEORY OF CHANGE AT EVALUATION

53. No Theory of Change (ToC) was developed for the project, so a "faithful" theory of change, fully aligned with the results framework in the CEO Request for Approval, was elaborated for the TE. The overall logic and rationale of the faithful ToC and the results framework were clear, albeit with several inconsistencies in the assumptions, of which some were, in reality, impact drivers, which the project could influence. Furthermore, the post-project financial sustainability, i.e. the ability and willingness to finance the maintenance and operation of the environmental information system (EIS) was not considered. While there were appropriate assumptions related to human rights (i.e. related to public access to environmental management and information), no assumptions considered gender. Outcome 1.3, outcome 2.1 and the project objective included elements that referred to "ability" and "capacity", which in effect were direct outputs of training and other capacity development activities rather than outcomes or impacts. The project objective also had a reference to follow-up on the NCSA, which was not a high-level result. Moreover, the project objective was dual and comprised both an intermediate state and a high-level outcome almost at the impact level.

54. The TE elaborated a "reconstructed" ToC reflecting the points, highlighted above, which is presented in figure 1 (diagram) and box 1 (narrative). The changes compared to the "faithful" ToC (see table 2) are the split of the objective into an intermediate state and an impact and minor adjustments to the phrasing of outcomes 1.3 and 2.1 (see table 6). The substance of the objective, outcomes and outputs of the results framework remained unchanged. Moreover, the existing assumptions were sharpened and collated, and some assumptions were presented as impact drivers. Two new assumptions were added on a) financial sustainability, and b) gender and vulnerable groups. The reconstructed ToC was included in the draft inception report, which was presented to key staff at the UNEP Science Division and UNEP Regional Office in Panama.

Table 6: Justification for Reformulation of Results Statements

Formulation in original project document	Formulation for reconstructed ToC at Evaluation	Justification for reformulation
OBJECTIVE	LONG TERM IMPACT	
Strengthen institutional capacity for the implementation and monitoring of international conventions as a follow-up to the National Capacity Self-Assessment (NCSA) of St. Lucia and to better integrate environmental concerns, and the value of ecosystems, into its broader development framework	Better integration of environmental concerns, and the value of ecosystems, into its broader development framework INTERMEDIATE STATE Strengthened implementation and monitoring of international conventions	• The objective was dual in nature, the first part was a contribution towards achieving the second part • Capacity is a direct output of trainings and other capacity development activities, not an outcome • Follow-up on an assessment is not an outcome in its own right
PROJECT OUTCOMES		
1.3: National stakeholders are able to use environmental information for planning, project development and environmental management	1.3: National stakeholders use environmental information for planning, project development and environmental management	Ability (capacity is a direct output of trainings and other capacity development activities, not an outcome
2.1 Increased human and institutional capacity to use environmental science and information to guide development planning	2.1 Increased use of environmental science and information to guide development planning	Capacity is a direct output of trainings and other capacity development activities, not and outcome

Box 1: Reconstructed Theory of Change (narrative)

Component 1: Tools for improved MEA and sustainable development reporting and monitoring

1.1: With the conclusion of inter-agency agreements on information management (output 1.1.1) and the application and use of a reporting system for MEA implementation (output 1.1.2), coordination of environmental information management would be agreed and piloted for the reporting on MEAs (outcome 1.1).

1.2: With the development of national core environmental indicators (output 1.2.1), mapping of national and regional information sources related to priority sustainable development and MEA indicators output (1.2.2), identification of priority environmental data gaps and development of plans to address them (output 1.2.3), and establishment of an online platform for sharing and presenting available information related to the indicators (output 1.2.4), an operational online environmental information system (EIS) would be put in place (outcome 1.2).

1.3: With government agencies, NGO and local communities trained on utilising information in planning and project development and testing the information system in at least three sectors (output 1.3.1), a monitoring and evaluation system for environmental management developed (output 1.3.2), and a project monitoring system providing systematic information on progress on project outcome and output targets (output 1.3.3), national stakeholders would use environmental information for planning, project development and environmental management (outcome 1.3).

Component 2: Mainstreaming environmental management and MEA objectives

2.1: With increased capacities of government agencies to conduct impact, risk and vulnerability assessments, using tools, methodologies and data available on various data platforms (output 2.1.1), stakeholders trained in the use of assessment findings for policymaking and development and land use planning and testing the information system in at least three sectors (output 2.1.2), and a participatory national scenario process conducted on priority environmental issues and integrating environmental, social and economic information (output 2.1.3), the use of environmental science and information to guide development planning would increase (outcome 2.1).

Component 3: Awareness raising, education and outreach

3.1: With civil society organisations and government agencies trained in the use of the EIS and the system tested in at least three in different geographic areas (output 3.1.1), an initiative established for public provision or validation of environmental information on priority indicators (output 3.1.2), and a public awareness programme conducted on the national environmental information system (output 3.1.3), the public knowledge of, and participation in, the collection and use of environmental information would increase (outcome 3.1).

Intermediate state and impact, including drivers and assumptions

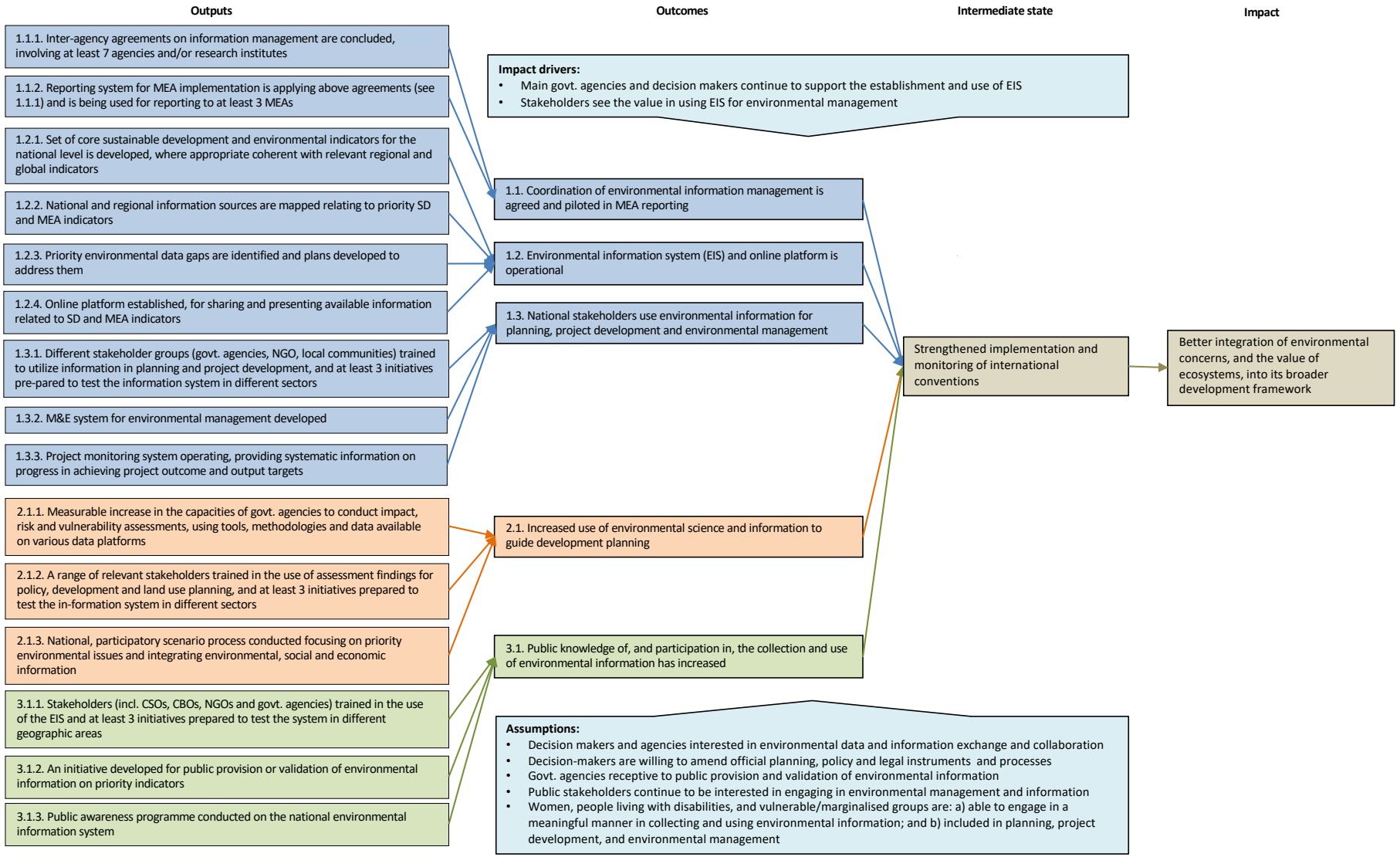
The outcomes would together lead to strengthened implementation and monitoring of international conventions (intermediate state), which in turn would contribute to better integration of environmental concerns, and the value of ecosystems, into its broader development framework (impact).

However, this transformation would require that the main government agencies and decision makers continue to support the establishment and use of EIS, and that stakeholders see the value in using EIS for environmental management (impact drivers).

Furthermore to reach the intermediate state, the following would need to hold true: a) decision-makers and agencies are interested in environmental data and information exchange and collaboration, willing to amend official planning, policy and legal instruments and processes and receptive to public provision and validation of environmental information; and b) public stakeholders continue to be interested in engaging in environmental management and information (assumptions).

From a human rights, gender, and inclusion perspective, the following assumption would need to hold true for achieving the intermediate state: women, people living with disabilities, and vulnerable/marginalised groups are: a) able to engage in a meaningful manner in collecting and using environmental information; and b) included in planning, project development, and environmental management.

Figure 2: Reconstructed Theory of Change



5 EVALUATION FINDINGS

5.1 Strategic Relevance

5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

55. With its focus on improving the management of, and access to, environmental information, the project directly contributed to UNEP's Medium-Term Strategy and Programme of Work, with a focus on under Sub-programme 7: environment under review (see Section 1, Paragraph 22).

The project also supported the Bali Strategic Plan for Technology Support and Capacity Building, by contributing to the establishment of a system for information management and reporting and providing the necessary equipment and capacity development. Moreover, the project contributed to enhanced South- South Cooperation as it: a) engaged Jamaica-based Mona Informatix Limited (University of the West Indies) for the development of the database and online platform, b) a regional webinar was arranged by the project in response to an interest from other Caribbean countries to learn about the project, and c) the project manager presented the project at regional and global forums.

Rating for Alignment to UNEP MTS, POW and Strategic Priorities:	**Highly Satisfactory**

5.1.2 Alignment to UNEP/GEF/Donor Strategic Priorities

56. The project fell under the "Multi Focal Areas" of the GEF-5 Cross-Cutting Capacity Development Strategy, responding directly to the following strategic priorities:
    - CD-2: 2.1) Institutions and stakeholders have skills and knowledge to research, acquire and apply information for collective actions
    - CD-4: 4.1) Enhanced institutional capacities to manage environmental issues and implement global conventions
    - CD-5: 5.1) Enhanced skills of national institutions to monitor environmental changes

57. In particular, the project focused on CD-2: 2.1 and CD-4: 5.1, by supporting the establishment of a functional national environmental information system (NEIS) for the three Rio Convention, covering the required institutional setup, equipment, and technical skills.

Rating for Alignment to UNEP Donor/GEF/Partner strategic priorities:	**Highly Satisfactory**

5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

58. As signatory to CBD UNFCCC and UNCCD St. Lucia is obliged to report periodically on its progress on implementing its national commitments under the three Rio conventions. Furthermore, St. Lucia is a signatory to the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement) and has thus committed to providing its citizens access to information about the environment and enable public participation in environmental decision-making. The NSCA identified key constraints faced by St. Lucia vis-à-vis collecting and reporting on environmental information, as well as public environmental awareness. The Project was specifically designed to address constraints identified in the NCSA, and to facilitate reporting to the Rio Conventions, through the establishment of a functional NEIS as well as public awareness raising (see sections 3.1 and 3.2). Thereby, the project also contributed to the implementation of the Government of St. Lucia's Open Data Policy.

Rating for Relevance to global, regional, sub-regional and national priorities:	**Highly Satisfactory**

5.1.4 Complementarity with Existing Interventions/ Coherence

59. The project formulation was supported by a GEF project preparation grant. Moreover, the project built on previous UNEP-GEF support for the preparation of the NCSA, helping implementation of NCSA priorities (see sections 3.1, Context, 3.2 Results Framework and 5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities). There were no other interventions in St. Lucia related to environmental information systems. The environmental information system set up in Antigua and Barbuda was inspired by the CDSF and NEIS in St. Lucia and the digital platform in Antigua and Barbuda was an adaptation of St. Lucia's platform, albeit with a greater emphasis on public access. A regional webinar was arranged due to regional interest in learning about the project (see section 5.1.1). The project implemented public awareness activities jointly with DSD's awareness raising related to the Escazú Agreement. Moreover, funding was provided by the project for the elaboration of a Creole version of SDG posters for the Sustainable Development Goals National Coordinating Committee's (SDGNCC) public awareness and education outreach. The project manager presented the project experience and the NEIS in regional and global events.

Rating for Complementarity with existing interventions/ Coherence:	**Highly Satisfactory**

Overall rating for Strategic Relevance:	**Highly Satisfactory**

5.2 Quality of Project Design

60. The underlying analysis was clear, as was the problem and stakeholder identification. Stakeholders were consulted in the design. Gender issues were considered, but human rights links were not, despite the project intending to contribute towards access to information. The links to UNEP and GEF priorities were clearly spelled out. The project was designed specifically to address capacity constraints identified in St. Lucia's NCSA, which was verified in connection with the project design. The implementation strategy was coherent and realistic with causal links from outputs to outcomes and clearly spelled out in the results framework, which also provided baselines (for most indicators) and realistic mid- and end-term targets. However, the ambition to ensure that the information provided by the system would also be used by government entities across sectors in development planning (outcomes 1.3 and 2.1) was overambitious considering the available budget and timeline. Most assumptions were relevant, but several were overlapping (duplication), some were, in essence, project deliverables at the level below and a few were overly generic. A realistic and budgeted monitoring and evaluation (M&E) plan was prepared, but monitoring responsibilities were not clearly spelled out. The project had a well-defined and traditional project management setup with clear roles. The project contained knowledge management activities. The budget was realistic, as were the co-financing expectations. Links to, and synergies, with other interventions were clearly described. Risks were appropriately identified, but financial risks to sustainability were not considered.

Rating for Project Design:	**Satisfactory**

5.3 Nature of the External Context

61. St. Lucia is a parliamentary democracy and rated free by Freedom House. The security in St. Lucia is generally good. St. Lucia is in the hurricane belt, but not frequently affected, St. Lucia is located in a seismically active zone and has experienced earthquakes, but

volcanic eruptions have not happened for 3-4 centuries. No political, security, climatic or seismic events influenced the project. However, general elections in June 2016 resulted in a new government and a restructuring of ministries, which contributed to the delayed implementation start (see section 3.5). Moreover, the project faced delays in 2020-21 due to COVID-19 restrictions (see section 3.5). The project had the necessary political support.

Rating for Nature of the external context: Highly Favourable

5.4 Effectiveness

5.4.1 Availability of Outputs

62. Half the output targets were achieved, and a few were exceeded, however some were only partly achieved, mostly in relation to outcome 2.1 (see table 7). The following provides an overview of the performance and results under each output.

Table 7: Overview of achievement of outputs

Output		Target achievement				Comments
		Exceeded	Fully	Partly	Not	
1.1.1	Inter-agency agreements on information management are concluded, involving at least 7 agencies and/or research institutes	X				
1.1.2	Reporting system for MEA implementation is applying above agreements and is being used for reporting to at least 3 MEAs			X		
1.2.1	Set of core sustainable development and environmental indicators for the national level is developed, where appropriate coherent with relevant regional and global indicators		X			
1.2.2	National and regional information sources are mapped relating to priority SD and MEA indicators		X			
1.2.3	Priority environmental data gaps are identified and plans developed to address them		X			
1.2.4	Online platform established, for sharing and presenting available information related to SD and MEA indicators		X			
1.3.1	Different stakeholder groups (govt. agencies, NGO, local communities) trained to utilize information in planning and project development, and at least 3 initiatives prepared to test the information system in different sectors	X				
1.3.2	M&E system for environmental management developed			X		
1.3.3	*Project monitoring system operating, providing systematic information on progress in achieving project outcome and output targets*		*X*			*Project management, not a project output)*
2.1.1	Measurable increase in the capacities of govt. agencies to conduct impact, risk and vulnerability assessments, using tools, methodologies and data available on various data platforms			X		
2.1.2	A range of relevant stakeholders trained in the use of assessment findings for policy, development and land use planning, and at least 3 initiatives prepared to test the information system in different sectors			X		

Output		Target achievement				Comments
		Exceeded	Fully	Partly	Not	
2.1.3	National, participatory scenario process conducted focusing on priority environmental issues and integrating environmental, social and economic information		X			
3.1.1	Stakeholders (incl. CSOs, CBOs, NGOs and govt. agencies) trained in the use of the EIS and at least 3 initiatives prepared to test the system in different geographic areas	X				
3.1.2	An initiative developed for public provision or validation of environmental information on priority indicators			X		
3.1.3	Public awareness programme conducted on the national environmental information system		X			
3.1.4	*An initiative where regional CCCD projects can share experiences and lessons learnt*		*X*			*Not part of results framework and, an activity, not an output*
Total		**3**	**9**	**4**	**-**	

63. Component 1, results:

- Output 1.1.1: A Memorandum of Understanding (MoU) on inter-agency data sharing was signed by 14 institutions
  (Target: 7 institutions – exceeded)
- Output 1.1.2: DSD, the focal point agency for UNFCCC and CBD, was regularly engaged in providing indicator-based data for uploading to the Common Data Storage Facility (CDSF), whereas Forest and Land Resources Department only made two uploads (see figure 2)
  (Target: functional reporting system – partly achieved)
- Output 1.2.1: A set of national core sustainable development and environmental indicators and a reporting format were established, providing a more coordinated approach to SDG reporting, and utilised to assist with Saint Lucia's Voluntary National Review of SDG Implementation and SDG Audit Report
  (Target: indicator framework agreed – achieved)
- Output 1.2.2: Core indicators for CBD, UNCCD and UNFCCC and the status of reporting on them and the use of existing data was mapped
  (Target: mapping concluded – achieved)
- Output 1.2.3: Data gap assessments were conducted with recommendations on how to fill gaps
  (Target: plans developed for filling gaps – achieved)
- Output 1.2.4: A server and online platforms (software developed and hardware installed) were established for government agencies to upload and store data and information on the core indicators for the Rio Conventions (CDSF) and for public access to the uploaded data (NEIS)
  (Target: platform operational – achieved)
- Output 1.3.1: One-hundred and fifty persons from 47 agencies were trained on how to utilise information in planning and project development, three sectoral tests of the NEIS were conducted in relation to climate change, biodiversity and land use, and DSD, the Water Resource Management Agency and the Central Statistics Office were provided with equipment to strengthen data collection and management
  (Target: 100 people from ten entities trained – exceeded)

- Output 1.3.2: Evaluation surveys were conducted (stakeholder satisfaction with NEIS), and an M&E system for environmental management was recommended for incorporation into department strategic plans, but not operationalised
  (Target: M&E system developed, recommendations developed on integrating into existing management procedures – partly achieved)
- Output 1.3.3: A project monitoring system was established and provided information on the project's progress on targets
  (Target: reporting on track, outcomes and outputs captured – achieved, but project management, not truly a project output)

64. Component 2, results:
    - Output 2.1.1: Thirty-eight officials at national and sub-national levels from the 14 key participating agencies were trained on mainstreaming environmental information management and use of the NEIS as a tool to conduct impact, risk and vulnerability assessments. However, some agencies could not assign staff to the training due to staff constraints and conflicting schedules
      (Target: 50 officials trained – partly achieved)
    - Output 2.1.2: The 38 officials from 14 agencies were also trained in the use of assessment findings for policy, development and land use planning, and impact, risk and vulnerability assessment reports were developed for climate change, biodiversity, and land degradation
      (Target: 60 persons from ten agencies trained – partly achieved)
    - Output 2.1.3: Scenarios were developed on climate change, land degradation and biodiversity loss and presented in a short public education video available online
      (Target: Scenario(s) developed based on national priority issues and EIS data – achieved)

65. Component 3, results:
    - Output 3.1.1: Two-hundred and ninety-one persons from government, civil society and the private sector were trained in environmental information management[3], metadata and statistical analysis, mainstreaming of NEIS, scenario planning and development, communications, statistics, and advanced use of geographical information systems (GIS) – the latter addressed a major constraint that NEIS users (five agencies, of which four completed the training) engaged in geospatial data management used a different system[4] and lacked the capacity to convert geospatial data and were thus unable to contribute data to the NEIS; reportedly, the uploading of reports to the NEIS increased after the training
      (Target: 200 people trained, three tests initiated – exceeded, for tests see output 1.3.1)
    - Output 3.1.2: The NEIS was established and the NEIS presented in the online public education video, however the focus was on awareness raising whereas the intended public validation of priority environmental indicators was not carried out. The NEIS website had 600 visitors in Sep 2020, 1,600 in Oct 2020, and 1,450 in Nov 2020, but in April and May 2021 the monthly number of visits had dropped to below 120
      (Target: initiative launched and tested; information access points established – partly achieved, de-facto changed focus and significantly reduced ambition of output)
    - Output 3.1.3: A comprehensive public awareness campaign was conducted using digital billboards, social media, radio, TV, newspaper and digital advertisements and UNEP newsletters. Project videos reportedly had a total of approximately 224,000 views by the end of 2020, although this estimate seems much too high, considering

[3] Understanding MEA methodologies, M&E, communicating environmental information, data analysis, vulnerability and adaptation assessment, research methods and techniques, management of records, geographical information systems

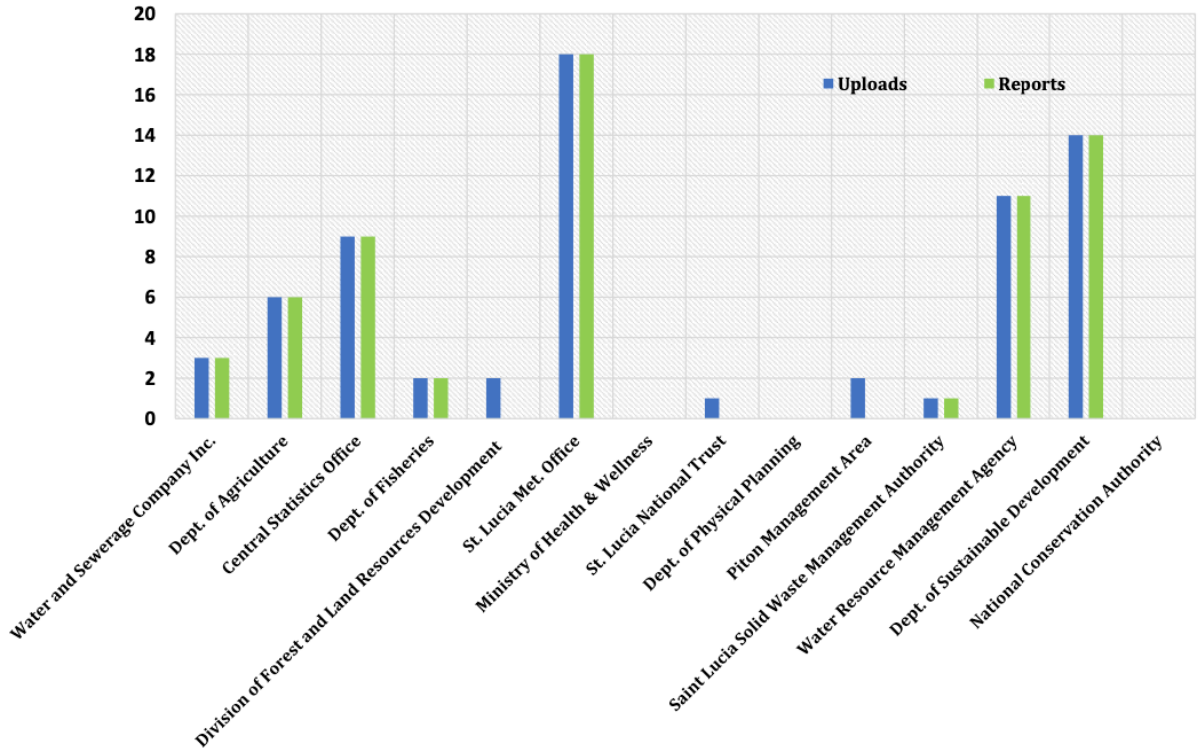
[4] The agencies use the 1955 British West Indies Grid Coordinate System, whereas he NEIS used the World Geodetic System (WGS84)

the number of views in June-November 2020 (Facebook 30stabli. 4,000, YouTube 30stabli. 50,000), during the peak of the awareness raising campaign, the current status of views of the videos on YouTube (30stabli. 100,000 as of 19 November 2021) as well as the total population of St. Lucia (approximately 180,000). Moreover, awareness was promoted about the NEIS in meetings/workshops (e.g. MEA-related meetings), events, community meetings, and school campaigns
(Target: different channels utilised to communicate NEIS to the public – achieved)

- Output 3.1.4: The project arranged a Caribbean Regional Dialogue to present the project, which due to COVID-19 was conducted as a webinar in October 2020
(Target: N/A – not included in project design and communication-related, not an output contributing to the project outcomes)

66. Stakeholders interviewed consistently expressed satisfaction with the quality and appropriateness of the activities and output delivered, including the training received, the appropriateness of the NEIS platform for St. Lucia, and the awareness raising and outreach. Reportedly, skills significantly increased, e.g. vis-à-vis managing and uploading data to the CDSF. Stakeholders, including SC members, generally participated actively in the delivery of activities and outputs, as evidenced by broad participation of the agencies in uploading data to the CDSF (see figure 2). However, the actual application/use by stakeholders of the skills and knowledge imparted appears uneven or low (see section 5.4.2). Trainings were provided in the form of training of trainers with the intention that the participants would train colleagues to facilitate institutionalisation and continuation, but not all training participants transferred the skills obtained to colleagues and some participants have subsequently moved to other jobs. Moreover, data gaps persist, and the frequency of uploading remained uneven among the agencies (see figure 2), one challenge seemingly being the lack of agreed standard data formats suitable for upload to the CDSF.

Figure 2: Uploads and reports to the CDSF and NEIS as of 31 December



Source: Webmaster's End of Contract Report, 2021

Rating for Availability of outputs:	**Satisfactory**

5.4.2 Achievement of Project Outcomes

67. Outcome 1.1: *Coordination of environmental information management is agreed and piloted in MEA reporting*. The signing of the inter-agency MoU was key achievement of the project, as it successfully ensured that agencies were committed to engage in environmental data sharing, which laid the foundation for improved inter-agency coordination of environmental information management and MEA reporting. The participating staff from the 14 institutions gained an increased understanding of the need to, and value of, collaboration on environmental data collection and management. The establishment and rollout of agreed national indicators, the CDSF database and the NEIS platform comprised a fully developed system for coordinated inter-agency data collection and sharing for reporting to the Rio Conventions. Greenhouse gas inventory information has been uploaded to the CDSF, but the CDSF and NEIS were not used in the preparation of St. Lucia's first Biennial Update Report (BUR), which was submitted to the UNFCCC on 31 December 2021, one year after project completion.

    (*Mid-term target: Enhanced inter-agency coordination system leads to common approach for MEA reporting – achieved)*
    (End target: MEA reporting system in place (at least for the Rio Conventions) – partly achieved)

68. *Outcome 1.2: Environmental information system (EIS) and online platform is operational.* At the end of the project, the CDSF and NEIS were fully operational, and agencies uploaded data and information. Stakeholders found the system appropriate for the St. Lucian context. However, on 19 November 2022 (approximately two years after project completion, the CDSF website (www.cdsf.govt.lc) was not functional due to issues with the hosting platform, although still accessible with a specific URL (http://cdsf.govt.lc:8000/authentication/login/?next=/), but not all stakeholders are aware of the functional URL and incorrectly believe the CDSF cannot be accessed online. Moreover, data and information on the NEIS website (https://www.neis.govt.lc/) was not accessible without a user ID and a password, and the website did not indicate how these could be obtained. However, DSD has a service agreement with the database and online platform developer, which was recently extended for 2023, and St. Lucia intends to revitalise the CDSF/NEIS as part of a planned UNEP-GEF biodiversity/access so the system may become fully operational again.

    (Mid-term target: Key technology and design decisions made based on a review of different alternative approaches – achieved)

    (End target: EIS tested and online platform operational – achieved by end of project, albeit with operational challenges in November 2022)

69. *Outcome 1.3: National stakeholders use environmental information for planning, project development and environmental management.* During the lifespan of the project, 11 agencies uploaded data and information to the CDSF (see figure 2). The mid-term review found that the project had imparted to training participants the necessary skills to use environmental information and the NEIS for planning purposes. However, the TE has not found any evidence of any agencies or other national stakeholders using the information for planning, project development or environmental management purposes. The progress reports did not report on agencies' use of information on the CDSF, and based on the interviews, it appears likely that such use has generally not taken place. This intended outcome was overambitious, considering the CDSF and NEIS were new and the timeline and budget of the project (see section 5.2).
    (Mid-term target: 10 agencies/organisations contributing to environmental information management – exceeded by end of project, but NEIS not functional in November 2022)
    (End target: 10 use EIS information for planning – unlikely to have been achieved)

70. Outcome 2.1: *Increased use of environmental science and information to guide development planning*. As are result of the project, there was an increased appreciation among project participants of the value of collecting and using environmental data in development planning and implementation. While the project provided training participants the required skills, the TE has not found any evidence of change in the participating agencies' use of environmental science and information in development planning. The progress reports did not report on agencies' use of science and information, but based on the interviews, it appears likely that the project has not made a significant contribution to such enhanced use. This intended outcome was overambitious, considering the CDSF and NEIS were new and the timeline and budget of the project (see section 5.2).
    (Mid-term target: > 2 environmental assessment tools referenced in planning processes – unlikely to be achieved)
    (End target: ≥ 5 environmental assessment tools referenced in planning processes – unlikely to be achieved)

71. Outcome 3.1: *Public knowledge of, and participation in, the collection and use of environmental information has increased*. A comprehensive awareness raising campaign was implemented reaching a large number of people (see section 5.4.1). However, the focus was mainly on informing the public about the state of the environment, the importance of the environment, and the public availability on environmental information on the NEIS and no activities involved the public directly in data collection or contributing to the NEIS (see section 5.4.1). The social distance measures implemented in response to the COVID-19 Pandemic was a significant challenge for the implementation of public participation activities, as were general internet connectivity constraints in St. Lucia.
    (Mid-term target: Public participation opportunities in the environmental information system developed – not achieved)
    (End target: Members of the public are contributing information to the environmental information system on ≥ 1 priority environmental theme(s) – not achieved)

72. Validity of assumptions:
    - *Decision-makers and agencies interested in environmental data and information exchange and collaboration*. the 14 key agencies designed the MoU, participated in the project, and most uploaded information to the CDSF. The Government Information Technology Services Ltd. (GITS) agreed to host the CDSF and NEIS.
      The assumption holds
    - *Decision-makers are willing to amend official planning, policy and legal instruments and processes.* Decision-makers proved willing to engage in environmental data management and inter-agency collaboration. There is no evidence found of either willingness or lack thereof vis-à-vis amending instruments and processes.
      The assumption is likely to hold
    - *Govt. agencies receptive to public provision and validation of environmental information.* Willingness to allow the public access to environmental information and to increase public awareness of the availability of information. No evidence found of either willingness or lack thereof vis-à-vis engaging the public in validating environmental information. The project did not explore public data provision and validation.
      The assumption is likely to hold
    - *Public stakeholders continue to be interested in engaging in environmental management and information.* Public interest in the project's communication and awareness products.
      The assumption holds
    - *Women, people living with disabilities, and vulnerable/marginalised groups are: a) able to engage in a meaningful manner in collecting and using environmental information; and b) included in planning, project development, and environmental management*. The

project did not specifically target women, people living with disabilities, and vulnerable/marginalised groups.
Insufficient information available

73. Presence of drivers:
    - *Main government agencies and decision-makers continue to support the establishment and use of EIS.* The CDSF is operational albeit with access issues and data on the NEIS is not publicly available (see section 5.4.2), but the ongoing service contract for the maintenance of the CDSF, which was recently renewed, is indicative of a willingness to continue. This is also supported by stakeholders interviewed.
      The driver is likely to be in place
    - *Stakeholders see the value in using EIS for environmental management.* Stakeholder interviews consistently demonstrated an appreciation of the CDSF and NEIS.
      The driver is in place

Rating for Achievement of project outcomes:	**Moderately Satisfactory**

5.4.3 Likelihood of Impact

74. Intermediate state: *Strengthened implementation and monitoring of international conventions.* At the end of the project, the project had improved the management of environmental data for Rio Convention indicators with the involvement of 14 institutions (see sections 5.4.1 and 5.4.2), although the upload of data varied among agencies and there were challenges due a lack of standardisation of data formats among agencies. However, the CDSF/NEIS appear not to have been used systematically in MEA reporting or development planning and implementation processes, and there is no evidence of a contribution by the project to strengthened implementation of MEAs. Moreover, the planned UNEP-GEF biodiversity/access and benefit sharing project, provides scope for a more direct future contribution of the CDSF/NEIS to improved reporting vis-à-vis biodiversity MEAS. Reportedly, some senior staff in some agencies remained reluctant towards free sharing or information and data, although the MoU led to a significant improvement in the willingness and commitment to sharing information and data.
(Target 1: At least 7 organizations collaborate through MoU on environmental information management – exceeded)
(Target 2: At least 3 sectoral planning processes make reference to environmental goals and/or adopt environmental information management tools promoted by the project – not achieved)

75. Likelihood of Impact: *Better integration of environmental concerns, and the value of ecosystems, into its broader development framework.* There is no evidence of the project making a tangible contribution to better integration of environmental concerns and the value of ecosystem in St. Lucia's development framework, policies, or plans. Nonetheless, the increased capacities, awareness and knowledge the project has imparted on project participants and the broader audience to its awareness raising has contributed to an enhanced environmental awareness. Thereby the project has likely made an indirect contribution to increased consideration of the environment and ecosystems in St. Lucia's development priorities. Moreover, the planned UNEP-GEF biodiversity/access and benefit sharing project provides an opportunity for a more direct future contribution of the CDSF/NEIS to improve integration of environmental concerns.
(Target: At least 3 sectoral planning processes make reference to environmental goals and/or adopt environmental information management tools promoted by the project – unlikely to be achieved)

76. Catalytic effect/replication: the environmental information system in Antigua and Barbuda built on St. Lucia's CDSF and NEIS (see section 5.1.4).

77. Unintended effects: No evidence was found of unintended positive or negative effects.

Rating for Likelihood of impact: Moderately Likely

Overall rating for Effectiveness: Moderately Satisfactory

5.5 Financial Management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

78. Overall, the project adhered to UNEP's financial policies and procedures (see table 8). Project audit reports largely indicate compliance, with UNEP's requirements, only a few minor shortcomings were reported. Most disbursements were made in a timely manner, but the first disbursement from UNEP was delayed due to UNEP's transition to the Umoja financial management system. A second major disbursement delay occurred in 2020, due to the impact of COVID-19 on UNEP HQ. Financial reports were submitted regularly, but often the reporting from DSD was delayed. Spending was within the budget and budget amendments were duly approved.

Rating for Adherence to UNEP's financial policies and procedures: Moderately Satisfactory

Table 8. Financial Management Table

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:		**MS**	
Any evidence that indicates shortcomings in the project's adherence[5] to UNEP or donor policies, procedures or rules		No	Audit reports largely indicate compliance, albeit with a few minor shortcomings. The first disbursement from UNEP was delayed due to transition to Umoja. The 2020 disbursement was significantly delayed due to COVID-19. Financial reports were submitted regularly, but sometimes with delays. Spending was within the budget.
2. Completeness of project financial information:			
Provision of key documents to the evaluator (based on the responses to A-H below)		**S**	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	The co-financing budget indicates co-financing by source, component, and budget line. The amount in the budget does not tally with the government co-financing letter that states USD 2,128,690 (2,093,760 cash, 34,930 in-kind).
B.	Revisions to the budget	Yes	Revisions made in 2017 and 2019 provided.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	PCAs, MoU and contracts provided.
D.	Proof of fund transfers	Yes	Proof of fund transfers from UNEP to MEIGRSD provided.
E.	Proof of co-financing (cash and in-kind)	Yes	Annual co-financing reports provided by MEIGRSD. UNEP co-financing reports not made available, due to challenges retrieving them caused by UNEP's move of data to a cloud system.

[5] If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

Financial management components:		Rating	Evidence/ Comments
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	A summary by component has been provided. Quarterly financial statements for 2015-2018 are provided; these a broken down by budget line and from second quarter 2018 by component. A summary of the total project spending per Umoja class: a) equipment, vehicles, furniture; b) operational, other costs provided; c) staff personnel; d) transfer/Grant to implementing partners; e) travel
G.	Copies of any completed audits and management responses *(where applicable)*	Yes	Audit reports provided.
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		**S**	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	PMU closely followed spending. Regular dialogue between PMU and UNEP Panama.
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	Finance and substantive teams reviewed financial reports to ensure activities and expenditures were synchronized
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	PMU closely reviewed financial reports from DSD and rectified errors. Transition to Umoja was a challenge for both DSD, PMU, and UNEP staff due to uncertainty about Umoja reporting requirements. Guidance provided by HQ and UNEP Panama to their best ability, but training of DSD staff on the use of Umoja came late.
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	Regular dialogue between PMU and UNEP Panama. No direct communication between PMU and UNEP HQ. UNEP Panama and HQ had regular dialogue, albeit with occasional delays in responses.
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		HS	Requested information was readily provided, whenever available.
Overall rating		**S**	

5.5.2 Communication Between Finance and Project Management Staff

79. Overall, the communication between the PMU, UNEP Panama and UNEP HQ was frequent and constructive (see table 8). PMU closely followed spending and financial reporting. Regular dialogue took place between the PMU and UNEP Panama. There was no direct communication between the PMU and UNEP HQ, but there was regular dialogue between PMU and UNEP Panama. UNEP HQ and UNEP Panama provided guidance to the project to their best ability, but the transition to Umoja and understanding the reporting requirements was a challenge for DSD, PMU, and UNEP staff alike and while DSD staff received training on Umoja, this training came at a quite late stage. There were occasional delays in the responses provided to questions.

Rating for Communication between finance and project management staff: Satisfactory

5.5.3 Completeness of Financial Information

80. The financial information was generally complete, albeit with a few minor gaps (see table 8). Quarterly financial statements are available, but only broken down by component since 2nd quarter of 2018. co-financing budget indicates co-financing by source, component, and budget line. However, the amount in the budget did not tally with the government co-financing letter, er which stated a significantly larger contribution of USD 2,128,690 (2,093,760 cash, 34,930 in-kind) than the co-financing budget; the reason

for this discrepancy is unclear. Budget revisions, proof of fund transfers, audit reports, the project cooperation agreement (PCA), the MoU, and contracts are available, as are annual co-financing reports from the Government of St. Lucia. However, co-financing reports from UNEP have not been easily retrievable since UNEP move its data storage to a cloud system.

81. Financial summaries by component and of the total project spending per Umoja class (cost categories) are available.

Rating for Completeness of project financial information:	**Satisfactory**

Overall rating for Financial Management:	**Satisfactory**

5.6 Efficiency

1. Overall, the no cost extension did not have major implications for the funding available for activities, since the project management costs incurred were only USD 5,200 above budget (see table 4), reflecting that the biggest delay was late recruitment and project start-up (see section 3.5). Most of the planned activities were implemented and most of the intended outputs delivered (see section 5.4.1).

2. Nonetheless, the no-cost extension meant that an additional annual financial audit was required, which led to a minor reduction in the available budget for the components in the project's final year. As a result, a few planned activities had to be dropped, such as the provision of tuition scholarships for Project Management Certification and the procurement of additional equipment for the Central Statistical Office.

3. Moreover, the second disbursement delay experienced had a few negative implications for the project delivery. In 2020, the project account was in overdraft due to the significantly delayed disbursement induced by COVID-19 (see section 3.5) so PMU staff contracts could not be renewed/extended, and salary payments were delayed by months, but PMU staff still worked during the gap period, albeit remotely. Furthermore, only no-cost activities could be implemented, whereas most activities had to be put on stand-by until the disbursement was received in July 2020.

4. Some activities were delayed by administrative delays, e.g. vis-à-vis budget and work plan revisions and slow procurement. For example, there was in 2017 an unforeseen delay in the purchase of a server and other hardware for the CDSF/NEIS since the costs were above the ten percent deposit threshold allowed by government procedures. This, in turn, affected the timing of other activities, such as consultant and training inputs. Learning from this experience, the PMU increased the timelines allocated for procurement and hiring of consultants. Moreover, the project engaged DSD's Legal Officer in providing feedback and vetting contracts, which led to quicker turnaround.

5. Another cause of activity delays was slow response from key government agencies/officers and SC members to requests for feedback on draft reports.

6. The implementation of the communication strategy and outreach campaign was delayed due to a) the extensive time used by the communication consultant to edit the "*Saint Lucia: Into the Future*" video in response to comments from the PMU and stakeholders at the inaugural screening, and b) lockdown of the studio due to COVID-19. When the campaign was launched in August 2020, the video had to be shown despite still needing minor corrections. COVID-19 also delayed the final deliverable from the mainstreaming consultant, which in turn contributed to the delay of the outreach campaign on environmental scenarios.

7. Also due to COVID-19 restrictions, trainings scheduled in 2020 were delayed. The pandemic also caused major delays in the response time of the web developer vis-à-vis rectifying system challenges in the NEIS.

8. The project was fully embedded in the existing government institutional framework. The inter-agency MoU provided the foundation for the project, the CDSF and NEIS, with the roles of each fully aligned with their respective mandates. The signatory institutions were also members of the SC and mobilised to provided technical inputs and guidance for project activities within their respective areas of expertise. The Government Information Technology Services Ltd (GITS) was mobilised to host the CDSF server. The public awareness activities were implemented in partnership with other government awareness initiatives, e.g. in relation to the Escazú Agreement (see section 5.1.4).

9. The carbon footprint of the project was mainly related to: 1) air travel (mainly within the Caribbean) of consultants, UNEP Panamá staff and the project manager, 2) power consumption by the server and internet use (e.g. data uploads and downloads, awareness raising on social media), and 3) road transport to trainings, meetings and awareness raising. As such, there was limited scope for reducing the carbon footprint. Nonetheless, consultations and participation in meetings by UNEP staff and international/regional consultants were for the larger part conducted virtually. This was mainly to save costs and also due to COVID-19 restrictions, but still helped reducing the carbon footprint.

Rating for Efficiency: **Satisfactory**

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

82. In the CEO Request for Approval, the results framework provided baselines for most indicators, appropriate, realistic and trackable mid- and end-term targets for all outputs and outcome indicators, and final targets for the objective. Targets were not disaggregated by gender, minority or stakeholder group, nor were there any gender indicators included, as this was not really relevant (other than perhaps for awareness raising activities).

83. A realistic and budgeted monitoring and evaluation (M&E) plan specified different M&E activities and presented a clear and realistic M&E work plan. Financial allocations for MTR and TE were adequate and made available for the evaluation. However, only MTR and TE responsibilities were described, whereas monitoring responsibilities were not clearly spelled out, although mentioned at a general level in PMU staff ToRs. General M&E activities were specified, each with a budget attached (when relevant/applicable) and their frequency, but not data collection methods were described. The M&E work plan followed a standard template, which did not specify coverage and strategy for data collection methods or frequency of data collection by indicator.

84. A detailed M&E plan was elaborated in 2017 after the M&E officer was recruited (working part time on M&E and part time on financial administration). It contained a table with indicators, means of verification, data collection methods – but the means of verification and the method were not always aligned (e.g. for some indicators means of verification were document review, but the data collection method a survey) and the method not always appropriate for the indicator (e.g. field visits and surveys as method for an indicator on reporting system being in place). The frequency and timing of data collection was not specified at the indicator level. Roles and responsibilities vis-à-vis

reporting were clearly specified, but not vis-à-vis indicator data collection. Surprisingly, the M&E officer was not allocated a role vis-à-vis progress reporting.

Rating for Monitoring design and budgeting: Moderately Satisfactory

5.7.2 Monitoring of Project Implementation

85. The instruments used for sharing monitoring information were the annual Project Implementation Reviews (PIR), half-yearly progress reports, the SC meeting reports, and in presentations made form SC meetings. The PIRs covered the output indicators and provided information on baselines and progress on targets. Moreover, the indicators and targets for outcomes 1.1. and 1.2 were also covered, and also for Outcome 1.3. However, the second indicator for outcome 1.3, was not responded to. Moreover, for outcomes 2.1 and 3.1 the information provided on progress did not respond to the indicators and targets, but rather reported on outputs. The objective indicators were not reported on. The half-yearly progress reports indicated the percentage of completion for the outputs, but the basis for the assessed percentages was not always clear. The final report only reported on outputs, not on the outcomes, objective, and impact. For the most part, the information provided was credible, but the number of people reached with outreach appears significantly overestimated, and the basis for the estimate is unclear (see section 5.4.1).

86. In 2019-2020, the SC meeting minutes and some of the presentations to the SC contained additional monitoring information:
    - The number of people participating in specific trainings and workshops (but not provided for all of these), either disaggregated by gender or providing the names of the participants (2019, 2020)
    - Survey feedback from training and workshop participants, the feedback was gender disaggregated for one training (2019, 2020)
    - Problems with the CDSF and NEIS platform and status of rectification (2020)
    - Number of users accessing the NEIS (2020)
    - Number views on Facebook and YouTube of the communication/awareness raising products (second half of 2020)
    - Stakeholder feedback on the video screening (2020)
    - Feedback from survey with SC members on their satisfaction with their participation, project management (PMU), and project outcomes. (at end of project, December 2020)

87. In practice, the part time M&E Officer mainly worked on finances, with considerably less time available for monitoring tasks, one reason being the challenges related to the transition to Umoja and the extra attention it required. At the time of the MTR, monitoring mostly focused on carrying out feedback surveys and analysing the responses.

88. Training participant survey results were used to inform the planning of subsequent activities by providing information on training needs, and as such partly used as a tool for adaptive management. However, as the monitoring was mainly activity- and output-oriented, and only partly captured progress towards outcomes, it was not fully poised to be an adaptive management tool.

Rating for Monitoring of project implementation: Satisfactory

5.7.3 Project Reporting

89. The following progress reports were prepared and submitted by the PMU: quarterly financial reports, half-yearly progress report, annual PIRs, final report. Most SC meeting

minutes were also used to report on progress. Overall. The reporting provided a detailed account of implementation progress, albeit with shortcomings vis-à-vis reporting on progress towards the outcomes and objective (see section 5.7.1), capturing the use of the CDSF and NEIS for MEA reporting and government planning (see section 5.4.2), and limited reflection on sustainability concerns. Reporting was overall sufficiently gender neutral considering the nature of the project, although the reporting on awareness raising and outreach activities could have provided information on the extent to which women and vulnerable groups were reached. Lessons were not systematically captured in the PIRs but covered in detail in the final report.

90. The communication and dialogue between the PMU and UNEP as well as between the PMU and SC members were consistently seen as well-functioning and constructive.

Rating for Project reporting: **Satisfactory**

Overall Rating for Monitoring and Reporting: **Satisfactory**

5.8 Sustainability

5.8.1 Socio-political Sustainability

91. While the 14 agencies signed the MoU and thus formally committed to the CDSF and NEIS, not all have been equally active in providing data, in part due to technical challenges (see section 5.4.1), but also reflecting different levels of commitment/priority given. This is not surprising, considering that for many of the agencies, environment and climate change is not the core mandate. While the public awareness campaign had resulted in a good number of visits to the NEIS website in autumn 2020, the number had dropped markedly already by spring 2021 (see section 5.4.1). Overall, the dependency on social/political factors is moderate. The stakeholder ownership of the CDSF and NEIS is uneven, with a strong ownership in DSD, but a moderate to weak ownership among other agencies and the wider public. It seems that some mitigation mechanisms are currently being put in place to enhance ownership and commitment. UNEP is in contact with the Government of Saint Lucia and the European Union to mobilise resources and to provide technical support to produce a digital National State of the Environment Report (GEO-Saint Lucia). The production of a digital GEO would allow the structure of the NEIS to be redesigned including new modules that would improve its usability and maintenance.

Rating for Socio-political sustainability: **Moderately Likely**

5.8.2 Financial Sustainability

92. DSD has limited financial resources, but as an exit strategy DSD has provided some funding for maintenance of the CDSF, including a service contract with Mona Informatix Ltd., which was recently renewed for 2023. Reportedly, this enabled keeping the platform running after project closure with only short periods of down-time, but as of 19 November 2022, the online platform was difficult to access and some agencies had the impression that the CDSF was not functional (see section 5.4.2). However, no resources are available for maintaining the NEIS platform and as of 19 November 2022, the NEIS website did not make data publicly available (see section 5.4.2). Overall, there appears to be a high dependency on external financial resources, if the system is to be fully reactivated. St Lucia intends to revitalise the CDSF/NEIS as part of the planned UNEP-

GEF biodiversity/access and benefit sharing project. The UNEP Regional Office plans to support the endeavour to include the CDSF/NEIS in the new project. Moreover, the Government of St. Lucia and UNEP are in contact with the European Union to mobilise resources for the production of a digital National State of the Environment Report, which is envisaged as an opportunity for further developing and improving the CDSF/NEIS and its maintenance.

Rating for Financial sustainability:	**Moderately Likely**

5.8.3 Institutional Sustainability

93. There is no evidence of agencies integrating CDSF/NEIS reporting or data use in their work plan. The irregular and uneven reporting during the project suggests this will remain the case and that upload frequency will probably further decrease without the PMU to regularly follow up and the access issues related to the main CDSF website (see section 5.4.2). Since the project closed, DSD has not had an officer regularly following up with, or retrieving data from, the agencies, although reminders are made periodically. Overall, there is a high dependency on institutional support, if data is to be uploaded by agencies. The periodic follow-up with agencies by DSD is a limited mechanism for institutionalisation.

Rating for Institutional sustainability:	**Moderately Likely**

Overall Rating for Sustainability:	**Moderately Likely**

5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and Readiness

94. The project start-up was slow. Project implementation commenced in April 2016, eight months after the project was approved by UNEP (4 August 2015) due to slow disbursement and PMU recruitment (see sections 1 and 3.5). An inception workshop/first SC meeting was held on 31 May 2016 (ten months after approval), with 26 participants (20 women, 6 men) representing relevant key stakeholders, primarily from a range of government agencies. The work plan and the institutional arrangements were agreed upon. The inception workshop/SC meeting was duly reported on.

95. The Request for CEO Approval included costed procurement plan, which was revised in 2019 and in 2020, and the procurement plan was revised in 2019. The project had a detailed, activity-based and costed multi-year work plan, which was revised in 2020, but there is no evidence of annual costed work plans being prepared. The PCA between UNEP and MEIGRSD was signed on 13 August 2015. The MoU with the 14 agencies involved in CDSF/NEIS was signed on 28 February 2018.

96. The NCSA, which had been updated during the project design, constituted a comprehensive assessment of national capacities and capacity development needs and priorities. Moreover, a gap analysis was carried out by the consultant engaged to develop the CDSF.

97. During the project preparation process an environmental and social impact screening was carried out. Due to the nature of the project, which exclusively dealt with data and information management and awareness raising, there was no need for further assessment. No information is available about UNEP Programme Review Committee (PRC) recommendations or the extent to which they were addressed.

Rating for Preparation and readiness: Satisfactory

5.9.2 Quality of Project Management and Supervision

98. The project had a well-defined and traditional project management setup with clear roles. The SC met three-four times annually (a total of 16 times) and the meetings were documented. The technical expertise of specific SC members was mobilised, where relevant, e.g. vis-à-vis evaluating proposals received from consultants for the CDSF and NEIS. The SC (and the MoU) contributed to increased dialogue and coordination between sectorial departments/agencies vis-à-vis environmental data sharing.

99. Interviewees as well as a survey conducted with the SC members at the end of the project consistently confirm that the PMU was very successful in managing the project and moving it forwards. The team was proactively engaging with, and mobilising, the 14 agencies, SC members. The PMU appropriately housed at DSD. The handover from the first Project Manager appears to have been smooth and did not cause major disruptions.

100. The dialogue and cooperation between the PMU and UNEP Panama worked very well. UNEP Panama proactively engaged in supporting the project, participated actively in the SC and contributed with reviewing some project products. There was no direct communication between UNEP HQ and the PMU, but UNEP HQ supported UNEP Panama, who in turn conveyed information and guidance to the PMU. The PMU also cooperated well with DSD. Sometimes responses from UNEP took time, e.g. vis-à-vis Umoja (see section 5.5.2), as UNEP staff also had difficulties with Umoja. Government procurement and financial reporting could also be slow (see section 5.6).

101. The PMU applied adaptive management in relation to the provision of training, which was adjusted based on experience and feedback from other trainings as well as challenges that agencies experienced vis-à-vis uploading to the CDSF, which for example led to further training on GIS (see section 5.4). Adaptive management was also applied in response to COVID-19, such as reorienting the awareness raising campaign to focus on web-based communication tools. Finally, adaptive management was applied to prevent delays in implementation caused by slow procurement (see section 5.6).

Rating for Quality of project management and supervision: Highly Satisfactory

5.9.3 Stakeholder Participation and Cooperation

102. A comprehensive stakeholder mapping was carried out and presented in a stakeholder mapping report. The 14 key stakeholders/agencies vis-à-vis the provision of environmental information were properly included in the project, as SC members, as 14 MoU signatories, and as participants in trainings and in the uploading of data to the CDSF. In each SC meeting, between seven and 11 agencies participated, whereas a couple of agencies only participated in the first SC meeting/inception workshop. They were regularly consulted, through their participation in the SC, which met frequently, involvement in the selection of consultants, and dialogue with the PMU and feedback on trainings. Concerted effort was made to promote coordination and cooperation among the stakeholders vis-à-vis environmental data sharing, which resulted in the MoU. However, the actual ownership and engagement of agencies varied, with some regularly entering data to the systems, and others only doing it rarely, if at all (see figure 2).

103. The awareness raising campaign aimed to reach S.t Lucian citizens broadly, with an emphasis on youth. However, the intended engagement of citizens in environmental data collection was not implemented (see section 5.4).

Rating for Stakeholders' participation and cooperation: Satisfactory

5.9.4 Responsiveness to Human Rights and Gender Equality

104. Human rights were not explicitly considered in the project design or implementation. Nonetheless, through the provision of access to environmental information, the project contributed to enhancing delivery of St. Lucian citizens' rights to information and transparency, as also spelled out in the Rio Conventions (incl. the transparency commitments under the Paris Agreement) and in the Escazú Agreement on access to information and public participation. In relation to the latter, joint awareness raising was carried out (see section 5.1.4).

105. Gender was only mentioned briefly and in a generic manner in the project design and stakeholder mapping. Since the project did not impact directly on people, it could in principle have been given a "not applicable" gender marking score (although the project was approved before UNEP introduced gender marker scoring in 2017). Some indicators used in the CDSF are gender disaggregated (the CDSF is based on indicators globally specified for each MEA). The participation of women and men trainings was reported on, and more women (63 pct.) than men (37 pct.) participated; in first phase of trainings the participation of women had been much higher (78 pct.), but effort was made to reach a gender balance. Most SC members were women as were all PMU staff members. The awareness raising campaign communicated environmental and climate challenges and their implications for St. Lucians but did not communicate the difference in vulnerability of women, men, children, and marginalised groups.

Rating for Responsiveness to human rights and gender equality: Moderately Satisfactory

5.9.5 Environmental and Social Safeguards

Given the project's focus on data management and awareness raising, no environmental or social risks were identified at design, during implementation or by the TE. The only negative environmental impact of the project was fossil energy consumption and carbon emissions (see section 5.6) as well as the resource consumption and waste generation related to the use of computer equipment and office facilities. There was thus no need for implementing any environmental or social safeguards or mitigation measures. The move to virtual meetings and online awareness in response to COVID-19 reduced the carbon footprint of the project.

Rating for Environmental and social safeguards: Satisfactory

5.9.6 Country Ownership and Driven-ness

106. All key agencies were members of the SC and signatories to the MoU (see section 5.9.3). There was generally a good degree of participation in SC discussions and decision-making (albeit with a couple of agencies not engaging at all), but the ownership and engagement in data sharing varied (see section 5.9.3). Moreover, the engagement to a significant extent hinged on continuous follow-up from the PMU. In-kind contributions were made in the form of staff time for training participation and data uploading. Moreover, GITS made an in-kind contribution by hosting the server.

Rating for Country ownership and driven-ness: Satisfactory

5.9.7 Communication and Public Awareness

107. Component 3 was a dedicated communication, outreach and awareness component with two main topics: a) enhancing public awareness about the state of the environment in St. Lucia and future scenarios, and b) creating awareness about the NEIS, its added value for decision-making and the provision of public access to environmental information. A range of communication products were elaborated and disseminated publicly in 2019-2020 (see section 5.4.1). Moreover, staff from agencies providing data and information to the CDSF and NEIS were trained on how to effectively communicate about NEIS to the media and on social media. The communications expert that was engaged to carry out the trainings also reviewed and updated the communication strategy. A measurable result of the awareness raising was a marked increase in the number of visits to the NEIS in autumn 2020 (see section 5.4.1).

108. A regional webinar was arranged by the project in cooperation with UNEP Panamá where St. Lucia and Caribbean countries shared lessons (see section 5.1.1). Being a first mover in the Caribbean on environmental information systems, the St. Lucia case was a central element of the programme in the different sessions. A lessons learned report was prepared as an output of the webinar (an extract of the report was included in the project final report), inspiring the system developed for Antigua and Barbuda (see section 5.1.4). Moreover, the project manager presented St. Lucia's experience at regional and global forums.

Rating for Communication and public awareness:	**Moderately Satisfactory**

Overall Rating for Factors Affecting Performance and Cross-Cutting Issues:	**Highly Satisfactory**

6 CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

109. **Strengths:** The project responded directly to constraints and priorities which St. Lucia had identified itself and addressed major capacity gaps vis-à-vis meeting the country's reporting and transparency obligations under the Rio conventions and having environmental information available for informed planning and implementation of MEA commitments (see section 5.1.2). The project was well-designed with a coherent and strategy, and clear and appropriate implementation arrangements (see sections 5.2, 5.7). Most outputs were fully delivered, and the remaining partly delivered, and a few targets were exceeded (see section 5.4.1).

110. The project succeeded in setting up a functional environmental information system, with agreed indicators and reporting format, a server for storing data, and online portals for uploading data and information (CDSF) and for agencies and the wider public to access the data and information uploaded (NEIS) (see sections 5.4.1, 5.4.2, 5.4.3). Moreover, the project successfully enhanced the commitment to interagency cooperation vis-à-vis environmental data collection and interagency coordination, with the MoU on environmental data sharing signed by 14 agencies being a significant milestone (see sections 5.4.2, 5.9.3). The relevant agencies were capacitated to upload information, and most of the participating agencies have at least uploaded some information to the CDSF (see section 5.4.1, 5.4.2). DSD is currently funding the maintenance of the CDSF and has a service agreement with the database and online platform developer; which helps keeping the platform running after the project ended (see section 5.4.2).

111. The appreciation among project participants of the value of collecting and using environmental data in development planning and implementation increased, and training participants acquired the necessary skills to use environmental information and the NEIS for planning purposes (see section 5.4.2). Overall, there was a good degree of stakeholder participation, with the engagement of 14 agencies not only as participants in activities, but also in project oversight and procurement (see section 5.9.3).

112. The campaign to enhance environmental awareness and the awareness of the value of environmental data and their accessibility on the NEIS had a good outreach and considerably increased the number of visits on the NEIS website, which peaked in the second half of 2020 (see sections 5.4.1, 5.9.7). The increased capacities, awareness and knowledge imparted by the project has likely made an indirect contribution to increased consideration of the environment and ecosystems in St. Lucia's development priorities (see section 5.4.3). Being a first mover in the Caribbean on environmental information systems, the project also communicated its experiences to the wider Caribbean region (see section 5.4.1), and St. Lucia's environmental information management system inspired the system developed for Antigua and Barbuda (see sections 5.1.1, 5.1.3, 5.1.4).

113. The project management and implementation arrangements of the project as well as for the CDSF/NEIS system were embedded in the existing Government institutional framework. The SC met regularly, which helped creating commitment to environmental data sharing and coordination. Moreover, the technical knowledge of SC members was mobilised in project implementation. (See sections 5.1.4, 5.6, 5.9.2, 5.9.3, 5.9.6)

114. Moreover, the day-to-day project management and implementation worked very well, with a proactive PMU successfully moving the project forwards and engaging stakeholders (see section 5.7.3). The PMU applied adaptive management with

appropriate responses which helped driving the project forward, e.g. in relation to new training needs identified during the course of implementation, lengthy timelines for government procurement, and the COVID-19 pandemic (see sections 5.4, 5.9.2). The dialogue and cooperation between the PMU and UNEP Panama were regular and well-functioning and UNEP Panama proactively engaged in supporting the project (see section 5.6, 5.7.3, 5.9.2).

115. Given the project's focus on data management and awareness raising, there was no need for implementing any environmental or social safeguards or mitigation measures.

116. **Weaknesses:** While the project successfully put an operational environmental information system in place, the functionality of the system and its added value is still limited by a number of constraints. Uploading of data and information was uneven among the participating organisations and a small number did not upload any data; the two main reasons appear to be a) challenges with data standards and formats, and b) uneven ownership and prioritisation among the agencies. There is no evidence of agencies integrating CDSF reporting in their work plans. The PMU had to follow up with agencies to ensure information was uploaded, which DSD is not able to do as frequently now the project has ended (see sections 5.4.1, 5.4.2, 5.4.3, 5.8.1, 5.8.3, 5.9.3, 5.9.6). Moreover, while the CDSF is still operational, it is not easily accessible as the main website is not functional and some agencies have the impression that the CDSF is not functional anymore (see section 5.4.2). Furthermore, the information on the NEIS website is no longer openly available (see section 5.4.2).

117. The awareness campaign had a narrower focus than envisaged in the project design, as a process for public validation of environmental indicators, public participation in the collection of environmental data and public contribution to the NEIS was not implemented (see sections 5.4.1, 5.9.3). Moreover, the number of visits on the NEIS website had dropped to a low level by April 2021 (see sections 5.4.1, 5.8.1).

118. Overall, the environmental information system does not appear to be used as intended or to its full potential. First and foremost, it had not been used for the preparation of reports to the Rio Conventions. For example, while the system was operational in 2020, it was not used in the preparation of St. Lucia's first BUR, which was submitted to the UNFCCC in December 2021(see section 5.4.2). Furthermore, despite the training provided by the project, there is no evidence of the system being used by agencies to inform policymaking, planning and implementation, or the implementation of MEAs, and the project does thus not appear to have made a tangible contribution to better integration of environmental concerns and the value of ecosystem in St. Lucia's development framework (see sections 5,.4.1, 5.4.2, 5.4.3).

119. The project was affected by delays caused by different factors outside the control of the project, such as UNEP's transition to the Umoja financial management system which delayed the first disbursement and caused challenges vis-à-vis financial reporting for both DSD and UNEP, different types of delays caused by COVID-19, and slow government recruitment and procurement (see section 5.5.2). For the larger part, these delays did not significantly hamper the achievement of results even if delaying them, but a significantly delayed disbursement from UNEP (due to COVID-19) meant that most activities had to be put on stand-by for an extended period in 2020 (see sections 5.5, 5.6).

120. Human rights were not explicitly considered or addressed, but through the provision of access to environmental information, the project contributed to enhancing delivery of St. Lucian citizens' rights to information and transparency (see section 5.1.4, 5.2, 5.9.4). Gender issues were to some extent considered; some indicators in the CDSF were gender disaggregated, and the number of women and men participating in trainings were

reported on, and effort was made to ensure a balanced participation of women and men in trainings) (see sections 5.2, 5.9.4). More women than men participated in the SC and trainings. However, the awareness campaign did not communicate the difference in vulnerability of women, men, children, and marginalised groups.

121. **Summary of ratings:** The table below provides a summary of the ratings and finding discussed in Chapter 5. Overall, the project is rated as 'Satisfactory'.

Box 2: Brief responses to GEF key strategic questions *(see Annex VIII for detailed responses)*

- **What was the performance at the project's completion against Core Indicator Targets?**

Given the focus on setting up an environmental information system and awareness raising, the project did not make a direct and measurable contribution to the GEF 7 Core Indicator Targets. Nonetheless, and indirect contribution was made through to improving the enabling environment with improving the access to environmental information and enhancing awareness. Thereby, the project contributed towards enabling better informed decision-making and facilitating the implementation of multilateral environmental agreements and achieving GEF Core Indicator Targets

- **What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?**

The 14 key stakeholders/agencies vis-à-vis the provision of environmental information were included in the project, as SC members, as MoU signatories, as participants in trainings, and in the uploading of data to the CDSF. They were regularly consulted, through the SC, involvement in the selection of consultants, and dialogue with the PMU, and feedback on trainings. Concerted effort was made to promote coordination and cooperation among the stakeholders. However, the ownership of agencies varied, with some regularly entering data to the systems, and others only doing it rarely. The awareness raising campaign aimed to reach S.t Lucian citizens broadly, but the intended engagement of citizens in environmental data collection was not implemented.

- **What were the completed gender-responsive measures and, if applicable, actual gender result areas?**

The project did not impact directly on people or women. Some indicators used in the environmental information system are gender disaggregated (the CDSF is based on indicators globally specified for each MEA). The participation of women and men trainings was reported on, and more women than men participated. Most SC members were women as were all PMU staff members. The awareness raising campaign communicated environmental and climate challenges for St. Lucians but did not communicate the difference in vulnerability of women, men, and children.

- **What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval?**

Given the project's focus on data management and awareness raising, there was no major risk and thus no need for implementing any environmental or social safeguards or mitigation measures.

- **What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables?**

The project had a dedicated communication, outreach and awareness component. A range of communication products were elaborated and disseminated publicly in 2019-2020. Wtaff from agencies providing environmental data were trained on how to effectively communicate the system to the media and on social media. A measurable result of the awareness raising was a marked increase in the number of visits to the environmental information system. A regional webinar was arranged by the project in cooperation with UNEP Panamá, the St. Lucia case was a central element of the programme. A lessons learned report was prepared as an output of the webinar, inspiring the system developed for Antigua and Barbuda.

Table 2. Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance		**HS**

Criterion	Summary assessment	Rating
1. Alignment to UNEP MTS, POW and Strategic Priorities	Fully aligned with MTS, POW, and Bali Action Plan – *Environment under Review*	**HS**
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	Fully aligned to GEF-5 "Multi Focal Areas" priorities	**HS**
3. Relevance to global, regional, sub-regional and national environmental priorities	Addressed gaps identified in NSCA and vis-à-vis St. Lucia ability to report to Rio Conventions and implement Escazú Agreement commitments.	**HS**
4. Complementarity with existing interventions/ Coherence	The project built on earlier UNEP-GEF support for NCSA preparation. There were no other interventions in St. Lucia related to EIS. The EIS in Antigua and Barbuda was inspired by St. Lucia's NEIS, the digital platform was adapted from St Lucia. Public awareness activities jointly with DSD's awareness raising on Escazú Agreement.	**HS**
Quality of Project Design	Clear analysis, problem and stakeholder identification. Gender considered, but human rights not. Clear links to UNEP and GEF priorities. Coherent and implementation strategy and results framework, Most but not all assumptions relevant. Realistic and budgeted M&E plan, but responsibilities not clear. Well-defined management setup. Realistic budget and co-financing expectations. Risks identified, but financial risks not considered.	**S**
Nature of External Context	Favourable context overall, but COVID-19 pandemic caused delays.	**HF**
Effectiveness		**MS**
1. Availability of outputs	Most output targets were achieved and, in a few cases, exceeded. The quality of the outputs was good. However, the intended public participation in the CDSF/NEIS was not implemented.	**S**
2. Achievement of project outcomes	The CDSF and NEIS were fully operational with coordinated inputs from a range of agencies at project completion, but the system is currently not fully/easily accessible. So far, the system has not been significantly used in MEA reporting or development planning. Public awareness has increased, but the public has not participated in the CDSF.	**MS**
3. Likelihood of impact	At completion, the project had improved the management of data on Rio Convention indicators, but currently the system is not functional. No evidence of a direct contribution to strengthened implementation of MEAs, nor to improved integration of environment in St. Lucia's development framework, albeit with a possible indirect contribution through enhanced awareness.	**ML**
Financial Management		**S**
1. Adherence to UNEP's financial policies and procedures	Audit reports largely indicate compliance, albeit with a few minor shortcomings. The first disbursement from UNEP was significantly delayed, due to transition to Umoja. 2020 disbursement significantly delayed due to COVID-19. Financial reports were submitted regularly but sometimes with delays. Spending was within the budget.	**MS**
2. Completeness of project financial information	Most of the required information available. UNEP co-financing reports were unavailable. Component-based financial statements only from 2018 and onwards.	**S**

Criterion	Summary assessment	Rating
3. Communication between finance and project management staff	PMU closely followed spending and financial reporting. Regular dialogue between PMU and UNEP Panama, but not between PMU and HQ. Regular dialogue between PMU and UNEP Panama. Guidance provided by HQ and UNEP Panama to their best ability, but Umoja transition caused challenges for DSD, PMU, and UNEP staff. Occasional delays in responses.	**S**
Efficiency	Most activities were implemented and outputs delivered. No cost extension only had minor implications for the delivery of activities. Two major disbursement delays caused a) significantly delayed project start, and b) an extended period with limited activity. Lengthy procurement delayed activities but did not hamper overall delivery. The project was fully embedded in existing structures.	**S**
Monitoring and Reporting		**S**
1. Monitoring design and budgeting	Appropriate indicators and targets (not gender disaggregated as not relevant). A realistic and budgeted M&E plan, but sufficient MTE/TE allocations. Data collection methods for indicators not always appropriate, and frequency and responsibilities not specified.	**MS**
2. Monitoring of project implementation	Generally satisfactory monitoring of output indicators, but outcome indicators only partly monitored. Monitoring data made available to SC. Training participant surveys used to inform planning of subsequent training.	**S**
3. Project reporting	Reports provided a detailed account of progress, but with shortcomings vis-à-vis reporting on outcome and objective progress, and limited coverage of sustainability concerns. Reporting was sufficiently gender neutral. Lessons covered in detail in the final report. Well-functioning communication between PMU and UNEP and PMU and SC.	**S**
Sustainability		**MU**
1. Socio-political sustainability	14 agencies formally committed through MoU., Not all were equally active in providing data, in part reflecting different levels of commitment/priority given. Visits to NEIS markedly dropped. Moderate dependency on social/political factors. Uneven stakeholder ownership. No mechanisms in place to enhance ownership and commitment.	**ML**
2. Financial sustainability	As exit strategy DSD provided some funding for maintenance of the CDSF, including a service contract, which has been renewed for 2023. The online platform difficult to access and some agencies under impression that the CDSF is not functional However, no funding is available for NEIS maintenance. Data on NEIS website not publicly available. High dependency on external funding, if the system is to be reactivated. St Lucia intends to revitalise the CDSF/NEIS as part of a planned UNEP-GEF biodiversity/access and benefit sharing project.	**ML**
3. Institutional sustainability	There is no evidence of agencies integrating CDSF/NEIS in their work plan, and uneven uploading likely to persist and uploading likely to further decrease. A high dependency on institutional support, if data is to be uploaded by agencies. Periodic follow-up by DSD is a limited mechanism for institutionalisation.	**ML**
Factors Affecting Performance		**HS**

Criterion	Summary assessment	Rating
1. Preparation and readiness	Slow project start-up due to slow disbursement and recruitment. Inception workshop/1st SC meeting held with key agencies represented. PCA timely signed. Costed procurement plan and multi-year workplan and budget, but no evidence of annual work plans. Comprehensive capacity assessment (NCSA). Environmental and social impacts screened.	**S**
2. Quality of project management and supervision	Very good cooperation between PMU and UNEP Panama. Proactive engagement and support form UNEP. The SC met regularly, and SC members' technical capacities were mobilised, e.g. vis-à-vis assessing proposals. Well-qualified and proactive PMU. Adaptive management applied.	**HS**
3. Stakeholders' participation and cooperation	Substantial engagement with the 14 key agencies and concerted effort to promote cooperation. Uneven ownership and engagement in sharing data on the platform. Awareness raising reaching out broadly to citizens but intended engagement in data collection was not implemented.	**S**
4. Responsiveness to human rights and gender equality	Human rights not explicitly considered in design or implementation. Through the provision of access to environmental information, the project contributed to the rights to information and transparency. Joint awareness raising for the NEIS and Escazú Agreement. Gender mentioned briefly and generically in design and stakeholder mapping. The project did not impact directly on people. Some CDSF indicators gender disaggregated. More women than men participated in training and SC. Awareness raising campaign did not communicate the difference in vulnerability of women and men.	**MS**
5. Environmental and social safeguards	No environmental or social risks identified at design, during implementation or by the TE. No Need for implementing safeguards.	**S**
6. Country ownership and driven-ness	Generally, a good degree of participation in SC discussion, but the ownership and engagement in data sharing varied. Engagement to a significant extent hinged on continuous follow-up from the PMU. In-kind contributions were made in the form of staff time for training participation and data uploading.	**MS**
7. Communication and public awareness	Component 3 dedicated to communication and awareness. Communication and awareness raising led to a significant increase in visits to the NEIS. St. Lucia's experience and lessons shared regionally and internationally, and inspired Antigua and Barbuda's EIS.	**MS**
Overall Project Performance Rating		**S**

6.2 Lessons learned

Lesson Learned #1:	**Standardisation and harmonisation of data formats is a necessary precondition for consistent uploading of data to environmental information systems and should thus be addressed at an early stage of system development**
Context/comment:	Lack of common data standards and formats was a major impediment for data uploading to CDSF. This was for example a challenge vis-à-vis geospatial data, where the standard differences prevented uploading, until the project provided advance GIS training, to enable the conversion of data. Uploading

	increased after the training. The lack of agreed data standards remained an impediment to the uploading of data.

Lesson Learned #2:	**Creating space for interagency dialogue and engagement combined with continuous facilitation is essential for the creation of a functional environmental information system (EIS)**
Context/comment:	The project successfully engaged a range of key agencies in the establishment of the St. Lucia's EIS. The project had an unusually large SC with 14 members, which met regularly. The SC thus created a space for continuous interagency dialogue and coordination, which enabled the signing of the MoU on environmental data sharing. Moreover, the expertise of the participating agencies was mobilised in project management and implementation, e.g. in the procurement of services providers and equipment. Considerable effort wad pout into awareness raising among the agencies of the value of collecting, sharing and using environmental data for policy and planning purposes. The PMU engaged in continuous dialogue with the agencies helped increasing the frequency and extent of data uploading.

Lesson Learned #3:	**Formal memoranda of understanding, awareness raising, human capacity development, and equipment are important elements got for the establishment of a functional EIS, but not sufficient to ensure that agencies upload data regularly to the EIS and that the system is used to its full potential.**
Context/comment:	In principle, the participating agencies committed to environmental data sharing and uploading with the signing of the interagency MoU, which was a major milestone providing the foundation for data uploading to the CDSF. Moreover, the project was successful in enhancing staff data management capacities and awareness of the importance and relevance of collecting and sharing environmental data, and the value of using it for policy and planning. The necessary equipment was also provided by the project. However, the data uploading by agencies remained uneven throughout the project, the agencies did not fully integrate data uploading in their work plans, and uploaded information was not used for MEA reporting, nor is there any evidence of its use in policymaking or planning.

6.3 Recommendations

Recommendation #1:	**Engage in mobilising funding for a second project phase, with a specific aim towards:** • **Reinvigorating the CDSF and NEIS** • **Ensuring the use of the system in MEA reporting**

	• **Internalisation of the system by participating agencies in work plans, policymaking processes, and planning processes** • **Enhancing public (e.g. academia, civil society, private sector) participation in the CDSF and NEIS – including inclusion of women and marginalised groups** • **Further strengthening the institutional and financial mechanisms for post-project continuation**
Challenge/problem to be addressed by the recommendation:	The CDSF and NEIS have not been used for the intended purposes and were as of 19 November 2022 not entirely functional. UNEP project staff should pass on the recommendation to the Government of St. Lucia to mobilise funding for a second phase to be initiated. The main challenges and shortcomings that need to be addressed are: • Issues with data standards • Uneven ownership among agencies and lack of internalisation in agency work plans • No or limited use of the NEIS for its intended purposes (MEA reporting, policymaking, planning) • Access challenges (CDSF main website not working, information on NEIS not publicly available) • Limited public engagement in environmental data collection • Limited focus on the gender dimension of vulnerability to environmental degradation and climate changes • Human rights dimension only addressed implicitly
Priority Level:	Critical
Type of Recommendation	Partners
Responsibility:	The Government of St. Lucia
Proposed implementation time-frame:	12-18 months

122. Cross-reference(s) to rationale and supporting discussions:

- Sections 5.2, 5.4.1, 5.4.2, 5.4.3, 5.8.1, 5.8.2, 5.9.3, 5.9.4, 5.9.6, 5.9.7, 6.1

Recommendation #2:	**Develop a concept document for supporting the establishment of a regional/sub-regional EIS for the Caribbean, the Lesser Antilles or Eastern Caribbean, taking on board the experience of St. Lucia.**
Challenge/problem to be addressed by the recommendation:	The capacity of DSD to finance the continued operation and maintenance CDSF and NEIS is limited, as is the capacity to follow up regularly with agencies to ensure that thy regularly upload data and information to the CDSF. The total populations of St. Lucia and the other Lesser Antilles are small, so covering the costs of a full-fledged EIS is a challenge and economy of scale and a stronger support function could be achieved by building a common regional system. Moreover, the environmental and

	climate change contexts are generally similar. Being a first-mover, St. Lucia has obtained relevant experiences and lessons which could benefit other countries.
Priority Level:	Opportunity for improvement
Type of Recommendation	UNEP level
Responsibility:	UNEP
Proposed implementation time-frame:	12-18 months

123. Cross-reference(s) to rationale and supporting discussions:

- Sections 5.1.3, 5.1.4, 5.4.2, 5.4.3, 5.8.2, 5.9.7, 6.1

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
p.29/table 7/1.1.2	There is a clear willingness to adopt a new reporting system for MEAs implementation, ideally based on the CDSF and NEIS. Of course, for this to be concretely implemented there is a need to a change in the current processes and procedures in use for this exercise. This imply a change not only on the technologies or workflows but, most importantly, in the way how agencies work together and collaborate. The GEF-CCCD project has introduced some new tools and provided the initial capacity for this change of paradigm to take place. The Covid situation and some teething problems with the NEIS (now fixed) have slowed down this process, but it is clear that the project was instrumental to achieve this target.	Noted. This confirms that the target was partly achieved. The contribution of the project vis-a-vis promoting collaboration is already acknowledged in the report, incl. in the assessment of outcomes. *No change required.*	Evaluator Response Valid
Page 34/69	Financial constraints, amplified by Covid pandemic, made difficult for the DSD to invest in the use of CDSF/NEIS for its systematic use for MEAs reporting. Recent development on this front (see para 68 above) give hope that these systems will soon be restored and actively used.	The financial challenges are captured in the sustainability section. *No change required.*	Evaluator Response Valid

ANNEX II. PEOPLE CONSULTED DURING THE EVALUATION

Organisation	Name	Position	Gender
UNEP, Science Division HQ, Nairobi	Jochem Zoetelief	Senior Programme Officer *GEF-CCCD Portfolio manager*	Male
UNEP, Science Division HQ, Nairobi	Ayda Maria Villalobos Castro	*GEF Portfolio support*	Female
UNEP, Science Division HQ, Nairobi	Florence Kahiro	*Fund Management Officer*	Female
UNEP Regional Office (Panama)	Francesco Gaetani	Regional Coordinator	Male
UNEP Regional Office (Panama)	Suzanne Howard	Administrative Assistant	Female
UNEP Regional Office (Panama)	Carolina Quiroz	Consultant	Female
Former Department of Sustainable Development (DSD), Sustainable Development and Environment Division, Ministry of Education, Innovation, Gender Relations and Sustainable Development (MEIGRSD)	Teshia Y. Jn Baptiste	*Project Manager*	Female
Former DSD, Ministry of Education, Innovation, Gender Relations and Sustainable Development	Stephanie Peter	*M&E Officer*	Female
Former DSD, Ministry of Education, Innovation, Gender Relations and Sustainable Development	Annette Rattigan-Leo	Former Chief Sustainable Development and Environment Officer *SC Chairperson*	Female
Former DSD, Ministry of Education, Innovation, Gender Relations and Sustainable Development	Caroline Eugene	**Former GEF Focal Point**, Permanent Secretary (acting) *SC Member*	Female
DSD, Ministry of Education, Innovation, Gender Relations and Sustainable Development	Chadley John-Marius	*Former Web expert/web master* *SC Member*	Female
DSD, Ministry of Education, Innovation, Gender Relations and Sustainable Development,	Jeanel Volney	Sustainable Development Officer *SC Member*	Female
DSD, Ministry of Education, Innovation, Gender Relations and Sustainable Development	Kate Wilson	Legal Officer	Female
DE Design + Environment	David Oswald	President *Consultant*	Male
Department of Agriculture, Fisheries, Natural Resources and Cooperatives – Agriculture Section	Cletus Alexander	*Department Focal point for MEAs* *Responsible for GHG inventory for agriculture* *SC Member*	Male
Department of Economic Development, Transport and Civil Aviation	Donette Charlery	Officer *SC Member*	Female

Organisation	Name	Position	Gender
Department of Public Service	Kentus Eugene	Information Systems Manager *SC Member*	Male
Mona Geoinformatics Institute, Mona Informatix Limited, University of the West Indies	Ava Maxam	Deputy Director *Consultant – NEIS*	Female
Mona Geoinformatics Institute, Mona Informatix Limited, University of the West Indies	Kayvia Harriott	Software Developer *Consultant – NEIS*	Female
Mona Geoinformatics Institute, Mona Informatix Limited, University of the West Indies	Kaodi McGaw	Project Manager *Consultant – NEIS*	Female
Mona Geoinformatics Institute, Mona Informatix Limited, University of the West Indies	Kevin Johnson	Software Developer *Consultant – NEIS*	Male
Protected Management Area	Augustine Dominique	*SC Member*	Male

ANNEX III. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- Project Identification Form (PIF) (revised) + annexes, 8 May 2013
- Request for CEO Approval + annexes, 17 December 2014
- CEO Endorsement, 7 January 2015
- Project Preparation Grant (PPG), 13 June 2013
- Project Cooperation Ageement (PCA) Amendment, 17 October 2019
- UNEP Mid Term Strategy 2018-2021
- Project amendments and budget revisions
- Final report, 12 January 2021
- Project Implementation Review (PIR) reports: 2017-2021
- Inception Report and Work Plan, March 2019
- Work plans and budget revisions
- Half-yearly Progress Reports, 2015-2021
- SC meeting minutes 2017-2020
- Procurement Plan
- M&E Plan
- Extension requestions
- Quarterly expenditure reports
- Audit reports, 2017-2018, 2019, 2020
- Co-financing letter, 8 July 2014
- Final co-finance report, 27 May 2021
- Various letters
- PMU staff contracts and ToRs
- Various supplier contracts
- Various consultant contracts and ToRs
- Various consultant reports

Project outputs – Overall

- Various training and workshop reports, training evaluation reports, presentations, agendas, participant lists

Project outputs work package 1: Environmental data management (CDSF and NEIS)

- MoU: Inter-Agency Agreement for the Institutional Arrangements for Cooperation on Environmental Information Management in Saint Lucia, 28 Feb 2018
- CDSF manuals, October 2018
- NEIS website: https://www.neis.govt.lc/
- CDSF website: www.cdsf.govt.lc, http://cdsf.govt.lc:8000/authentication/login/?next=/

Project outputs work package 2: Awareness raising

- Revised Communication Strategy & Campaign Plan, August 2019
- Google analytics website data for NEIS April-May 2021
- Various communication products: videos, jingle, articles, posters/infographics

Previous evaluations

- Mid-term Review, 14 December 2018

Reference documents

- NCSA, 2014
- UNEP Terminal Evaluation guidelines and templates

ANNEX IV. EVALUATION FRAMEWORK

No.	Evaluation questions	Indicators/criteria	Data sources
		Strategic relevance	
1.	1. Was the project responding to UNEP and GEF strategies and priorities?	• Alignment with UNEP MTS and PoW, Bali Strategic Plan for Technology Support and Capacity Building (BSP) and South-South Cooperation (S-SC) • Alignment with GEF-5 Cross-Cutting Capacity Development Strategy	• Assessment of design quality (Annex B) • Request for CEO Approval and PIF • UNEP MTS, PoW, BSP, S-SC • GEF-5 Cross-Cutting Capacity Development Strategy • MTR
2.	2. Was the project responding to the needs and key capacity constraints of the country?	• Alignment with NCSA • Alignment with UNFCCC, CBD and UNCCD reporting requirements	• Request for CEO Approval and PIF • PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP staff • Interviews with project partners • Survey (optional)
3.	3. Were the project and other interventions complementary?	• Coordination and cooperation with other initiatives of relevance to environmental monitoring, reporting and transparency • Synergies achieved from cooperation with other initiatives	• Request for CEO Approval and PIF • PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP staff • Interviews with project partners
		Quality of project design	
4.	4. Was the project design appropriate, realistic and coherent?	• Consistency of results framework (and ToC) • Feasibility of achieving objective and outcomes • Comprehensiveness of outputs and outcomes vis-à-vis achieving objective	• Assessment of design quality (Annex B) • Inception report analysis results framework (and ToC) • Interviews with PMU staff • Interviews with SC members
		Nature of external context	
5.	5. Was the context generally conducive for pursuing and achieving the project objective and outcomes?	• Influence of natural disasters (hurricanes, earthquakes, volcanic eruptions) on project implementation • Influence of conflict and political upheaval on project implementation • High-level ownership and support in the country	• PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with project partners
		Effectiveness	
		Availability of outputs	

No.	Evaluation questions	Indicators/criteria	Data sources
6.	6. Were the intended project outputs delivered?	• Level of achievement of the targets for the output indicators in the project's results framework • Beneficiaries and stakeholders express appreciation of the outputs and activities and their usefulness	• EIS website • PIRs and progress reports • Work plans • MTR • Publications • Workshop reports • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP staff • Interviews with project partners • Survey (optional)
		Achievement of outcomes	
7.	7. Were the intended project outcomes achieved?	• Level of achievement of the targets for the outcome indicators in the project's results framework • Evidence of: - Coordinated MEA reporting system in place for Rio Conventions - EIS established and being used for MEA reporting with inputs from key institutions - Public, private sector and civil society contribution to, and use of, EIS	• EIS website • PIRs and progress reports • MTR • Publications • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP staff • Interviews with project partners • Survey (optional)
		Likelihood of impact	
8.	8. Was the project objective achieved?	• Level of achievement of the targets for the objective indicator in the project's results framework • Evidence of EIS information and environmental assessment tools used by government agencies for planning and decision-making	• PIRs and progress reports • MTR • Publications • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP staff • Interviews with project partners • Survey (optional)
9.	9. Did the project have a catalytic effect?	• Evidence of replication of the project approach, activities, outputs	• PIRs and progress reports • MTR • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries

No.	Evaluation questions	Indicators/criteria	Data sources
			• Interviews with UNEP staff • Interviews with project partners
10.	10. Did the project have any unexpected impacts (positive or negative)	• Evidence of unplanned positive impacts (e.g. environmental, social) • Evidence of unintended negative impacts (e.g. environmental, social)	• PIRs and progress reports • MTR • Publications • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP staff • Interviews with project partners
Financial management			
11.	11. Were financial management and decisions appropriate and conducive for project delivery?	• Fund allocations and reallocations were clearly justified/explained • Financial resources were made available in a timely manner that did not cause implementation delays or implementation gaps • UNEP financial staff's responsiveness to addressing and resolving financial issues • Communication between PMU, UNEP programme staff and UNEP financial staff • Adherence to UNEP financial procedures	• Request for CEO Approval and PIF • Financial reports • Budgets • Budget amendments • Audit reports • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff • Interview with UNEP FMO
12.	12. Has co-financing materialised as expected at project approval?	• Amount of co-funding mobilised from each anticipated source • Amount of co-funding leveraged from other sources (in-cash and in-kind)	• Request for CEO Approval • PIRs and progress reports • Co-finance confirmation letters • Interviews with PMU staff • Interviews with UNEP programme staff • Interview with UNEP FMO • Interviews with project beneficiaries • Interviews with project partners
Efficiency			
13.	13. Was the project implemented in a timely manner?	• Timeliness of activities, outputs and milestones vis-à-vis work plans • Corrective measures taken to mitigate delays • Annual spending compared to budgeted/planned spending per component and output • Justification and appropriateness of no-cost project extension • Cost implications of no-cost extension	• Request for CEO Approval • PIRs and progress reports • Work plans • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff

No.	Evaluation questions	Indicators/criteria	Data sources
14.	14. Was the project implemented in a cost-effective manner?	• Actual vs. planned costs of components and outcomes • Measures taken to adjust and adapt budget and activities to actual costs • Extent to which co-financing was leveraged • Extent to which the project engaged in partnerships for delivering activities and outputs (e.g. joint activities and division of labour) and use of existing data and processes	• Request for CEO Approval • PIRs and progress reports • Work plans • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff • Interviews with project beneficiaries • Interviews with project partners
Monitoring and reporting			
Monitoring design and budgeting			
15.	15. Were the indicators appropriate for results-oriented monitoring?	• Indicators were SMART • Presence of results-oriented indicators for outcomes and objective • Availability of clear indicator baselines, targets and milestones	• Assessment of design quality (Annex B) • Results framework • Inception report analysis of results framework (and ToC) • Interviews with PMU staff
16.	16. Were adequate provisions put in place for monitoring and evaluation?	• Sufficiency of resources (financial, human) available for monitoring and evaluation • Clarity of monitoring responsibilities	• Assessment of design quality (Annex B) • Request for CEO Approval and PIF • Interviews with PMU staff
Monitoring of project implementation			
17.	17. Was the monitoring system sufficiently and in a timely manner capturing implementation progress and results?	• Availability of monitoring data for indicators at output, outcome, and objective levels • Reliability and accuracy of baseline and monitoring data • Frequency and comprehensiveness of data gathering and analysis • Utilisation of pre-existing data sources • Gender-disaggregation of data, when appropriate	• Results framework • PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff
18.	18. Were risks monitored and reported on?	• Risks identified in CEO Endorsement Request were regularly monitored and documented • The list of risks was regularly updated • Relevance, importance and comprehensiveness of the risks identified and accuracy of risk rating	• Assessment of design quality (Annex B) • Risk matrix in PIF • PIRs and progress reports • Interviews with PMU staff • Interviews with UNEP programme staff
19.	19. Was project monitoring used as a management tool? 20.	• Tangible examples of monitoring data leading to changes/adjustments in project approach and implementation • Evidence of monitoring data being used for project steering	• PIRs and progress reports • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff
Project reporting			
20.	21. Was project reporting timely and of adequate quality?	• Timeliness of report submission	• PIRs and progress reports

No.	Evaluation questions	Indicators/criteria	Data sources
		• Realism and accuracy of information in PIR, progress and completion reports • Adherence to UNEP reporting requirements • PIR ratings • Use of Tracking Tool for GEF-funded projects at inception, mid-term and completion	• SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff
Sustainability			
21.	22. Did the project implement a clear sustainability strategy?	• The project implemented a clear and appropriate phaseout strategy • The project proactively influenced and utilised the impact drivers identified in the reconstructed ToC • The assumptions identified in the reconstructed ToC proved valid • The EIS is fully operational	• EIS website • PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff • Interviews with project beneficiaries • Interviews with project partners
Socio-political sustainability			
22.	23. Are government senior decision-makers committed to maintaining EIS and using it as a decision-making tool?	• Institutional arrangements in place for EIS and its use for decision-making	• PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff • Interviews with project beneficiaries • Interviews with project partners • Survey (optional)
Financial sustainability			
23.	24. Are financial resources secured for continuing environmental monitoring?	• Adequate (domestic and/or international) financial provisions are secured and in place for post-project coverage of operation, maintenance and updating costs of the EIS and other systems established by the project • Presence of a planned, approved and/or financed second phase	• PIRs and progress reports • Phase 2 grant agreement • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff • Interviews with project beneficiaries • Interviews with project partners
Institutional sustainability			
24.	Have the key government entities internalised EIS and other project benefits in their work?	• Relevant government entities have allocated staff resources and integrated the EIS and other project results in their institutional work plans for the coming years	• PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff • Interviews with project beneficiaries • Interviews with project partners
Factors and processes affecting project performance and cross-cutting issues			
Preparation and readiness			

No.	Evaluation questions	Indicators/criteria	Data sources
25.	25. Was the project responsive and adaptive?	• Appropriate changes were made to the activities and outputs to address weaknesses encountered • Changes were made to respond to emerging opportunities and needs, and in response to stakeholder interests	• PIRs and progress reports • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff
		Quality of project management and supervision	
26.	26. Was the project implementation and management setup conducive for implementation?	• The SC provided clear strategic guidance to the project and helped addressing institutional bottlenecks and convening engagement of senior officials • The PMU had sufficient capacity and performed well vis-à-vis acting on directions given by the SC and facilitating project implementation • Adaptive action was taken to respond to opportunities and mitigate emerging risks • Timeliness of decision-making	• Assessment of design quality (Annex B) • PIRs and progress reports • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff
27.	27. Where relevant (Haiti, Afghanistan), were UNEP's dual roles of supervision and providing execution support conducive for project delivery?	• Clarity of separation of implementing and executing agency roles, reporting lines and accountability within UNEP • Clarity and responsiveness of communication, guidance and supervision between the executing and implementing functions	• PIRs and progress reports • SC meeting minutes • Wrok plans • Interviews with PMU staff • Interviews with SC members • Interviews with UNEP programme staff • Interviews with FMO
		Stakeholder participation and cooperation	
28.	28. Did the project engage stakeholders beyond their participation in training?	• Level of consultation/involvement of key stakeholders in the project design process • Level and nature of involvement of key stakeholders at all levels in implementation • Level of consultation of stakeholders in the planning and design of project deliverables • Level of cooperation and dialogue with key stakeholders and partners	• Assessment of design quality (Annex B) • Request for CEO Approval and PIF • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP programme staff • Interviews with project partners
		Responsiveness to human rights and gender equity	
29.	29. Did the project consider the inclusion of human rights and gender?	• Project activities explicitly addressed human rights and gender considerations • Monitoring data was gender disaggregated when relevant • Measures implemented to ensure the participation of women and vulnerable people/marginalised groups in project delivery and activities	• Assessment of design quality (Annex B) • Request for CEO Approval and PIF • PIRs and progress reports • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP programme staff

No.	Evaluation questions	Indicators/criteria	Data sources
		• Measures implemented to promote the participation of women and vulnerable people/marginalised groups in EIS • Measures implemented to enable and vulnerable people/marginalised groups to use environmental data for their own purposes and to engage with duty-bearers	• Interviews with project partners
		Environmental and social safeguards	
30.	30. Were environmental and social risks mitigated?	• Environmental and social safeguarding screening at project design • Steps taken to minimise or offset the project's environmental footprint	• Assessment of design quality (Annex B) • Request for CEO Approval and PIF • PIRs and progress reports • Interviews with PMU staff • Interviews with SC members
		Country ownership and driven-ness	
31.	31. Did government and other national stakeholders assume full ownership of the project and the EIS?	• Level of high-level ownership and commitment to EIS • Level of interest among stakeholders to engage in project activities • Level of use of the EIS by stakeholders for planning purposes	• PIRs and progress reports • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP programme staff • Interviews with project partners
		Communication and public awareness	
32.	32. Did the activities and outputs 2 ensure that the project and its services were visible and reached the intended audience?	• Number of organisations engaging in EIS and environmental monitoring – data inputs and use of environmental information • Traffic on EIS website • Reference to EIS and use of EIS info by media •	• Request for CEO Approval and PIF • PIRs and progress reports • Web traffic data • SC meeting minutes • Interviews with PMU staff • Interviews with SC members • Interviews with project beneficiaries • Interviews with UNEP programme staff • Interviews with project partners
		GEF key strategic questions	
33.	33. **(a):** What was the performance at the project's completion against Core Indicator Targets? 34. *(Since the project was approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided)*		• See EQ 6, 7, 8
34.	35. **(b):** What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? 36. *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*		• See EQ 28 • MTR
35.	37. **I:** What were the completed gender-responsive measures and, if applicable, actual gender result areas?		• See EQ 6, 7, 8, 29

No.	Evaluation questions	Indicators/criteria	Data sources
	38. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)		
36.	39. **(d):** What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *40. (Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*		• See EQ 30
37.	41. **(e):** What were the challenges and outcomes regarding the proj'ct's completed Knowledge Management Approach, including: • Knowledge and Learning Deliverables (e.g. website/platform development) • Knowledge Products/Events • Communication Strategy • Lessons Learned and Good Practice • Adaptive Management Actions 42. *(This should be based on the documentation approved at CEO Endorsement/Approval)*		• See EQ 6, 7, 19, 32 • Request for CEO Approval and PIF

ANNEX V. BRIEF CV OF THE EVALUATOR

Name	Kris Borring PRASADA RAO
Profession	Partner and Board Member, PEMconsult
Nationality	Danish
Country experience	• Africa: Botswana, Djibouti, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe • Americas: Argentina, Brazil, Costa Rica, USA • Asia: Afghanistan, Bangladesh, Bhutan, Cambodia, India, Indonesia, Iran, Kazakhstan, Kyrgyzstan, Lao PDR, Myanmar, Tajikistan, Thailand, the Philippines • Europe: Denmark, Italy, Lithuania, Poland
Education	• MSc Human Geography, University of Copenhagen, 1999 • BSc Geography, University of Copenhagen, 1997

Short biography

Mr Kris B. Prasada Rao is an independent evaluator. He holds an MSc in Human Geography and has more than 20 years of professional experience in climate change, natural resource management, environment, rural development, agriculture, and livelihoods. He has expertise in different aspects of climate change, including governance under the UNFCCC framework, adaptation and resilience, mitigation, and mainstreaming across sectors. He has worked in 42 countries, for a broad range of multilateral institutions including UNEP, UNDP, FAO and the European Union, bilateral donors, and NGOs. Kris B. Prasada Rao is a specialist in evaluation and has carried out numerous evaluations and reviews including complex strategic evaluations, global and regional multi-country programme evaluations, and in-country project evaluations. Moreover, he has hands-on programme and project implementation, management and oversight experience from positions with the Danish Committee for Aid to Afghan Refugees (DACAAR), Oxfam America, and IFAD. He has since 2011 been a partner and board member at PEMconsult (www.pem.dk).

Key specialties and capabilities cover:

- Natural resource management, environment, climate change, agriculture, water, rural development, livelihoods, poverty reduction
- Fragile states
- Evaluation and review
- Programme and project planning, implementation, monitoring, supervision
- Programme Manager, Team Leader: management and supervision of international and local programme staff and consultants

Selected assignments and experiences

- Terminal Review of the UNDP-UNEP-GEF project “Global Support Programme for Preparation of National Communications and Biennial Update Reports of non-Annex I Parties under the UNFCCC”. Client: UNEP/UNOPS, 2022
- Evaluation of the EU cooperation with the United Nations. Client: EC, 2021-2022
- Final evaluation of FAO-GEF project Participatory assessment of land degradation and sustainable land management in grassland and pastoral areas systems. *Team Leader*. Client: FAO, 2021
- Review of the Climate Grant from the Danish Climate Envelope for civil society climate action. Client: CISU, 2021

- Review of the DOF BirdLife Denmark programme Integrating Livelihoods and Conservation – People Partner with Nature for Sustainable Living phase II, Nepal, Kenya, Uganda. *Team Leader*. Client: CISU, 2021
- Terminal Evaluation: Development of Sustainable Renewable Energy Power Generation (SREPGen), Bangladesh, UNDP-GEF project. *Team Leader*. Client: UNDP, 2020-2021
- Terminal evaluation of UNEP-UNDP GEF CBIT GCP (Capacity Building in Transparency Global Coordination Platform) phase 1. Client: UNEP+UNDP, 2020-2021
- Evaluation of the Danish Support for Climate Change Adaptation in Developing Countries. Client: Danida, 2019-2020
- Project evaluations and results-based framework development for future monitoring and evaluation - the Low Emission Capacity Building (LECB) Programme, the EU-INDC (Intended Nationally Determined Contribution for the UNFCCC) Project, NDC (Nationally Determined Contribution for the UNFCCC) Support Programme. *Team Leader*. Client: UNDP, 2019-2020
- Evaluation of the European Union's co-operation with Myanmar, 2012-2017. *Team Leader*. Client: EC, 2018-2020
- Terminal Evaluation of the UNEP-EC DG Environment Strategic Cooperation Agreement (SCA). *Team Leader*. Client: UNEP, 2019-2020
- End reviews of EAMCEF II (Conservation and Restoration of the Eastern Arc Mountains) and ECOPRC (Empowering Communities Through Training on Participatory Forest Management, REDD and Climate Changes), Tanzania. Te*am Leader*. Client Embassy of Norway, 2019
- Joint Nordic Evaluation of the Nordic Development Fund (NDF). Client: Particip for NDF, 2019
- Mid-Term Review of the Indicative Cooperation Programme (ICP IV) 2016-2020 between the Grand Duchy of Luxembourg and Lao PDR. Client: Luxembourg Ministry of Foreign and European Affairs, 2018-2019
- Midterm Review of the UNDP-UNEP-GEF project “Global Support Programme for Preparation of National Communications and Biennial Update Reports of non-Annex I Parties under the UNFCCC”. Client: UNDP, 2018
- Evaluation of the European Union's co-operation with Afghanistan, 2007-2016. *Team Leader*. Client: EC, 2016-2018
- Evaluation of the European Union's sustainable energy cooperation (2011-2016). Client: EC, 2017
- Mid-Term Review of the UNDP-GEF project: Establishing integrated models for protected areas and their co-management in Afghanistan. *Team Leader.* Client: UNDP, 2017
- Evaluation of the European Union's co-operation with the Region of Eastern Africa, Southern Africa and the Indian Ocean, 2008-2015. Client: EC, 2016-2017
- Mid-Term Evaluation of the UNEP project "Building Adaptive Capacity and Resilience to Climate Change in Afghanistan 2014-2018", funded by the GEF (Global Environment Facility). *Team Leader*. Client: UNEP, 2016
- Global evaluation of’EU's Water Facility. Client: EC, 2016
- Evaluation of the European Union's co-operation with Central Asia. *Team Leader*. Client: EC, 2015-2016
- Mid Term Review of the EU funded Project: "Sustaining biodiversity, environmental and social benefits in the Protected Areas of the Eastern Plains Landscape of Cambodia". Client: WWF, 2016
- Global Mid-Term Evaluation of the EU funded Low Emission Capacity Building (LECB) Programme. *Team Leader*. UNDP, 2015

- Evaluation of Swedish (SMHI) International Training Programs (ITP); Climate Change - Mitigation and Adaptation 2007-2011. Sida, 2015
- Evaluation of the development cooperation of Denmark, Sweden and the European Union with Bangladesh. Client: EC, 2015
- Evaluation of the European Union's support to environment and climate change in third countries (2007-2013). Client: EC, 2014-2015
- Mid-term Evaluation of the UNEP-DHI – Centre for Water and Environment. Client: UNEP, 2014
- Global joint donor review of UNDP Cap-Net. *Team Leader*. Client: UNOPS, 2014
- Global evaluation of the "Gender-responsive Climate Change Initiatives and Decision-making" programme phase 2 and 3 (implemented by UNDP-UNEP, IUCN, WEDO) under the Global Gender and Climate Alliance (GGCA). *Team Leader*. Client: UNDP, 2013
- Evaluation of Output 2, Rural Growth Programme (RGP), Tajikistan. *Team Leader.* Client: UNDP, 2013

ANNEX VI. EVALUATION TOR (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Evaluation of the UNEP/GEF project

"Developing Capacity of MEAs" -"GEF ID/5557; 5060; 5197; 5017; 5302 "

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

GEF Project IDs:	**5557; 5060; 5197; 5017; 5302**		
Implementing Agency:	UNEP CCCD	**Executing Agency:**	
Relevant SDG(s) and indicator(s):	Although these GEF CCCD projects have been designed to create enabling environment and enhance the implementation, monitoring and reporting of all SDGs with an environmental dimension, majority of the project interventions primarily contribute to the following SDGs, targets and indicators: SDG 13 (13.b.1); SDG 15 (15.2.1, 15.9.1); SDG 16 (16.10.2); and SDG 17 (17.14.1; 17.16.1; 17.18.1)		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7[6])			
Sub-programme:	2018-2019 UNEP SP7	**Expected Accomplishment(s):**	Governments and other stakeholders use quality open environmental data, analyses and participatory processes that strengthen the science-policy interface to generate evidence-based environmental assessments, identify emerging issues and foster policy action.
UNEP approval date:		**Programme of Work Output(s):**	2018-2019; UNEP SP7 EA(a)(ii)
GEF approval date:	Afghanistan - May 2014 Bosnia and Herzegovina - June 2014	**Project type:**	Medium Size Projects

[6] *This does not apply for Enabling Activities*

	Cameroon - May 2014 Haiti - May 2015 St. Lucia - January 2015			
GEF Operational Programme #:		**Focal Area(s):**	Multi Focal Areas (MFAs)	
		GEF Strategic Priority:		
Details for each project to be provided in the Inception Report for the fields below:				
***Expected* start date:**		**Actual start date:**		
***Planned* operational completion date:**		**Actual operational completion date:**		
***Planned* project budget at approval:**		**Actual total expenditures reported as of [date]:**		
GEF grant allocation:		**GEF grant expenditures reported as of [date]:**		
Project Preparation Grant - GEF financing:		**Project Preparation Grant - co-financing:**		
***Expected* Medium-Size Project/Full-Size Project co-financing:**		**Secured Medium-Size Project/Full-Size Project co-financing:**		
Date of first disbursement:		**Planned date of financial closure:**		
No. of formal project revisions:		**Date of last approved project revision:**		
No. of Steering Committee meetings:		**Date of last/next Steering Committee meeting:**	Last:	Next:
Mid-term Review/ Evaluation *(planned date):*		**Mid-term Review/ Evaluation (actual date):**		
Terminal Evaluation *(planned date):*		**Terminal Evaluation (actual date):**		
Coverage - Country(ies):		**Coverage - Region(s):**		
Dates of previous project phases:		**Status of future project phases:**		

2. Project Rationale[7]

1. The following projects aimed to enhance institutional capacities to establish coherent government structures, develop policies, plans and legislative frameworks. It intended to work in conjunction with existing national baseline projects to ensure the involvement and strengthening of a plethora of diverse institutions at different levels in order to ensure the institutional sustainability.
2. These 5 projects were formulated in response to the National Capacity Self-Assessment (NCSA) and were developed in line with the GEF-5 Cross-Cutting Capacity Development Strategy. In the

[7] *Grey =Info to be added*

context of these projects, the aim was to synergise with existing national baseline projects to enhance, increase or strengthen the capacity of national institutions for the implementation and monitoring of international conventions and environmental management. This was intended to be done by institutionalizing identified tools and practices for environmental information and knowledge management and to use information and knowledge for both policy development and planning as well as for monitoring and evaluating environmental impacts and trends.

3. The Individual Project Objectives were as follows:

Afghanistan - The objective of the project is to build Afghanistan's core capacity to implement NCSA priority actions and International Environmental Conventions in a decentralized manner

Bosnia and Herzegovina - To enhance capacities of institutions for environmental management in Bosnia and Herzegovina by institutionalizing identified tools and practices for environmental information and knowledge management

Cameroon - To strengthen institutional capacity in the implementation of international conventions as a follow-up to the National Capacity Self-Assessment (NCSA) Cameroon

Haiti - To enhance capacities for Haiti to strengthen the Government capacity for decision making in national priority plans with **emphasis in forest and coastal-marine ecosystem regeneration**

St. Lucia - To strengthen institutional capacity for the implementation and monitoring of international conventions as a follow-up to the National Capacity Self Assessment (NCSA) of St. Lucia and to better integrate environmental concerns, and the value of ecosystems, into its broader development frameworks

4. The National Capacity Self-Assessment (NCSA) for Global Environmental Management assessed the challenges countries had facing the three Rio Conventions, and the synergies to be realized through targeted cross-cutting capacity development actions. These initiatives have been undertaken, in collaboration with national baseline projects, to facilitate strategic planning, and to build national capacities necessary for the execution of obligations resulting from each convention, namely the Convention on Biological Diversity (CBD), the United Nations Framework Convention on Climate Change (UNFCCCC) and the United Nations Convention to Combat Desertification (CCD).
5. There are several international projects and initiatives underway within these countries. These projects were designed to build upon other interventions to avoid duplication, ensure added value, support the use of lessons learned, to enable a complementary approach to other projects and to ensure that resources invested by other projects and this one are maximized to the greatest extent possible.
6. The intended result was that the project countries would be better able to provide substantive input to the GEF's focal area objectives under the Rio Conventions, with a particular focus on BD 2 and 5 (mainstreaming conservation and sustainable use; integrating BD objectives into national planning), CCM 5 and 6 (promoting sustainable land use; capacity development under the UNFCCC) and LD 3 and 4 (integrated natural resource management and adaptive management and learning).

3. Project Results Framework

7. Overall, these projects were developed to build the capacity of government institutions to:
    - Institutionalise identified tools and practices for environmental information and knowledge management
    - Make decisions in national priority plans and better integrate environmental concerns, and the value of ecosystems, into broader development frameworks
    - To implement NCSA priority actions and monitor international (environmental) conventions as a follow-up to the National Capacity Self-Assessment (NCSA));
8. Below is a proposed Synergised Results Framework detailing combined objectives, individual project outcomes and the variations in individual projects. The aim of a synergised approach to

the evaluation is to maximise learning at a portfolio or thematic level. The individual project Results Frameworks for each country will be attached in the Inception Report as an Annex.

Synergised Results Framework

9. **Synergised Objective** - Enhance/increase/strengthen capacity of national institutions for the implementation and monitoring of international conventions and environmental management by institutionalizing identified tools and practices for environmental information and knowledge management (and improving decision making/integrate into wider development frameworks).

Combined Objectives	**Projects**	**Outcomes**	**Variations**
Institutionalize identified tools and practices for environmental information and knowledge management	Bosnia and Herzegovina; Haiti; St. Lucia	**Bosnia and Herzegovina** – Outcome - 1.1 An indicator framework developed and an Environmental Management Information System (EMIS) introduced to manage national environmental issues in accordance with MEA guidance **Haiti** – Outcome 2.1. Institutions and stakeholders have skills and knowledge to research, acquire and apply information collective actions **St. Lucia** – Outcome 1.1 Coordination of environmental information management is agreed and piloted in MEA reporting **St. Lucia** – Outcome 1.2 Environmental information system and online platform is operational	
Build, develop and strengthen institutional capacity to implement National Capacity Self-Assessment (NCSA) priority actions and International Environmental Conventions	Afghanistan; Bosnia and Herzegovina; Cameroon; Haiti; St. Lucia;	**Afghanistan** – Outcome 2.1 - Local authorities have the capacity to translate MEA commitments into practice **Cameroon** – Outcome 1.2 - Individual and institutional capacities for environmental monitoring, evaluation and reporting are strengthened **Bosnia and Herzegovina** – Outcome - 2.1 Institutional capacity of MoFTER and Entity environmental authorities strengthened for MEA reporting and implementation monitoring and for mainstreaming environmental issues into development planning	**Afghanistan** – More emphasis placed on building institutional capacity to implement NCSA priority actions rather than strengthen **Bosnia and Herzegovina and** **St. Lucia** – Strengthening of capacity development of implementation

		Haiti – Outcome 2.2 - Increased capacity of stakeholders to diagnose, understand and transform complex dynamic nature of global environmental problems and develop local solutions **St. Lucia** – Outcome 2.1 - Institutional capacity of MoFTER and Entity environmental authorities strengthened for MEA reporting and implementation monitoring and for mainstreaming environmental issues into development planning	monitoring is articulated in the outcomes specifically of these two of the projects
Legal, policy and enabling frameworks - Better integrate environmental concerns, and the value of ecosystems, into its broader development frameworks and enhance capacities of institutions for environmental management.	Afghanistan; Cameroon Haiti; St. Lucia;	**Afghanistan** – Outcome 1.2 - Effective integration of Rio convention objectives into development plans and programs **Afghanistan** – Outcome 1.1 - Effective inter-ministerial collaboration on MEA objectives **Cameroon** – Outcome 1.1 - Improved institutional framework for environmental data and information gathering, analysis and provision to better inform decision making processes. **Haiti** – Outcome 1.1 - Enhanced institutional capacities to establish coherent government structures, and develop plans, policies and legislative frameworks for effective implementation of global conventions. **St. Lucia** – Outcome 1.2 - Environmental information system and online platform is operational **St. Lucia** – Outcome 1.3 - National stakeholders are able to use environmental information for planning, project development and environmental management	Haiti – Emphasis in forest and coastal-marine ecosystem regeneration

Monitoring the implementation of capacity development initiatives	Bosnia and Herzegovina	**Bosnia and Herzegovina** – Outcome 1.2 - Air quality monitoring enabled	Bosnia and Herzegovina – Air quality monitoring specific outcome from project in Bosnia Herzegovina
Increased public awareness	Afghanistan Haiti	**Afghanistan** – Outcome 2.2 - Local stakeholders effectively participate in MEA implementation **Haiti** – Outcome 2.3 - Public awareness raised and information management and environmental education programmes improved	

4. Executing Arrangements

10. The GEF Implementing Agency for all of the projects was the UNEP Science Division (formerly Division for Early Warning and Assessment, DEWA), Cross-Cutting Capacity Development (CCCD) Unit. As the Implementing Agency, UNEP Science Division was responsible for overall project supervision, overseeing the project progress through the monitoring and evaluation of project activities and progress reports, including technical issues. UNEP was responsible for overseeing and monitoring the project implementation process, to ensure both GEF and UNEP standards were met, organise evaluations and audits as well as provide technical support. UNEP worked in close collaboration with the Executing Agency's (EA) as described below.

11. **Afghanistan -** The project was executed by the National Environmental Protection Agency (NEPA) of Afghanistan with technical support from UNEP Post Conflict and Disaster Management Branch (PCDMB) via its Afghanistan country programme. As Executing Agency, the NEPA was responsible for the execution and management of the project and its activities on a day-to-day basis, with UNEP PCDMB acting as Execution Support agency to ensure technical, financial and administrative needs were met. NEPA was to establish the necessary managerial and technical teams to execute the project. UNEP PCDMB, in collaboration with NEPA, were responsible for hiring any consultants necessary for technical activities and for supervising their work as well as acquiring equipment and monitoring the project. The main mechanisms for the implementation of the project were the MEA Task force/Steering Committee and a Technical Advisory Panel (TAP).

12. A MEA Task Force and Project Steering Committee was created and planned to meet on a quarterly basis throughout the project. The committee was formed from key Ministries involved in the project, with Secretariat services provided by NEPA and UNEP PCDMB. The committee was developed to address substantive issues at political level, evaluate the project and take necessary measures to guarantee fulfillment of goals and objectives.

13. A Technical Advisory Panel (TAP) was created to manage the technical aspects of the project. It was composed oftechnical expert levels within the participating Ministries. The TAP planned to meet on a monthly basis and develop the main substantive outputs of the project as well as providing information up to the MEA Taskforce/ Steering Group.

14. A Project Team (PT) and Project Coordinator was established within NEPA as the Executing Agency: this team was in charge of the execution and management of the project and worked together with the UNEP Afghan Country Programme Manager as well as the Scientific and Technical Advisory Panel and the MEA Taskforce/ Steering Group. This team planned to meet regularly to allocate specific responsibilities over the project activities.

15. **Bosnia and Herzegovina** - The project was executed by the UNEP Europe Office in collaboration with the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER); the Ministry for Spatial Planning, Construction and Ecology of Republika Srpska; and the Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina. MoFTER as the main Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs and reporting on achievement of project objectives, as well as entering into agreements with other partners. A Project Steering Committee (PSC) was formed to ensure that the project was run according to the agreed workplan, budget and reporting requirements. The PSC consisted of members from the UNEP, the Executing Agency and relevant stakeholders.

16. **Cameroon -** The Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED) was the Executing Agency of the project on behalf of the Government of Cameroon. MINEPDED as the main Executing Agency was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs and reporting on achievement of project objectives, as well as entering into agreements with other partners. A Project Steering Committee (PSC) was formed to ensure that the project was run according to the agreed workplan, budget and reporting requirements. The PSC consisted of the project Implementation Agency - UNEP - and relevant stakeholders including:
    - The project Executing Agency (EA): Ministry of the Environment, Nature Protection, and Sustainable Development (MINEPDED) & Chairmanship of the SC.
    - Ministry of Forests and Fauna (MINFOF),
    - Ministry of Economy, Planning, and Land Management (MINEPAT),
    - Ministry of Agriculture and Rural Development (MINADER),
    - Ministry of Livestock, Fisheries, and Animal Industries (MINEPIA),
    - Ministry of Water and Energy (MINEE),
    - Ministry of Scientific Research and Innovation (MINRESI),
    - The National Institute for Statistics (INS)
    - International and national Organization (1 member)
    - Representative of the civil society /national organization (1 member),
    - Representative of the private sector (1 member),
    - Elected representatives (2 members).

17. The PSC was responsible for monitoring the project implementation and ensuring that key decisions were made in accordance with established rules and procedures and in the spirit of the project. Monitoring of the Project was in accordance with procedures established by the GEF to oversee projects and current standards of MDE and UNEP. The development of different qualitative and financial reports informing on the progress of project activities planed to comply with the procedures established by these institutions.

18. **Haiti –**The Ministry of Environment (MDE) through the Observatoire national de l'environnement et de la vuln rabilit (ONEV), acted as the Executing Agency for the project. The Executing Agency

was responsible for the achievement of project outputs and outcomes, day to day management and coordination of project activities and inputs, as well as for the reporting on achievement of project objectives. The Executing Agency was also responsible for entering into agreements with other partners, as well as for ensuring that co-financing contributions from the Government of Haiti and external sources materialize as planned. To facilitate the liaison between both agencies in the implementation of the project, a national technical advisor was to be a part of the Project Coordination Unit.

19. As Executing Agency, the MDE was to appoint a National Director for the Project (the Director of ONEV). Running the project day-to-day was assigned to a Project Coordination Unit (PCU) constituted by the National Director, National Technical Advisor (Conseiller Technique Principal), a National Project Manager, a Technical Assistant and an Administrative and Financial Assistant recruited for the duration of the project.

20. During the project implementation, the Project Director, supported by the PCU, ensured the participation of other institutions in promoting the establishment of mechanisms for consultation and dialogue. A National Steering Committee that involved other departments and institutions of civil society was created to ensure national ownership and the smooth running of the Project. The committee was both an orientation structure and consultation space for the project. It was composed by one representative from each of the following institutions: MDE, UNEP, CIAT, MICT, MSTP, MTPTC MARNDR. MSPP, Forum du Centre National de l'Information Geo-Spatiale (CNIGS), SEMANAH, and civil society organizations. The steering committee planned to have at least two meetings a year and had two main functions (1) Orientation of the project and (2) Monitoring of the project. The Steering Committee will be chaired by MDE. The National Steering Committee was responsible for monitoring the project implementation and ensure that key decisions are made in accordance with established rules and procedures and in the spirit of the project. Monitoring of the Project was in accordance with procedures established by the GEF to oversee projects and current standards of MDE and UNEP. The development of different qualitative and financial reports informing on the progress of project activities shall comply with the procedures established by these institutions.

21. **St. Lucia -** The Ministry of Sustainable Development, Energy Science and Technology (MSDEST) was the Executing Agency of the project on behalf of the Government of St. Lucia. The main responsibilities of MSDEST were the establishment and facilitation of a Project Management Unit (PMU) and Chairmanship of the Project Steering Committee (PSC) to ensure that the project was run according to the agreed workplan, budget and reporting requirements.
22. The PSC was made up of representatives from: UNEP; MSDEST; the National Institute of Statistics (NIS); Sectoral Ministries that were deemed important for either supporting or mainstreaming project achievements; as well as relevant stakeholders from NGOs and the private sector. The PSC's responsibilities included providing coordination and guidance for the GEF project, approval of the annual work plan and budget and to review annual implementation performance reports prepared by the PMU. The PSC was also to enhance synergies between the GEF project and other ongoing initiatives.

5. Project Cost and Financing

Individual Project Budgets at Design:

Developing Core Capacity for Decentralized MEA Implementation and Natural Resources Management in Afghanistan – GEF ID: 5017

23. This project began in May 2015 and finished in August 2021 falls under the medium-sized project category, the planned overall project budget at design was $2,535,000 USD. The total is made up of the following:

Project Component	GEF financing (USD)	Co-financing (USD)

1. Central Institutional Strengthening for effective implementation of multilateral environmental agreements (MEAs)	145,000	1,020,000
2. Strengthening technical and scientific capacity of sub-national stakeholders	675,000	405,000
Sub-Total	820,000	1,425,000
Project Management Costs	90,000	200,000
Total	910,000	1,625,000

Capacity development for the integration of global environmental commitments into national policies and development decision making (Bosnia and Herzegovina)– GEF ID: 5302

24. This project began in 2014 and falls under the medium-sized project category, the planned overall project budget at design was $4,027,000 USD. The total is made up of the following:

Project Component	**GEF financing (USD)**	**Co-financing (USD)**
1. Managing Global Environmental Issues through improved monitoring and indicator development	808,000	715,000
2. Institutional Strengthening	500,000	580,000
Sub-Total	1,308,000	1,295,000
Project Management Costs	130,000	220,000
Total	1,438,000	1,151,000

Developing Core Capacity for MEA Implementation in Cameroon – GEF ID: 5060

25. This project began in 2014 and falls under the medium-sized project category, the planned overall project budget at design was $2,127,046 USD. The total is made up of the following:

Project Component	**GEF financing (USD)**	**Co-financing (USD)**
1. Tools for improved environmental information management	404,046	300,000
2. Institutional arrangements and coordination for MEA implementation	270,000	520,000
3. Build capacity of actors to strengthen sustainable financing mechanisms and mobilize sustainable resources for MEA implementation	200,000	250,000
Sub-Total	874,046	1,070,000
Project Management Costs	86,000	97,000

Total	960,046	1,167,000

Developing Core Capacity for MEA Implementation in Haiti – GEF ID: 5557

26. This project began in May 2015 and finished in August 2021 falls under the medium-sized project category, the planned overall project budget at design was $4,048,000 USD. The total is made up of the following:

Project Component	**GEF financing (USD)**	**Co-financing (USD)**
1. Strengthened capacities for policy and legislation development for achieving global benefits	450,000	1,100,000
2. Generate, access and use of information and knowledge	730,000	1,400,000
Sub-Total	1,180,000	2,500,000
Project Management Costs	118,000	250,000
Total	1,298,000	2,750,000

Increase St. Lucia's capacity to monitor MEA implementation and sustainable development – GEF ID: 5197

27. This project began in January 2015 and ended in December 2021 and falls under the medium-sized project category, the planned overall project budget at design was $2,080,000 USD. The total is made up of the following:

Project Component	**GEF financing (USD)**	**Co-financing (USD)**
1. Tools for improved MEA and SD reporting and monitoring	490,000	510,000
2. Mainstreaming environmental management and MEA objectives	250,000	270,000
3. Awareness raising, education and outreach	170,000	190,000
Sub-Total	910,000	970,000
Project Management Costs	90,000	110,000
Total	1,000,000	1,080,000

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

6. Objective of the Evaluation

In line with the UNEP Evaluation Policy[8] and the UNEP Programme Manual[9], the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and the main project partners. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

7. Key Evaluation Principles

Evaluation findings and judgements will be based on sound evidence and analysis, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

The "Why?" Question. As this is a Terminal Evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention will be given to learning from the experience. Therefore, the "*why?*" question should be at the front of the consultants' minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) needs to go beyond the assessment of "*what*" the project performance was and make a serious effort to provide a deeper understanding of "*why*" the performance was as it was (i.e. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Communicating evaluation results. A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

8. Key Strategic Questions

8 https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies
9 https://wecollaborate.unep.org

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the strategic questions listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE:

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report**:

(a) Under Monitoring and Reporting/Monitoring of Project Implementation:

What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided[10]).

(b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

(c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:

What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

(d) Under Factors Affecting Performance/Environmental and Social Safeguards:

What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

(e) Under Factors Affecting Performance/Communication and Public Awareness:

What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

9. Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

A. Strategic Relevance

The Evaluation will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

[10] *This is not applicable for Enabling Activities*

i. Alignment to the UNEP Medium Term Strategy[11] (MTS), Programme of Work (POW) and Strategic Priorities

The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[12] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

Donor, including GEF, strategic priorities will vary across interventions. GEF priorities are specified in published programming priorities and focal area strategies. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF), national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

iv. Complementarity with Relevant Existing Interventions/Coherence[13]

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[14], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

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

B. Quality of Project Design

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

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[11] UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

[12] http://www.unep.fr/ozonaction/about/bsp.htm

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

[14] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

Inception Report. Later, the overall Project Design Quality rating[15] should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality

C. Nature of External Context

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[16]). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs[17]

The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision[18]

ii. Achievement of Project Outcomes[19]

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed[20] Theory of Change. These are outcomes that are intended to be

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[15] In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

[16] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.

[17] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

[18] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

[19] Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

[20] All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project

achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Communication and public awareness

iii. Likelihood of Impact

Based on the articulation of long-lasting effects in the reconstructed TOC *(i.e. from project outcomes, via intermediate states, to impact),* the Evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionally affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

28. The Evaluation will consider the extent to which the project has played a catalytic role[21] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)

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design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.

[21] The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness
- Communication and public awareness

E. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Evaluation will assess the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

Under the efficiency criterion the Evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[22] with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

G. Monitoring and Reporting

The Evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

[22] *Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.*

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[23] results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities.. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

ii. Monitoring of Project Implementation

The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups (including gendered, marginalised or vulnerable groups, such as those living with disabilities) in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity.

The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equality (e.g disaggregated indicators and data)

H. Sustainability

Sustainability[24] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

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

[24] As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

i. Socio-political Sustainability

The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where a project's outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above. If these issues have not been addressed under the evaluation criteria above, then independent summaries of their status within the evaluated project should be given.)

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

ii. Quality of Project Management and Supervision

In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for

GEF funded projects[25], it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the Executing Agency. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval).*

iv. Responsiveness to Human Rights and Gender Equality

The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[26].

In particular the Evaluation will consider to what extent project-implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will

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[25] For GEF funded projects, a rating will be provided for the Project Management and Supervision of each of the Implementing and Executing Agencies. The two ratings will be aggregated to provided an overall rating for Quality of Project Management and Supervision

[26]The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

confirm whether UNEP requirements[27] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and r*eport* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).

The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness

The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gendered and marginalised groups.

vii. Communication and Public Awareness

The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

The Terminal Evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the Evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

[27] *For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.*

The findings of the Evaluation will be based on the following:

A desk review of:

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

(f) **Interviews** (individual or in group) with:

- UNEP Task Manager (TM);
- Project management team, including the Project Manager within the Executing Agency, where appropiate;
- UNEP Fund Management Officer (FMO);
- Portfolio Manager and Sub-Programme Coordinator, where appropriate;
- Project partners, including [list];
- Relevant resource persons;
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

(g) **Surveys** [provide details, where appropriate]

(h) Other data collection tools [provide details, where appropriate]

10. Evaluation Deliverables and Review Procedures

The Evaluation Team will prepare (set of deliverables and details to be confirmed the Evaluation Manager no later than during the finalization of the Inception Report):

- **A single Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **A single set of Preliminary Findings Notes:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Reports for each project:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
- A Portfolio **Report,** (a 30-page report synthesing the learning from all 5 projects for wider dissemination through UNEP.

Review of the Draft Evaluation Report. The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Task Manager and Project Manager, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any

errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

Based on a careful review of the evidence collated by the Evaluation Consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Task Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

11. The Evaluation Team

For this Evaluation, the Evaluation Team will consist of a Principal Evaluator and one or two Evaluation Specialists who will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager Myles Hallin in consultation with the UNEP Task Managers: Saeeda Gouhari (Afghanistan); Tomas Marques (Bosnia and Herzegovina); Thierry De Oliveira (Cameroon); Francesco Gaetani (Haiti & St. Lucia) relevant Fund Management Officers and the Sub-programme Coordinator of the UNEP Science Division, CCCD, Jochem Zoetelief The consultants will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

The Principal Evaluator will be hired over a period of 9 months March/2022 to December/2022 and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 8 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of Global Partnerships and Climate Change related issues is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement and proficiency in X/knowledge of [language] is desirable. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Evaluation Specialist/s will be hired over a period of 9 months March/2022 to December/2022and should have the following: an undergraduate university degree in environmental sciences, international development or other relevant political or social sciences area is required; a minimum of 2 years of technical/monitoring/evaluation experience is required and a broad understanding of Climate Change related issues is required. English and French are the working languages of the United Nations Secretariat. For this consultancy fluency in oral and written English is a requirement and proficiency in French is desirable. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Principal Evaluator will be responsible, in close consultation with the Evaluation Office of UNEP for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables, above. The [Evaluation Specialist] will make substantive and high-

quality contributions to the evaluation process and outputs. [The consultant/Both consultants] will ensure together that all evaluation criteria and questions are adequately covered.

Specifically, Evaluation Team members will undertake the following:

Specific Responsibilities for Principal Evaluator:

The Principal Evaluator will be responsible, in close consultation with the Evaluation Manager, for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables.

Specific Responsibilities for the Evaluation Specialist:

The Evaluation Specialists will make substantive and high-quality contributions to the evaluation process and outputs. Both consultants will ensure together that all evaluation criteria and questions are adequately covered.

More specifically:

Inception phase of the Evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the Evaluation, including:

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

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and

- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

12. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 3. Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	March 2022
Inception Report	April 2022
Evaluation Mission	N/A
E-based interviews, surveys etc.	May 2022
PowerPoint/presentation on preliminary findings and recommendations	July 2022
Draft report to Evaluation Manager (and Peer Reviewer)	August 2022
Draft Report shared with UNEP Project Manager and team	September 2022
Draft Report shared with wider group of stakeholders	October 2022
Final Report	November 2022
Final Report shared with all respondents	December 2022

13. Contractual Arrangements

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

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

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

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

Schedule of Payment for the Evaluation Team:

Deliverable	**Percentage Payment**
Approved Inception Report (as per annex document #9)	40%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Reports + Portfolio/Synthesis Brief	30%

Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Evaluation Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

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

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

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

Quality Assessment of the Evaluation Report

Evaluand Title:

Terminal Evaluation of the UNEP/GEF Project - "Increase St. Lucia's Capacity to Monitor MEA Implementation and Sustainable Development, GEF ID #: 5197"

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

	UNEP Evaluation Office Comments	Final Report Rating
Substantive Report Quality Criteria		
Quality of the Executive Summary: The Summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report);	Final report: Provides an accurate summary of the main evaluation product. Could contain more information on key	3

summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions), lessons learned and recommendations.	features of the Projects performance against evaluation criteria	
I. Introduction A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the evaluation; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.) Consider the extent to which the introduction includes a concise statement of the purpose of the evaluation and the key intended audience for the findings?	Final report: Introduction contains a concise statement of the purpose of the evaluation and the key intended audience for the findings	4
II. Evaluation Methods A data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described. Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section. The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described. It should also address evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome. Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected, and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. Is there an ethics statement? E.g. *'Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.*	Final report: Fairly concise description of evaluation methods provided. Gender and Human Rights are included and evaluation limitations are addressed.	4
III. The Project This section should include: • *Context:* Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses). • *Results framework*: Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* Description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* A description of the implementation structure with diagram and a list of key project partners	Final report: Adequate context, results framework is clear Stakeholder description is concise. Project implementation structure and partners are clearly articulated	4

• *Changes in design during implementation:* Any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Changes in design during implementation highlights projects delays. Project financing has required tables completed.	
IV. Theory of Change The *TOC at Evaluation* should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors. This section should include a description of how the *TOC at Evaluation*[28] was designed (who was involved etc.) and applied to the context of the project? Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the *TOC at Evaluation*. *The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.* This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.	Final report: TOC at Evaluation presented clearly in both diagrammatic and narrative forms. Table included to show revisions.	4
V. Key Findings **A. Strategic relevance:** This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation[29]), with other interventions addressing the needs of the same target groups should be included. Consider the extent to which all four elements have been addressed: i. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities ii. Alignment to Donor/GEF/Partners Strategic Priorities iii. Relevance to Regional, Sub-regional and National Environmental Priorities iv. Complementarity with Existing Interventions	Final report: Section provides evidence of the project's relevance in relation to UNEP's mandate, its alignment with relevant policies and strategies and working in conjunction with existing interventions	4
B. Quality of Project Design To what extent are the strength and weaknesses of the project design effectively summarized?	Final report: The strength and weaknesses of the project design are effectively summarised.	4

[28] During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

[29] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

C. Nature of the External Context For projects where this is appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[30]), and how they affected performance, should be described.	Final report: Text accurately summarises external context	4
D. Effectiveness **(i) Outputs and Project Outcomes:** How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention? The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.	Final report: Presents a, complete and evidence-based assessment of the availability of outputs, and achievement of project outcomes. The discussion of attribution as opposed to contribution is woven to the text and seems convincing. The effects of the intervention on differentiated groups are discussed specifically.	5
(ii) Likelihood of Impact: How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact? How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed? Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.	Final report: The report presents an integrated analysis, steered by causal pathway, of evidence relating to likelihood of impact the assumptions and drivers are not explicitly discussed in the context of likelihood of impact, but have been discussed at the end of the previous section leading into the likelihood of impact. No evidence was found of any unintended positive or negative effects.	4
E. Financial Management This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table. Consider how well the report addresses the following: • *Adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used • *communication* between financial and project management staff	Final report: The report addresses an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table.	4
F. Efficiency To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including:	Final report: The report presents a well-reasoned, and evidence-based assessment of	

[30] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

• Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project minimised UNEP's environmental footprint.	efficiency in terms of cost-effectiveness and timeliness, discussing the implications of delays, utilising synergies and the extent to which the management of the project minimised UNEP's environmental footprint.	4
G. Monitoring and Reporting How well does the report assess: • Monitoring design and budgeting *(including SMART results with measurable indicators, resources for MTE/R etc.)* • Monitoring of project implementation *(including use of monitoring data for adaptive management)* • Project reporting *(e.g. PIMS and donor reports)*	Final report: Section provides concise narrative assessing monitoring and reporting and provides evidence to support findings. The monitoring was mainly activity- and output-oriented, and only partly captured progress towards outcomes, so although it was used for adaptive management it was less effective than ideal	4
H. Sustainability How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including: • Socio-political Sustainability • Financial Sustainability • Institutional Sustainability	Final report: Narrative succeeds at identifying and assessing key conditions and factors likely to undermine and contribute to the persistence of achieved project outcomes causal pathways, providing a clear indication of sustainability	4
I. Factors Affecting Performance These factors are <u>not</u> discussed in stand-alone sections but are **integrated in criteria A-H as appropriate**. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the evaluation report cover the following cross-cutting themes: • Preparation and readiness • Quality of project management and supervision[31] • Stakeholder participation and co-operation • Responsiveness to human rights and gender equality • Environmental and social safeguards • Country ownership and driven-ness • Communication and public awareness	Final report: Factors effecting performance are covered throughout the text and in this section effectively.	4
VI. Conclusions and Recommendations **i) Quality of the conclusions:** The key strategic questions should be **clearly** and succinctly addressed within the conclusions section. This	Final report: Conclusion highlights the main strengths and weaknesses of the	6

[31] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal. It is expected that the conclusions will highlight the main strengths and weaknesses of the project and connect them in a compelling story line. Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly. Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.	project and connects them in a satisfactory narrative that is consistent with the evidence presented in the report. It includes the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.	
ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.	Final report: Lessons are relevant and are based on Evaluation findings. The context from which they are derived and in which they may be useful are described succinctly.	6
iii) Quality and utility of the recommendations: To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when. At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given. Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Final report: Recommendations are valid, and important to consider, however they could be more actionable. Gender and vulnerable groups are included. Recommendations are specific and well though out overall.	5
VII. Report Structure and Presentation Quality		
i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?	Final report: Yes	6
ii) **Quality of writing and formatting:** Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow Evaluation Office formatting guidelines?	Final report: The report is well written, follows the EOU guidelines and successfully conveys key information	6

OVERALL REPORT QUALITY RATING	Final report:	**4.55**

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.

ANNEX VII. GEF PORTAL INPUTS

Question: What was the performance at the project's completion against Core Indicator Targets?
Response: *Given the project's focus on a) setting up an environmental information system and b) awareness raising (see sections 3.2, 4, 5.1.1, 5.1.2, 5.1.3), it did not make a direct and measurable contribution to the GEF 7 Core Indicator Targets. Nonetheless, an indirect contribution was made through to improving the enabling environment with improving the access to environmental information and enhancing awareness. Thereby, the project contributed towards enabling better informed decision-making and facilitating the implementation of multilateral environmental agreements and achieving GEF Core Indicator Targets (see sections 5.4.1, 5.4.2, and 5.4.3)*
Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?
Response: *The 14 key stakeholders/agencies vis-à-vis the provision of environmental information were properly included in the project, as SC members, as MoU signatories, as participants in trainings, and in the uploading of data to the CDSF. They were regularly consulted, through their participation in the SC, which met frequently, involvement in the selection of consultants, and dialogue with the PMU, and feedback on trainings. Concerted effort was made to promote coordination and cooperation among the stakeholders vis-à-vis environmental data sharing, which resulted in a MoU on environmental data sharing. However, the ownership of agencies varied, with some regularly entering data to the systems, and others only doing it rarely. (See section 5.9.3)* *The awareness raising campaign aimed to reach S.t Lucian citizens broadly, with an emphasis on youth. However, the intended engagement of citizens in environmental data collection was not implemented. (See section 5.4)*
Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas?
Response: *Since the project did not impact directly on people, it could in principle have been given a "not applicable" gender marking score, although approved before UNEP introduced gender marker scoring in 2017. Some indicators used in the environmental information system are gender disaggregated (the system is based on indicators globally specified for each Rio convention). The participation of women and men trainings was reported on, and more women (63 pct.) than men (37 pct.) participated. Most SC members were women as were all PMU staff members. The awareness raising campaign communicated environmental and climate challenges and their implications for St. Lucians but did not communicate the difference in vulnerability of women, men, children, and marginalised groups. (See section 5.9.4)*
Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval?
Response: *Given the project's focus on data management and awareness raising, no environmental or social risks were identified at design, during implementation or by the terminal evaluation. There was thus no need for implementing any environmental or social safeguards or mitigation measures. (See section 5.9.5)*
Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables?
Response: *The project had a dedicated communication, outreach and awareness component with two main topics: a) enhancing public awareness about the state of the environment in St. Lucia, and b) creating awareness about the environmental information system, its added value for decision-making and the provision of public access to environmental information. A range of communication products were elaborated and disseminated publicly in 2019-2020. Moreover, staff from agencies providing environmental data were trained on how to effectively communicate the system to the media and on social media. A measurable result of the awareness raising was a marked increase in*

the number of visits to the environmental information system in autumn 2020. (See sections 5.4.1 and 5.9.7)

A regional webinar was arranged by the project in cooperation with UNEP Panamá. Being a first mover in the Caribbean on environmental information systems, the St. Lucia case was a central element of the programme. A lessons learned report was prepared as an output of the webinar, inspiring the system developed for Antigua and Barbuda. (See sections 5.1.1, 5.4.1 and 5.9.7)

Question: What are the main findings of the evaluation?

Response: *The project responded directly to constraints and St. Lucia's priorities and addressed major capacity gaps vis-à-vis having environmental information available for informed planning and implementation of MEA commitments (see section 5.1.2). The project was well-designed with a coherent and strategy, and clear and appropriate implementation arrangements (see sections 5.2, 5.7). Most outputs were fully delivered (see section 5.4.1).*

The project succeeded in setting up a functional online environmental information system (see sections 5.4.1, 5.4.2, 5.4.3). Moreover, the project successfully enhanced the commitment to interagency cooperation vis-à-vis environmental data collection and coordination, with an MoU on environmental data sharing signed by 14 agencies being a significant milestone (see sections 5.4.2, 5.9.3). The relevant agencies were capacitated to upload information to the system, and most have at least uploaded some information (see section 5.4.1, 5.4.2).

Training participants acquired the necessary skills to use environmental information and the NEIS for planning purposes (see section 5.4.2). There was a good degree of institutional stakeholder participation, not only as participants in activities, but also in project oversight and procurement, mobilising their technical expertises (see section 5.9.3).

The campaign to enhance environmental awareness and the awareness of the value of environmental data had a good outreach and considerably increased the number of visits on the environmental information system website (see sections 5.4.1, 5.9.7). Being a first mover in the Caribbean on environmental information systems, the project also communicated its experiences to the wider Caribbean region (see section 5.4.1), and inspired the system developed for Antigua and Barbuda (see sections 5.1.1, 5.1.3, 5.1.4).

Say-to-day project management and implementation worked very well, with a proactive PMU successfully moving the project forwards and engaging stakeholders (see section 5.7.3).

However, uploading of data was uneven among the participating organisations; due to a) challenges with data standards, and b) uneven prioritisation among the agencies. There is no evidence of agencies integrating the data uploading in their work plans (see sections 5.4.1, 5.4.2, 5.4.3, 5.8.1, 5.8.3, 5.9.3, 5.9.6). While the online database is still operational, it is not easily accessible as the main website is not functional and some agencies have the impression that it is not functional (see section 5.4.2). Furthermore, the number of visits on the environmental information website had dropped to a low level by April 2021 the information on the website is no longer openly available (see sections 5.4.1, 5.4.2, 5.8.1).

The awareness campaign had a narrower focus than envisaged in the project design. Public participation in the collection and validation of environmental data was not implemented (see sections 5.4.1, 5.9.3).

Overall, the environmental information system does not appear to be used as intended or to its full potential. It had not been used for the preparation of reports to the Rio Conventions and there is no evidence of the system being used by agencies to inform policymaking, planning or the implementation of MEAs (see sections 5,.4.1, 5.4.2, 5.4.3).

The project was affected by delays caused by different factors outside the control of the project, such as UNEP's transition to the Umoja financial management system, the COVID-19 pandemic, and

slow government recruitment and procurement (see section 5.5.2). For the larger part, these delays did not significantly hamper the achievement of results even if delaying them (see sections 5.5, 5.6).