



*Integrating Water, Land and Ecosystems Management
in Caribbean Small Island Developing States*

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Mid-Term Review of the UN Environment Programme/Global Environment Facility Project

**“Integrating Water, Land and Ecosystems Management
in Caribbean Small Island Developing States (IWEco)”**

FINAL REPORT

September 2020



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ACRONYMS AND ABBREVIATIONS

AF	Adaptation Fund	GEF	Global Environment Facility
AMEP	Assessment and Management of Environmental Pollution	GoA&B	Government of Antigua & Barbuda
BD	Biodiversity	GWP-C	Global Water Partnership – Caribbean
CANARI	Caribbean Natural Resources Institute	HQ	Headquarters
CARICOM-SDP	Caribbean Community Secretariat (CARICOM) Sustainable Development Programme	IAEA-EL	International Atomic Energy Agency - Environmental Laboratories
CARPHA	Caribbean Public Health Agency	ICT	Information and Communication Technology
CAR/RCU	Caribbean Environment Programme Regional Coordinating Unit (UNEP)	ICZM	Integrated Coastal Zone Management
CATHALAC	Water Centre for the Humid Tropics of Latin America and the Caribbean	IMA	Institute of Marine Affairs
CAWASA	Caribbean Water & Sewerage Association	IW	International Waters
CBD	Convention on Biological Diversity	IWCAM	Integrating Watershed and Coastal Areas Management in Caribbean Small Island Developing States project
CBO	Community-Based Organisation	IWEco	Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States Project
CCCCC	Caribbean Community Climate Change Centre	IWRM	Integrated Water Resources Management
CEAC	Centre for Environmental Studies of Cienfuegos	KAPS	Knowledge, Attitude, and Practices Survey
CEHI	Caribbean Environmental Health Institute (now EHSD of CARPHA)	LBS	Protocol Concerning Pollution from Land-Base Sources and Activities
CEO	Chief Executive Officer (GEF)	LD	Land Degradation
CEP	Caribbean Environment Programme (UNEP)	M&E	Monitoring and Evaluation
CIMAB	Centre of Engineering and Environmental Management of Bays and Coasts	MOU	Memorandum of Understanding
CIMH	Caribbean Institute for Meteorology and Hydrology	MTR	Mid-term Review
CLME+	Caribbean and North Brazil Shelf Large Marine Ecosystems Project	NCC	Negril Chamber of Commerce
CNIRD	Caribbean Network for Integrated Rural Development	NEPA	National Environment and Planning Agency (Jamaica)
COP	Communities of Practices	NGO	Non-Governmental Organisation
CReW	Caribbean Regional Fund for Wastewater Management	NHCS	Nevis Historical and Conservation Society
CTO	Caribbean Tourism Organisation	NOAA-NOS	National Oceanic and Atmospheric Administration – National Ocean Service
CWWA	Caribbean Water and Wastewater Association	NPC	National Project Coordinator
CYEN	Caribbean Youth Environmental Network	NQCL	National Quarries Company Ltd
DMR	Department of Marine Resources	OAS-DSD	Organisation of American States (OAS) - Department of Sustainable Development
DNA	Diagnostic Needs Assessment	OECS	Organisation of Eastern Caribbean States
DoE	Department of Environment (A&B)	PA/PE	Public Awareness/Public Education
EHSD	Environmental Health and Sustainable Development Department (CARPHA)	PAHO	Pan-American Health Organisation
EMA	Environmental Management Authority (T&T)	PCA	Project Cooperation Agreement
EPA	Environmental Protection Area (Negril)	PCU	Project Coordination Unit
FAO	Food and Agriculture Organization (UN)	PEU	Project Execution Unit
		PIR	Project Implementation Review
		PPP	Public-Private Partnership
		PSC	Project Steering Committee
		PSMU	Procurement and Supply Management Unit (CARPHA)
		R2R	Ridge to Reef

REDD	Reducing Emissions from Deforestation and Forest Degradation	UNCCD	UN Convention to Combat Desertification
RPC	Regional Project Coordinator	UNDAF	UN Development Assistance Framework
RPSC	Regional Project Steering Committee	UNDP	United Nations Development Programme
SAP	Strategic Action Programme	UNEP	United Nations Environment Programme
SDG	Sustainable Development Goal	UNESCO-IHP	International Hydrology Programme (UNESCO)
SEA	Student Environmental Alliance	UNON	United Nations Office at Nairobi
SFM	Sustainable Forest Management	UNOPS	UN Officer for Project Services
SGP	Small Grants Programme (GEF)	UNU-INWEH	United Nations University - Institute for Water, Environment and Health
SIDS	Small Island Developing State	UWI-CERMES	University of the West Indies (UWI)- Centre for Resource Management and Environmental Studies
SIRF	Sustainable Island Resource Framework (A & B)	WUE	Water Use Efficiency
SLM	Sustainable Land Management	WWTP	Wastewater Treatment Plant
SMART	Specific, Measurable, Achievable, Relevant, Time-bound (indicators)		
SOCAR	State of the Cartagena Convention Area Report		
SPAW	Specially Protected Areas and Wildlife Protocol		
TEF	Tourism Enhancement Fund (Jamaica)		
TNC	The Nature Conservancy		
TOC	Theory of Change		
ToR	Terms of Reference		
TTEITI	Trinidad and Tobago Extractive Industries Transparency Initiative		
UDC	Urban Development Corporation		
UICN/ORMA	International Union for Conservation of Nature (IUCN) - Regional Office for Mesoamerica and the Caribbean		

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Disclaimer

The views expressed herein are those of the MTR consultants and do not necessarily reflect the views of the United Nations Environment Programme (UNEP), IWECO partner agencies, or Governments of the participating countries.

PROJECT IDENTIFICATION TABLE

Identification	Insert GEF ID.: 4932	Insert Umoja no.: S1-32GFL-000634 - SB-006157
Project Number + Project Title	<i>Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco)</i>	
Planned	60 months	
Duration months Extension(s)	Technical extension to end of August 2022 and Administrative extension to August 2023 – 17-27 months	Approved as per April 2019 PSC recommendations
Division(s) Implementing the project	Ecosystems Division – Marine and Coastal Ecosystem Branch/Unit – GEF IW	
Name of co-implementing Agency	United Nations Development Programme (UNDP)	
Executing Agency(ies)	UN Environment Programme (UNEP) and United Nations Development Programme (UNDP)	
Names of Other Project Partners	Caribbean Regional Seas Programme - Secretariat to the Cartagena Convention (CAR/RCU)	
	Caribbean Public Health Agency (CARPHA), Organisation of Eastern Caribbean States (OECS) and PCI Media Impact	
Project Type	Full Size Project	
Project Scope	Regional	
Region (<i>delete as appropriate</i>)	Latin America and Caribbean	
Names of Beneficiary Countries	Antigua & Barbuda; Cuba; Barbados; Dominican Republic; Grenada; Jamaica; Saint Kitts & Nevis; Saint Lucia; Saint Vincent & the Grenadines; Trinidad & Tobago	
Programme of Work	Sub-programme 3 – Healthy and Productive Ecosystems (2018-2019) Sub-programme 3 – Healthy and Productive Ecosystems (2020-2021)	
GEF Focal Area(s)	MFA: International Waters, Biodiversity, Land Degradation, and Sustainable Forest Management as well as Small Grants Programme,	
UNDAF linkages	UNDAF priorities 2 & 4 for the Caribbean	
Link to relevant SDG target(s) and SDG indicator(s)	SDG 6 – Clean Water & Sanitation; SDG 14 – Life Below Water; SDG 15 – Life on Land and SDG 13 – Climate Action	
GEF financing amount	US\$20,722,571(UNEP - US\$19,222,571), (UNDP - US\$1,500,000)	
Co-financing amount	US\$68,017,191	
Date of CEO Endorsement	15 April 2015	
Start of Implementation	Actual starting date of IWEco project (Inception Meeting): 20 September 2016	
Date of first disbursement	14 July 2016 May 2017 – P1 Grant (first disbursement out to partners)	
Total disbursement as of 30 June, 2020	US\$18,663,906.40	

Total <u>Committed</u> as of 30 June, 2020		US\$11,865,025.88
Total expenditure as of 30 June 2020		US\$5,267,735.38
Expected Mid-Term Date		Currently on-going (May-July 2020)
Completion Date	<i>Planned</i>	June 2021
	<i>Revised</i>	31 August 2022 (all activities) 31 August 2023 (administrative & financial closure) In line with Steering Committee meeting decision, request of extension S-1 Grant submitted to BFMS Nairobi.
Expected Terminal Evaluation Date		September – October 2022
Expected Financial Closure Date		31 August, 2023

EXECUTIVE SUMMARY

In 2016, the United Nations Environment Programme (UNEP) initiated implementation of the Project 'Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States' (IWEco), which is supported by the Global Environment Facility (GEF) with a grant of USD\$ 20,722,571. IWEco aims to contribute to the removal of barriers that hinder the implementation of sustainable solutions to address the interrelated problems of land degradation and loss of biodiversity and ecosystem services, and to strengthen resilience of socio-ecological systems to climate change in these countries. The Project incorporates multiple GEF Focal Areas: International Waters (IW), Land Degradation (LD), Biodiversity (BD), and Sustainable Forest Management (SFM). This facilitates the integrative approach to management of land, water, and biological resources, in keeping with the project's overall goal.

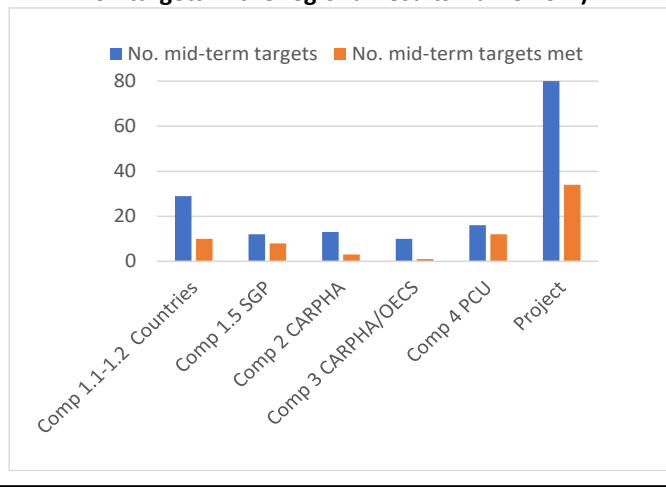
UNEP is the lead Implementing Agency and the United Nations Development Programme (UNDP) the Co-Implementing Agency. The lead Executing Agency is the UNEP Caribbean Environment Programme Regional Coordinating Unit (CAR/RCU) while the Caribbean Public Health Agency/Environmental Health and Sustainable Development Department (CARPHA/EHSD) and the GEF/UNDP Small Grants Programme (SGP) are co-executing agencies. Other partners are the Organisation of Eastern Caribbean States (OECS) and the Governments of ten participating countries (Antigua & Barbuda; Barbados; Cuba; Dominican Republic; Grenada; Jamaica; Saint Kitts & Nevis; Saint Lucia; Saint Vincent & the Grenadines; Trinidad & Tobago), all of which except Barbados and Grenada are executing National sub-Projects. IWEco's design is complex, with eight National sub-Projects (Component 1) and three regional components: Component 2 on Strengthening monitoring and indicators framework; Component 3 on Strengthening policy, legislation, and institutional frameworks; and Component 4 on Communication, knowledge exchange, and stakeholder involvement. Technical activities are scheduled to end in August 2022 and administrative closure is planned for August 2023.

The Mid-term Review (MTR) was initiated in January 2020 and covers the period from September 2016 to 31 December 2019. Major limitations were imposed on the MTR by the COVID-19 pandemic, which resulted in cancellation of planned visits to four of the participating countries and the conduct of mostly virtual interviews in place of face-to-face interviews. Field visits were made to Cuba and Jamaica only. Analysis included triangulating the information obtained around nine GEF project evaluation criteria. These criteria were rated on a six-point performance scale for the entire project and for each National sub-Project (see Table ES2).

Major findings

The MTR consultants identified some weaknesses in the IWEco results framework (e.g., output indicators not meeting the 'SMART' criteria and unrealistic and duplicated outputs in some of the sub-Projects) and proposed modifications to the output indicators and streamlining of some of the outputs. Following a delayed start, IWEco has been gaining momentum and by mid-term had achieved some notable successes, attributable in large part to a competent regional Project Coordinating Unit (PCU) and the engagement of a diverse range of partners and stakeholders at all levels. Results achieved under Component 1 already contribute to the expected outputs for the LD, BD, and SFM Focal Areas. In general, however, execution has been slow with only 43% of the planned mid-term targets fully or partially achieved. This is corroborated by the low partner expenditure of 34% of the total budget as at April 2020. Progress among the four components and among the participating countries has been variable.

Table ES1. Achievement of mid-term targets at the project level and by individual components as at Dec 2019 (based on targets in the regional results framework)



Based on the achievement of the planned mid-term targets, Components 1 and 4 have made significant progress while Components 2 and 3 are severely behind schedule, as indicated in Table ES1. The sub-Projects in Cuba, Saint Kitts & Nevis, Saint Lucia, and Trinidad & Tobago have shown the most progress, particularly in land rehabilitation, reforestation, and agro-forestry as well as in capacity strengthening and public awareness/public education. Although falling short of the mid-term target acreage, the rehabilitated areas can serve as demonstration sites. Development of livelihoods and revenue generation initiatives within the sub-Projects (central to one of the project’s goals to contribute to sustainable socio-economic

development) has been slow, and increased support to the sub-Projects in this area may be required. The Jamaica sub-Project is behind schedule owing to institutional and capacity issues while the Antigua & Barbuda sub-Project has stalled mainly due to continuing uncertainty over ownership of the land where the IWEco intervention is to take place. Because of financial, administrative, and bureaucratic complications, full execution of the Dominican Republic and Saint Vincent & the Grenadines sub-Projects only started in the second quarter of 2020.

In Component 2, which is coordinated and implemented mainly by CARPHA, several activities were initiated but only three of the thirteen mid-term targets were achieved (partially). Component 3, which is primarily executed by the OECS through an MOU with CARPHA, and in collaboration with the CAR/RCU, only started full execution in January 2020 due to extended delay in establishing the OECS/CARPHA MOU. Prior to this, however, OECS had already initiated some activities, for example, convening a meeting of the Governance Partnership (together with CARPHA) in March 2019 and preparing for implementation. As a result of the delays in these two components, support to the National sub-Projects by the respective partners has been limited. Major progress was made in Component 4, which is led by the IWEco PCU in collaboration with UNDP and the IWEco Public Awareness/Public Education Partnership with PCI Media Impact, CANARI, PANOS, and Caribbean Student Environmental Alliance. Because of different start times and other challenges, the National sub-Projects and the regional components have not come on stream in a coherent way and integration and sharing of knowledge among them has been limited.

One of the project’s strengths is the engagement of diverse partners and stakeholders (international agencies, regional and sub-regional organisations, national agencies, NGOs, local communities, and the private sector) in execution of project activities. Stakeholder buy-in and ownership is good at the local level but needs to be improved at the high political level. There are reasonable prospects for sustainability, particularly socio-political sustainability, through project outcomes that are well-aligned with national and regional priorities and programmes, and the generation of tangible benefits.

Project implementation has been affected by multiple challenges, some of which are related to the extended delay between the project design phase and actual start, and changes at the regional and national levels in the interim period. A major change was the restructuring of the original lead executing

agency (the former Caribbean Environmental Health Institute, now CARPHA), which entailed a shift in focus and reduction in some of the technical capacity that existed during the project 'Integrated Watershed and Coastal Areas Management in Caribbean SIDS (IWCAM)', the precursor to IWEco. As a result, UNEP subsequently designated the CAR/RCU as the lead executing agency instead of CARPHA/EHSD. This had major implications including in terms of staff recruitment and the project budget and was compounded by the delay in establishing the regional IWEco PCU in late 2017. Developments in the participating countries in the meantime (e.g., political and institutional changes, loss of human capacity, inflation, and reduced stakeholder buy-in and ownership) also affected the National sub-Projects. Considerable time and effort were spent by the IWEco PCU to re-engage countries, seek alternate execution modalities, and readjust some of the sub-Projects to align with new realities. Some situations posed a reputational risk for UNEP, and timely high-level intervention by the lead executing agency would have been beneficial. In certain cases, 'behind the scene diplomacy' by the regional Project Coordinator was required to solve particularly difficult issues with some countries. Weak capacity in the project countries require constant support and/or technical and managerial assistance from the IWEco PCU staff.

With the overall slow progress, there is a high risk that the IWEco Project as originally designed cannot be satisfactorily completed in the remaining two years, particularly with the ongoing COVID-19 pandemic.

Table ES2. MTR ratings for each evaluation criterion

Criterion	Rating
Strategic relevance	Highly Satisfactory
Project design	Satisfactory
External context	Unfavourable
Effectiveness	Moderately Unsatisfactory
Financial management	Moderately Unsatisfactory
Efficiency	Moderately Unsatisfactory
Monitoring and reporting	Satisfactory
Sustainability	
Socio-political	Likely
Financial	Highly Likely
Institutional	Highly Likely
Factors affecting performance	
Preparation and readiness	Unsatisfactory
Quality of project management and supervision	Satisfactory
Stakeholder participation and cooperation	Satisfactory
Responsiveness to human rights and gender equity	Highly Satisfactory
Country ownership and driven-ness	Satisfactory
Communication and public awareness	Highly Satisfactory
Overall project rating	Moderately Unsatisfactory

The real impacts of the pandemic must be evaluated by the IWEco PCU together with the countries and institutional partners, and appropriate adaptive management measures taken. Adjustment of the scope of the sub-Projects may be necessary and execution needs to be ramped up. The latter may require re-assignment of specific activities to other appropriate organisations.

The MTR ratings for the evaluation criteria are presented in **Table ES2**. The rating for IWEco's overall performance is '**Moderately Unsatisfactory**' indicating that the project had significant shortcomings particularly with respect to effectiveness and efficiency. Nevertheless, there are good prospects to achieve a Satisfactory or higher rating by the end of the project.

Recommendations

The following is a summary of the major recommendations:

- The IWECO PCU together with the National sub-Projects should review the respective results frameworks and make any necessary changes to the work plans and budgets.
- The IWECO PCU and UNEP-CAR/RCU together with each regional or national partner should assess and prioritise the outputs and activities focusing on 'high impact' outputs and activities for the remaining time and make the necessary adjustments to the results framework, work plan, and budget (case-by-case basis). This should include increasing support to the National sub-Projects in weak areas such as development of nature-based livelihoods and enterprises, and integrating climate resilience in the business models.
- The Antigua & Barbuda sub-Project work plan should be re-programmed in view of ongoing uncertainty over ownership of the intervention site, with the possibility of completing some of the original planned activities and developing an alternative sub-Project that promotes innovative financing methodologies through revenue-generating community environmental enterprises.
- CARPHA/EHSD and the IWECO PCU should jointly review all activities and outputs and decide on how best to accelerate implementation and through which institution (CARPHA/EHSD, IWECO PCU or other institutions in the IWECO Research Partnership).
- The Project Steering Committee should consider a project extension of up to 12 months until August 2023 for technical completion of all activities followed by an appropriate period for administrative closure.

Key lessons learned

1. **Timely start and flexibility:** Extended delay between project design and start-up can put the project and the reputation of the implementing and executing agencies at significant risk. During this period, unanticipated changes may occur that can have serious repercussions for the project. Flexibility in project design and execution modalities is important to adapt to changing contexts and circumstances. A timely start and early assessment and mitigation of institutional reputational risk are essential.
2. **Stakeholder engagement and high-level intervention:** Continuous engagement with executing partners, including face-to-face interaction, is critical, especially when trust and stakeholder buy-in have been reduced. Sometimes, high-level intervention by the implementing and executing agencies, and 'behind the scene' diplomacy are needed to resolve difficult situations.
3. **Demonstrating early tangible benefits:** Engaging local communities and the private sector in project execution is an effective strategy to help achieve project objectives and to promote sustainability. However, it is important to demonstrate tangible benefits early (e.g., livelihoods, revenue generation).
4. **Selection of project sites:** Executing interventions on private property is risky since certain actions by the proprietors may jeopardize the interventions and objectives. Similarly, interventions on public lands can be torpedoed by private interests. This underscores the importance of demonstrating favourable trade-offs, providing adequate incentives, fostering environmental stewardship, and raising awareness about the environmental impacts and socio-economic consequences of human actions. Timely communication and adaptive management action to identify feasible alternatives and mitigate risks are essential.

5. **Setting realistic targets:** Mid-term and end-of-project targets must be realistic in terms of the time required to meet them. Achieving targets such as those related to environmental impacts of the interventions can take considerably more time than the project's lifespan and lead to low project evaluation ratings, compared to process-oriented targets that can be achieved in a shorter timeframe.
6. **Strategic partnerships:** Executing national/local components of a regional project through strategic alliances with partners with established presence in the country increases efficiency and promotes sustainability of results. Delegating an external organisation with country presence (such as UNDP) as the co-executing agency can help to circumvent internal issues that hamper project execution.
7. **Increasing efficiency:** Execution of multiple national projects with similar objectives by the same executing agency and with one project manager and project management committee capitalizes on potential synergies and increases efficiency and cost-effectiveness. This strategy can be particularly effective for countries with limited capacity to execute projects.

I. INTRODUCTION AND BACKGROUND

1. Caribbean Small Island Developing States (SIDS) are facing multiple threats of land and water resource degradation, depletion of biological resources, and compromised ecosystem functioning due to intensive developmental pressures on their very fragile natural environments. The concept of “Ridge to Reef” (R2R) management or the integrated approach for natural resources management in small islands is an appropriate strategy for addressing the multiple challenges of sustainable water, land (including forests) and biodiversity management and conservation. However, the Caribbean SIDS face multiple challenges in implementing integrated approaches including limited capacity and weak policy and institutional frameworks. The Global Environment Facility (GEF) is assisting Caribbean SIDS to address some of these challenges through the Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco) Project. IWEco is a multi-focal area, regional project that builds upon the results of the GEF project “Integrating Watershed and Coastal Areas Management in Caribbean Small Island Developing States” (IWCAM) and other previous initiatives. It aims to contribute to the removal of barriers that hinder the implementation of sustainable solutions to address the interrelated problems of land degradation and loss of biodiversity and ecosystem services and strengthen resilience of socio-ecological systems to climate change in Caribbean SIDS. IWEco is consistent with the GEF Focal Area Strategies for International Waters (IW), Land Degradation (LD) and Biodiversity (BD) including Sustainable Forest Management (SFM) with the focal areas complementing each other to promote an integrated approach to the management of natural resources in the countries.

2. IWEco is being implemented by the UN Environment Programme (UNEP) with the UNEP Caribbean Environment Programme Regional Coordinating Unit (CAR/RCU) as the lead executing agency. Implementation started in September 2016 and with a one year no-cost extension is scheduled to end in August 2022 for technical activities and in August 2023 for administrative and financial closure. The Mid-term Review (MTR) covers the period from the project inception in September 2016 to 31 December 2019. However, major achievements in the first quarter of 2020 about which the review consultants were made aware were also considered.

II. SCOPE, OBJECTIVE AND METHODS

A. SCOPE AND OBJECTIVES

3. In accordance with the UNEP Evaluation Policy and Programme Manual, a project MTR is undertaken approximately half-way through project implementation. The MTR 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 as the main Implementing Agency, the United Nations Development Programme (UNDP) as co-Implementing Agency, executing and co-executing agencies, and project partners. It analyses whether the project is on track, identifies problems or challenges it is encountering, and proposes corrective actions. The review will also assess project performance to date (in terms of relevance, effectiveness, and efficiency), and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability. In addition, the MTR identifies lessons of operational relevance for implementation during the remainder of the project, and for the formulation of future projects.

4. Two independent consultants were recruited by UNEP to undertake the MTR, which was conducted from February-June 2020. The terms of reference (ToR) for the MTR are presented in **Annex A**. The

consultants undertook the inception mission to the IWeco Project Coordinating Unit (PCU) at the UNEP-CAR/RCU in Kingston from 21-24 January 2020.

B. METHODS

Evaluation criteria

5. In keeping with the MTR terms of reference (ToR), nine categories of evaluation criteria are used for the assessment: Strategic relevance, Quality of Project design, Nature of External context, Effectiveness, Financial Management, Efficiency, Monitoring and Reporting, Sustainability, and Factors and processes affecting project performance. Several of the main criteria had associated sub-criteria. In addition to the evaluation criteria, the review addresses a series of strategic questions including:

- i. To what extent have the current project interventions contributed to the expected Focal Area Outputs for International Waters, Land Degradation, Biodiversity, and Sustainable Forest Management as mentioned in the GEF Chief Executive Officer (CEO) Approval Document?
- ii. What are the major highlights in project achievements to date?
- iii. What are the major challenges the project has experienced so far?
- iv. Where does the project need to change focus in order to improve the level of achievement related to the expected Focal Area Outputs?
- v. What are the main strategic as well as political lessons learned for future GEF project formulation in the Caribbean region?

Data collection and analysis

6. To facilitate collection of data and information, the consultants developed an evaluation matrix with specific questions related to each of the review criterion and sub-criterion, and the respective data sources (**Annex B**). Data and information were collected through:

- i. Desk review of relevant documentation (**Annex C**);
- ii. Interviews with staff of the IWeco PCU, UNEP, and CAR/RCU during the inception mission. In addition, during the inception phase, the consultants interviewed the UNEP Task Manager and Associate Task Manager, both based in Washington DC (via Skype). The names of individuals interviewed are given in **Annex D**;
- iii. Missions to Cuba and Jamaica to interview the respective national executing agencies, partners, and local communities and to visit the project sites. One of the consultants also attended the meeting of the Jamaica National Project Steering Committee in February 2020.
- iv. Virtual interviews with Co-Executing Agencies, project partners, and national stakeholders among others (**Annex D**). Over 70 individuals were interviewed in groups or individually.

7. Field visits were scheduled in March 2020 to Antigua & Barbuda, Saint Kitts & Nevis, Saint Lucia, and Trinidad & Tobago. Criteria for selection of these countries included: presence of co-executing agencies and partners in the countries (CARPHA and OECS in Saint Lucia and Trinidad), status of the National sub-Projects (just starting to more advanced), and particular issues being encountered that needed particular attention. However, because of the COVID-19 pandemic, these visits had to be postponed and interviews conducted by the consultants using online platforms (Skype and Zoom). It is hoped that these visits will take place when the COVID-19 situation allows.

8. Review findings and judgements are based on sound evidence and analysis and information was triangulated (i.e., verified from different sources) as far as possible. Each of the review criteria is rated on the GEF six-point scale for performance (**Table 1**). An overall rating for the project is determined based on the ratings for the individual criteria.

Table 1. GEF six-point scale for rating of performance

GEF Performance Description	Alternative description on the same scale
HS = Highly Satisfactory	<i>Excellent.</i> The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
S = Satisfactory	<i>Well above average.</i> The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
MS = Moderately Satisfactory	<i>Average.</i> The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
MU = Moderately Unsatisfactory	<i>Below Average.</i> The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
U = Unsatisfactory	<i>Poor.</i> The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
HU = Highly Unsatisfactory	<i>Very poor.</i> The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
Note: Sustainability is rated according to likelihood (Highly Unlikely to Highly Likely); External context is rated as Favourable or Unfavourable	

Limitations

9. Because of the ongoing COVID-19 pandemic, the planned missions to four of the participating countries could not take place. After several postponements, the missions were aborted in August 2020. As a result, the MTR consultants were unable to hold face-to-face interviews with high-level officials, to visit the project sites, or meet with local communities. All interviews, apart from those with Cuba and most of those in Jamaica, were conducted virtually (Skype and Zoom), which has inherent limitations including difficulty at times to understand all views and perspectives of the interviewee. The missions were considered critical to obtain further insights and nuances that cannot be gathered from virtual interviews as well as to triangulate some of the evidence used in the MTR. Another limitation relates to the unavailability of the project implementation review (PIR) report covering the period July-December 2019. The PIR contains performance ratings and other important information that are relevant for the MTR, but the most recent PIR available to the MTR covered only up until June 2019.

III. THE PROJECT

A. OBJECTIVES AND COMPONENTS

10. GEF approval for IWEco was granted on 15 April 2015 and the project started on 20 September 2016 when the inception meeting was held. Due to a no-cost extension, technical closure is scheduled for August 2022 and administrative closure for August 2023.

11. *The Project Goal* is to enhance the sustainable flow of ecosystem services and their contribution to sustainable socio-economic development in the Caribbean through the application of appropriate solutions for the improved integrated management of water, land and biological resources.

12. *The Project Objective* is to contribute to the preservation of Caribbean ecosystems that are of global significance and the sustainability of livelihoods through the application of existing proven technologies and approaches that are appropriate for SIDS through improved fresh and coastal water resources management, sustainable land management and sustainable forest management that also seek to enhance resilience of socio-ecological systems to the impacts of climate change.

13. The GEF investment (US\$20,722,571) is expected to contribute to removal of some of the barriers that persist in many of the Caribbean SIDS in implementing sustainable solutions to realise multiple global environmental benefits through halting water, land, and biodiversity resources degradation. Ten countries are participating in the Project (Antigua & Barbuda; Barbados; Cuba; Dominican Republic; Grenada; Jamaica; Saint Kitts & Nevis; Saint Lucia; Saint Vincent & the Grenadines; Trinidad & Tobago), all of which, except Barbados and Grenada, are executing National sub-Projects under Component 1. Barbados and Grenada benefit from project activities including regional activities under Components 2, 3, and 4.

14. The IWeco Project consists of four interlinked substantive components, with six outcomes and 24 outputs (See **Table 2**). Component 1 includes a series of national demonstration sub-Projects in eight of the participating countries. Components 2-4 are being implemented at the regional level and support the National sub-Projects in addition to some activities that support the region as a whole (within the GEF IW Focal Area). Component 5 deals with project management and Component 6 with project evaluation.

Table 2. IWeco Project components and outcomes, with corresponding number of outputs

Component	Outcome	No. Outputs
I. Develop and foster implementation of targeted Innovative, climate-change resilient approaches. (This consists of 8 National sub-Projects)	Outcome 1.1: Verifiable, evidence-based stress reduction at project sites through appropriate sustainable water, land and ecosystems management interventions that account for climate change Outcome 1.2: Enhanced livelihood opportunities and socio-economic co-benefits for targeted communities from improved ecosystem services functioning.	8
II. Strengthen water, land and ecosystems resources monitoring, and indicators frameworks	Outcome 2.1: Strengthened national systems for monitoring of environmental status with respect to key international agreements	4
III. Strengthen policy, legislative and institutional reforms and capacity building	Outcome 3.1: Strengthened policy and legislation for the effective management of water, land and ecosystems resources that account for climate change. Outcome 3.2: Strengthened capacity of national and regional institutions and other stakeholders for water, land, and ecosystems management that accounts for climate change.	4
IV. Enhance knowledge exchange	Outcome 4.1: Improved engagement and information access for practitioners and other stakeholders through targeted knowledge sharing Networks.	8

C. STAKEHOLDERS

15. Please see Section I (iii).

D. PROJECT IMPLEMENTATION STRUCTURE AND PARTNERS

16. IWeco is being implemented through a network of international, regional, and national partners with roles in accordance with their respective comparative advantages. UNEP is the lead Implementing Agency, and UNDP the Co-Implementing Agency. The lead Executing Agency is the UNEP-CAR/RCU (Cartagena Convention Secretariat), with the following Co-Executing Agencies: the Caribbean Public Health Agency (CARPHA) and the GEF/UNDP Small Grants Programme (SGP). Other agencies involved in project execution are the Organisation of Eastern Caribbean States (OECS) and PCI Media Impact, which are Co-Executing Partners. The UN Office for Project Services (UNOPS) has been contracted to handle procurement for the Cuba sub-Project. Execution in each participating country is led by an appropriate government department or agency in collaboration with local partners (see sub-Project descriptions under Effectiveness for details). The SGP is supporting activities at the local level in some of the countries. At the regional level, partnerships are to be established in five areas (Research, Governance, Public Awareness/Education, Private Sector, and Resource Mobilization). These are intended to make available a range of resources and expertise to the participating countries both during and beyond the project and help build capacity in the region.

E. CHANGES IN DESIGN DURING IMPLEMENTATION

17. Slight modifications were made to the results frameworks of the sub-Projects for four countries (Dominican Republic, Saint Kitts and Nevis, Saint Vincent and the Grenadines, and Trinidad and Tobago) to make them more streamlined and consistent with realities on the ground. Other amendments included the change of the lead executing agency from CARPHA to UNEP-CAR/RCU and in the execution modalities for the sub-Projects in the Dominican Republic and Saint Vincent and the Grenadines. These changes are discussed in the appropriate sections of this report.

F. PROJECT FINANCING

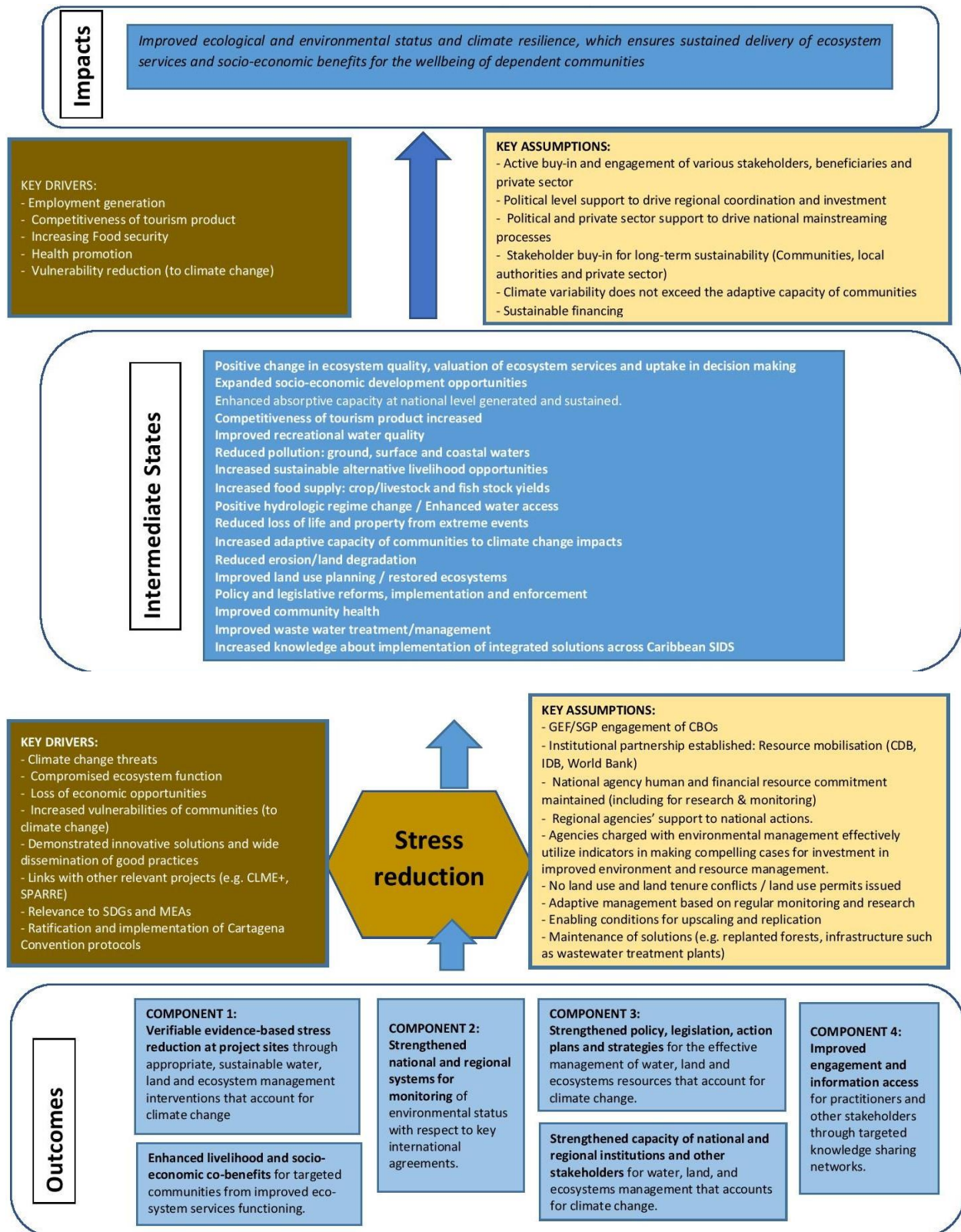
18. The total GEF grant is US\$20,722,571, of which US\$19,222,571 is allocated to UNEP and US\$ 1,500,000 to UNDP. The SGP is providing matching funds of US\$1,000,000 for disbursement as small grants among the eight countries. Pledged co-financing amounts to US\$68,017,191.

IV. THEORY OF CHANGE

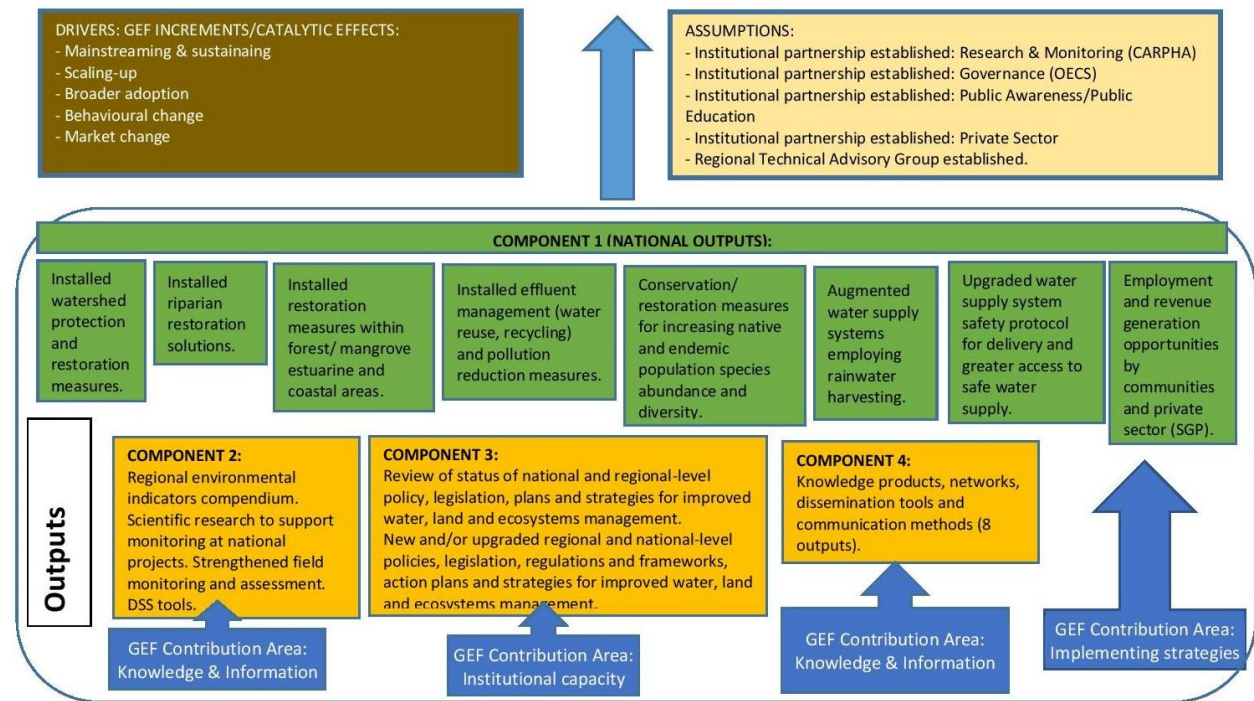
19. UNEP project evaluations require a Theory of Change (TOC) analysis in order to identify the sequence of conditions and factors deemed necessary for project-specified outcomes to yield long-term impacts and to assess the current status of and future prospects for attaining these impacts. Such an analysis identifies “intermediate states”, which show the pathways of the transitional changes between the project’s immediate outcomes and the intended impact; these are necessary for the achievement of the intended impacts. Impact is defined as changes in environmental benefits and how these affect human condition and wellbeing. Therefore, for the purpose of this MTR, the long-term impact of the project is considered as “Improved ecological and environmental status and climate resilience, which ensures sustained delivery of ecosystem services and socio-economic benefits for the wellbeing of dependent communities”.

20. The TOC analysis also determines the “Key Drivers,” significant external factors that, if present, are expected to contribute to the realization of the outcomes and intended impact. These can be influenced by the project and stakeholders. Further, the TOC lists “Assumptions”, the significant external factors that, if valid, are expected to contribute to – or at least not to hamper – the realization of the intended impacts but are largely beyond the control of the project. Measuring the direct outcomes and key drivers and verifying the validity of the assumptions can contribute to estimating the likelihood that the project will bring about the intended, long-term changes and have a lasting impact. The reconstructed TOC of the project is presented in **Figure 1**.

Figure 1. Reconstructed Theory of Change (TOC) of the IWEco Project



TOC Continued



21. The outputs of the four components of the project are presented in the bottom block. Through several processes, these outputs are expected to lead to the outcomes. Important processes include GEF catalytic effects, the establishment of five institutional partnerships that interrelate with the catalytic effects and key drivers of change. Catalytic effects are based on the interrelations and mutual use of the outputs. The five institutional partnerships promote stakeholder engagement, as designed at the outset of the project. These are vital to the change process and are linked to pertinent project components. Key drivers operate at the local/national and regional levels. Achieving the outcomes of the project will lead to stress reduction of land, water, and ecosystems. Through resource mobilization, and implementation of projects funded by the GEF SGP, intermediate states will be reached.

22. The assumptions underlying the TOC reflect the multiplicity of actors and stakeholders as well as the wide range of factors at the national and regional level that can influence the achievement of the long-term impacts (nationally and regionally). It is further underscored that because of the inherent uncertainty in predicting climate change and its impacts, adaptation is not a static state to be achieved, but should be a continuous process.

23. Unintended effects along other causal pathways can occur. For example, increase in livelihood opportunities can attract more resource users (e.g., increase in the abundance of fish stocks encourage more people to enter the fishing industry, or restored coastal ecosystems attract more tourists at the risk of exceeding the carrying capacity of the area). These users may not all adopt sustainable practices, which could undermine achievement of the long-term impact if adequate measures are not in place.

24. The MTR consultants used the reconstructed TOC to ascertain the feasibility of the causal pathways identified and the validity of the key drivers and assumptions. Based on the articulation of longer-term effects in the reconstructed TOC (i.e., from direct outcomes, via intermediate states, to impact), the

review assessed the likelihood of the intended, positive impacts becoming a reality using a 'Likelihood of Impact Assessment Decision Tree' (See Section D iii).

V. PROJECT PERFORMANCE AND IMPACT

A. STRATEGIC RELEVANCE

i. Alignment to UNEP's Medium-Term Strategy and Programme of Work

25. The IWEco Project is highly relevant to UNEP's expected accomplishments and programmatic objectives, particularly those related to its Sub-Programmes on "Healthy and Productive Ecosystems" as well as "Climate Change, Resilience to Disasters and Conflicts" within its 2018-2021 Medium Term Strategy. Under the Healthy and Productive Ecosystems Sub-Programme, IWEco is supporting countries' efforts to promote the integrated management of land, water, and ecosystems that will result in healthier ecosystems providing sustainable benefits such as clean water, climate change mitigation as well as livelihoods. Under the Climate Change Sub-Programme, IWEco will contribute to the climate change adaptation and resilience results stream by helping countries to strengthen socio-ecological resilience to climate change impacts.

ii. Alignment to UNEP / Donor/GEF Strategic Priorities

26. UNEP's strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building and South-South Cooperation. With respect to the Bali Strategic Plan, IWEco is strengthening the capacity of governments to comply with international agreements and obligations, for example, the Cartagena Convention and its Oil Spills, Land-Based Sources of Marine Pollution (LBS), and Specially Protected Areas and Wildlife (SPAW) Protocols, UN Convention to Combat Desertification (UNCCD) and Convention on Biodiversity (CBD) Conventions, as well as the Sustainable Development Goals (SDGs); and developing and promoting interventions to address land, water and ecosystems degradation in the Caribbean SIDS. South-South cooperation is being promoted by the project through its implementation in ten Caribbean SIDS and facilitating exchange of information and experiences among them. IWEco is also exchanging knowledge and experiences with the GEF Pacific R2R project. The best practices and lessons generated by the IWEco Project will be available to other countries within the Caribbean and elsewhere.

27. IWEco is consistent with the GEF Focal Area Strategies for International Waters, Land Degradation, and Biodiversity including Sustainable Forest Management with each focal area complementing one another to promote an integrated approach to the management of natural resources in the countries. The project aims to contribute to the removal of barriers that hinder the implementation of sustainable solutions that intend to address the interrelated problems of land degradation and loss of biodiversity and ecosystem services in consideration of the urgent need to strengthen resilience of socio-ecological systems to climate change.

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

28. As articulated in the umbrella and sub-Project documents, IWEco is highly relevant to regional, sub-regional, and national environmental priorities related to reversing the degradation of land, forests, and ecosystems and the associated reduction in the flow of ecosystem services and subsequent impacts on human well-being. Further, IWEco directly addresses the issue of socio-ecological vulnerability to climate change impacts, which is of increasing concern in the region and the SIDS in particular. In addition, the

project contributes to objectives of the Cartagena Convention and its Protocols, CARICOM Caribbean Cooperation in Health Initiative III, and the OECS St. Georges Declaration, among others. The project will also assist the Governments to meet their obligations under the CBD, Reducing Emissions from Deforestation and Forest Degradation (REDD+), and RAMSAR, and in progress towards the SDGs.

iv. Complementarity with Existing Interventions

29. A multitude of projects and initiatives exist or are being planned at regional, sub-regional, and national levels that are complementary with IWECO and contribute to each other's objectives. These include initiatives funded by the GEF and other intergovernmental as well as non-governmental donors. Among these are the GEF CREW Plus project, which is being executed by UNEP-CAR/RCU and the separate IWECO-Bahamas national project. IWECO also contributes to Strategy 1 of the Strategic Action Programme (SAP) of the UNDP/GEF Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) Project¹, which is a major regional project. CLME+ and IWECO supported the preparation by the CAR/RCU of the State of the Convention Area Report (SOCAR), related to land-based sources of pollution. IWECO is well aligned with the UN Development Assistance Framework (UNDAF) of which one of the pillars is environmental management.

30. The MTR rating on Strategic Relevance is **Highly Satisfactory**.

B. QUALITY OF PROJECT DESIGN

31. During the MTR inception phase the quality of project design was assessed using 11 criteria established by the UNEP Evaluation Office. The detailed findings are given in the inception report and a summary of project design strengths and weaknesses is presented below. Criteria, ratings, and further details are given in **Annex E** (taken from the MTR Inception Report).

32. The IWECO Project is highly relevant to the GEF, UNEP, the participating SIDS, and the Caribbean region as a whole. The causal pathway from project outputs through outcomes towards impacts are captured in the results framework, and risks and risk mitigation measures are adequately described. The planned outputs and activities are appropriate to achieve the stated goal and objectives. A comprehensive results framework is presented, with baselines, time-bound targets, indicators, sources of verification, and risks and assumptions. Separate project documents and results frameworks were developed for the National sub-Projects.

33. Some weaknesses in the project design are noted. For example, several of the indicators do not comply with the 'SMART'² criteria; quantitative baselines are not provided for all the appropriate output and outcome indicators; and in general, some of the anticipated outputs and outcomes to be achieved by the end of the project are over-ambitious. At the time of design of the project, appropriate executing and co-executing agencies and partnerships were proposed. It was, however, not fully recognised that in the Caribbean region, the capacities and focus of institutions may change rapidly and that the dynamics of partnerships evolve as well. The changes in capacity and governance structure of CARPHA/EHSD and capacity of the National Environment and Planning Agency (NEPA) in Jamaica are very pertinent. Additionally, four National sub-Project documents had to be reformulated and the number of outputs

¹ *Catalysing Implementation of the Strategic Action Programme for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems" (CLME+ Project, 2015-2020)*

² *Specific, Measurable, Achievable, Relevant, and Time-bound.*

reduced since the expectations in the original project documents were not realistic (according to the national executing partners).

34. Financial planning and budgeting were adequate at the outset; however, appropriate sustainable revenues were not addressed sufficiently. Due to the long delay to start the project, some of the pledged co-financing could no longer be realised. Regarding efficiency, the time and effort needed to start up this complex project were under-estimated. IWECO is meant to build on the former GEF IWCAM project. However, the benefit of building on IWCAM could not be maximised due to the long time-lag between the two projects and changes that occurred in the interim including change in the lead executing agency.

35. The sustainability strategy of the project is strong, based on a continuously strengthening enabling environment and project outcomes that are well-aligned with national priorities. Scaling-up, replication and catalysing action is central to the design. The project also addresses socio-political, financial, institutional, and environmental sustainability issues. However, an exit or sustainability strategy was not envisaged in the project document.

36. The overall project design quality score is **Satisfactory**.

C. NATURE OF EXTERNAL CONTEXT

37. All countries participating in IWECO are classified by the World Bank as “High Income” or “Upper Middle Income” member states. However, as SIDS, these countries are very vulnerable to a number of factors. In the scope of IWECO, some of the most pertinent are economic shocks and fiscal challenges, a limited natural resource base, impacts of climate change, natural disasters, marginalization in trade and financial systems, dependency on few sectors, educational opportunities within the islands, brain drain.

38. In a context of limited financial resources, countries seek diversification of income, through sustainable agriculture, green enterprises, ecotourism, and various types of services. Over recent years, the region has seen fast intensifying storms and hurricanes, bringing massive destruction (The Bahamas, Barbuda, and other islands). Protective ecosystems, such as mangrove forests and healthy watersheds are essential for resilience. The slowly changing climate demands a range of adaptation measures. The region is also at risk of earthquakes and needs to invest in more resilient infrastructure.

39. Migration is part of the Caribbean reality. Many young people go abroad for educational opportunities, but they do not always return. With small populations, continued professional training and institutional capacity building are key activities. Because of the relatively small size of the SIDS, the institutional structures tend to be also limited. In some instances, few civil servants are engaged in ‘environment-related’ issues and, consequently, the country may not sufficiently be able to adequately address the environmental challenges it experiences. Moreover, with weak institutions, change in political leadership may bring sudden changes to environmental resource management.

40. The current global pandemic, COVID-19, has already caused extensive economic damage to the region (suspension of tourism and travel, lockdown of businesses, etc.), and significant loss of time in project implementation.

41. The external context is **Unfavourable**.

D. EFFECTIVENESS

i. Delivery of Outputs

42. A review of progress towards the planned outputs as per 31 December 2019 in the four technical project components is presented in this section. This includes a summary of each of the eight National sub-Projects as well as of the SGP initiatives in Component 1. As mentioned above (project design quality) many of the output indicators in Component 1 are not 'SMART'. To facilitate the evaluation process, the evaluators standardised the indicators for measuring the achievement of outputs in Component 1 (see **Annex F**). Details on the status of delivery of the planned outputs of the four components are given in the Outputs Results Table, contained in **Annex G** to this report. Annex G also contains the pertinent indicators and planned mid-term targets as well as the evaluation ratings for each output. As will be seen, many of the planned mid-term targets (and some end of project targets) especially those related to the environmental impact of the interventions, are not realistic due to the time needed for impacts to be manifested. Outputs related to reforestation, capacity building, institutional strengthening, and other processes were more likely to be achieved by mid-term.

COMPONENT 1

43. The status of delivery of outputs of the six sub-Projects that have already started is given in **Annex G** and ratings for the main evaluation criteria in **Annexes H1-H6**.

Antigua and Barbuda sub-Project

44. The title of the National sub-Project in Antigua and Barbuda is "Targeting Land Degradation and Effective Land Management through the Development of Innovative Financing Methodologies." The Project Cooperative Agreement (PCA) was signed on 8 December 2017, with the intended completion date 31 March 2022. The Executing Agency is the Department of Environment (DoE), Ministry of Health, Wellness and the Environment of the Government of Antigua and Barbuda (GoA&B). There are no partners at the national level; however, a community social enterprise is to be established. The GEF Focal Area is Land Degradation. The first disbursement was received on 16 April 2018. The GoA&B indicated that the late start of the project had negatively impacted on the co-financing that was initially available and only a relatively small amount of IWEco funds contributed to coordination costs. Therefore, project implementation could have only started when the first disbursement was received.

45. A central planned output is a 'Ridge to Reef' health and environment management mechanism. The GoA&B has indicated that it is developing a national fund, the "Sustainable Island Resource Framework (SIRF) Fund", to serve as the primary channel for environmental, climate mitigation, and adaptation funding from international and domestic sources. The SIRF will catalyse internal and external funding and revenue sources to enable the country to meet its climate and sustainability goals in a coordinated, systematic, and cost-effective manner. IWEco is listed to contribute US\$940,000 to the SIRF Fund. The establishment of a revenue-generating Public-Private Community Partnership, utilising the functioning Wastewater Treatment Plant (WWTP) at McKinnons, is the key thrust of the sub-Project and of the Ridge to Reef health and environment mechanism.

46. The National sub-Project made marginal progress towards achieving the planned outputs (see **Annex G for progress on outputs and Annex H1 for ratings**). Progress towards completion of activities and achievement of planned mid-term targets (from the results framework) is shown the following table.

As at 31 December 2019, 21% of activities reached a level of completion of 50% or more and 14% of the mid-term targets were achieved.

Total No. activities	No. activities over 50% completion	% activities over 50% completion	No. of mid-term targets	No. of mid-term targets achieved	% of mid-term targets achieved
33	7	21	29	4	14

47. In September 2017, the GoA&B transferred ownership of the land for the project site (approximately 5 acres) as part of a larger sale (approximately 24 acres) to a private developer, Co-Ventures & Developers Limited. This included the transfer of the assets provided to the GoA&B under previous GEF/UNEP projects (IWCAM, CReW). The DoE became aware of the alleged land sale in June 2018 and alerted the Cabinet, which issued a decision on 13 June 2018 to pursue the reversal of the sale of the project site. Despite letters from the DoE to the Ministry of Housing and the Attorney General’s Chambers requesting compliance with the Cabinet decision, the reversal was not implemented. It was only in August 2019 (in its January-June 2019 progress report) that the DoE communicated to the IWeco PCU that the DoE has had an ongoing dispute about the ownership of land with the project site located in McKinnons. Further, the DoE informed the IWeco PCU that the matter had not been resolved and project activities could not be implemented as planned, “resulting in a halt to the project”. The DoE communication also explained that further to the procurement of equipment for soil and water quality sampling, “further project implementation is not possible as a relocation of the project site will severely impact the project...”. The DoE provided the PCU with copies of several documents that had been submitted within the Government machinery to reverse the transfer. Of note is that the IWeco Regional Project Coordinator (RPC) visited Antigua and Barbuda from 19-25 August 2018 and was not informed of this situation, which at that time was known to DoE for several months.³

48. The private developer seeks to develop the wetland and environs of the McKinnons Pond into a major high-end, ultra-luxury tourism and residential zone. The loss of the IWeco Project site, including the proposed McKinnons Treatment Plant and the Saltwater Pond, has diminished the potential benefits of the current project activities in integrated land, water, and ecosystems management, as well as the outputs related to community livelihood and financing options in the following ways:

- **McKinnons Wastewater Treatment Plant:** IWeco was to make functional the Wastewater Treatment Plant to treat up to 100,000 gallons of wastewater per day generated from communities, businesses, and hotels in the area.⁴ A cost recovery for the project investment was supposed to be

³ As a result of the halting of the project, the progress report July – December 2019 shows exactly similar achievement as the progress report January – June 2019, with just a few items edited (statement under 2.1, and slight edits for activities under 3.1.1/3.1.2 and 4.1.2). Further, that progress report indicates for all but one the same level of implementation status (in %) as the progress report July – December 2018. It is to be noted that the IWeco PCU has consistently urged DoE to continue executing the project activities and to speed up project implementation as long as the dispute was not settled.

⁴ It should be noted that the plant reportedly is not functional although it has been the beneficiary of several GEF funded projects. Upgrade work was only partially completed under IWCAM, while more upgrade on the same WWTP was part of the GEF CReW Project. The upgrade was not completed, and the plant was not commissioned due to lack of an electricity supply. That upgrade was also part of a treated water re-use programme that did not materialise for various reasons. At a Town Hall Meeting held on 14 August 2018, the DOE confirmed that it was “aware of the frustration of the community as it relates to the non-operation of the McKinnons Sewage Treatment Plant as well as

the sale of treated wastewater through a public-private community partnership (Antigua suffers from serious water shortages). The absence of this project component results in the project being unable to tackle a major source of pollution (and smell nuisance) and contributor to land degradation in the area. It further eliminates the overall objective of the project, to provide a financially sustainable demonstration of handling waste and land degradation through the production of grey water for agriculture. In addition, activities related to policy initiatives, training and certification are difficult due to the lack of opportunity to demonstrate revenue mechanisms.

- **McKinnons Saltwater Pond:** This important ecological area is located close to farm holdings and touristic developments and is severely degraded by pollution influxes. Ground water resources in the area are increasingly threatened by land-based pollution and water availability for farming is at high risk. IWEco, therefore, included the establishment of runoff control measures through the installation of vegetated drainage channels to minimise sediment transported along the main watercourses to the wetland. Additionally, reforestation and afforestation of mangroves along the pond's periphery were planned. The agricultural community within the area, most of whom are identified as small-scale farmers, is most affected by the loss of project activities. Tourism interests within the area would have also benefitted from the increased ecological value of the restoration efforts to the pond.
- **Oil pollution:** In addition to liquid wastewater, the project document identified oily waste residues as a soil and water pollutant to be addressed by the IWEco sub-Project. Oil pollution contributed to changes in the hydrology of the McKinnons Pond as well as to damage of its marine and terrestrial biodiversity including the dramatic decline in mangrove and riparian vegetation coverage. IWEco allowed for investment in an oil and water separator as well as the development of a policy to reduce occurrences of spills in the terrestrial and marine environment. However, since this issue was addressed before the start of the project and is no longer a threat to the area, the sub-Project activities were amended accordingly.

49. In March 2020, the DoE proposed alternative project activities to start in 2020, focused on the implementation of ecosystem-based approaches and flood control. The public-private community partnership meant to be established for the operation of the McKinnons Wastewater Treatment Plant is now proposed to be established for ecosystem-based adaptation in the area. This alternative would stem sedimentation and run-off of pollutants within the McKinnons Watershed; however, it does not replace the need for a wastewater treatment plant in the area. The ecosystem-based approaches would be developed through three distinct opportunities impacting on the McKinnons waterways:⁵

- Woods Pond (2 km inland) landscaping and afforestation, to reduce run-off of contaminants.
- Construction of Detention Ponds to stem storm run-off.
- The ecological buffering of waterways with trees and vegetation to limit erosion and contaminants to the McKinnons Saltwater Pond.

50. Financially, the following options could be pursued: (1) a complete halt of the project; (2) implementation of remaining activities which can be implemented; (3) implementation of additional activities; (4) implementation of a modified project or the development of an alternative project. The options can be illustrated as follows:

the sewage discharge from the First Choice Supermarket.” DoE further stated that “due to the McKinnons Sewage Treatment System being non-operational for so many years, a thorough technical and financial assessment of the plant would be required before any construction can take place.”

⁵ In July 2020, the DoE upgraded these recommendations in a new proposal to the IWEco PCU.

			Option 2	Option 3	Option 4
Antigua and Barbuda	Original budget (US\$)	Spent per 31/12/2019 (US\$)	If remaining activities to be implemented (US\$)	Increased tree planting, work on water courses, etc. (US\$)	Modified project (installation detention ponds) or alternative project. Maximum (US\$)
GEF contr.	1,215,685	48,024	Approx. US\$106,000 extra	Approx. US\$215,000 extra	Approx. US\$1,048,000
Co-financing	2,596,638	50,297			
Total	3,812,323	98,321			

51. CONCLUSION

- Although the project revolves around three sites, the core is located at McKinnon, with the major part of the budget dedicated to the WWTP.
- After the sub-Project came to a halt in the second quarter of 2019, only some tree planting activities and legal/policy aspects reportedly have been continued.
- The overall objective of the sub-Project is to develop innovative financing methodologies, including a community enterprise that generates revenue from a WWTP and the national SIRF Fund to allow for sustainable financing and continuity of environmental management by local communities. The alternative actions proposed by DoE focus on erosion and pollution control and the engagement of local communities in protection and maintenance of riparian vegetation, using ecosystem-based rather than mechanical approaches. However, these do not fully support the original objective of the sub-Project.
- The sub-Project is designed in synergy with the Adaptation Fund (AF) project. The local approach brings multiple projects with similar activities together around the same waterway. In view of the AF project being much larger than the IWECO sub-Project, without making the specific WWTP in McKinnon operational, it may be difficult to distinguish the contribution of the IWECO sub-Project to the overall results. Another UNEP project, "Building climate resilience through innovative financing," is also closely related.
- Establishing a community social enterprise takes a lot of time, in terms of developing the supporting community organisations and decision-making structures. Although by-laws have been created, the sub-Project did not start timely on the community governance aspect. It should also be noted that 100% of project funds remain for group training and for sub-contracts, which could indicate low commitment towards the coordination of social enterprises and towards socio-natural interventions. This makes it doubtful whether measures can be put in place before the end of the IWECO Project to sustain certain results.
- The failure of the sub-Project due to the sale of land along with the assets paid for by earlier GEF-funded projects brings reputational risk for UNEP, the GEF, and the GoA&B.

52. LESSONS LEARNED

- The WWTP has received a large investment under the IWECAM and CREW projects (over US\$300,000) to prevent pollution and to also test an approach for community revenue generation and establishing financial mechanisms for health and environment. It is discouraging that such investments can be undone suddenly and apparently irreversibly by private interests,

especially by a development that markets itself as “green” tourism. Sustainable development has still not found its place as an influential factor in some sectors of society.

53. RECOMMENDATIONS

- A proposal for a new sub-Project should be prepared by the GoA&B within the overall objective of developing and documenting innovative financing methodologies, through establishing environmental social enterprises in Antigua and Barbuda and forging links to the SIRF Fund.
- The RPSC should decide whether to authorise the completion of original planned activities that can still be implemented (total budget about US\$106,000) over a short timeframe and the preparation of a proposal for a new sub-Project (that is consistent with GEF requirements) to be implemented over the remaining time (2 years). (See Recommendation 16 in Section VIII – Recommendations).

Cuba sub-Project

54. The title of the Cuba sub-Project is “Conservation and sustainability of biodiversity in Cuba through the integrated watershed and coastal area management approach”. It started on 13 July 2018 with an expected completion date of 13 July 2022. The executing agency is the Centre for Environmental Studies of Cienfuegos (CEAC) and key partners are the Ministry of Science, Technology and Environment (CITMA), Ministry of Higher Education (MES), Ministry of Agriculture (MINAG) Land and Forest Divisions, and Institute of Hydraulic Resources (INRH).

55. IWeco-Cuba is being executed in four watersheds: Guanabo (Havana), Arimao (Cienfuegos), Agabama (Trinidad), and San Juan (Santiago de Cuba), with focus on reforestation and biodiversity enhancement. Another element of the project is institutional strengthening under a separate budget (US\$1,469,685) and through a contract between UNEP and UNOPS for procurement of laboratory and information and communication technology (ICT) equipment, etc. A robust and coherent project management structure has been established and is well-embedded in the CEAC. This includes a coordinator for each of the four sub-Projects. The project’s core team has mobilised many graduate university students and national experts, harnessing the country’s substantial technical capacity, and building on the extensive existing data and knowledge base. Local communities and farmers are also engaged in the activities in the four demonstration areas. During their visit to Cuba in February 2020, one of the evaluation consultants and the RPC observed a high-level of buy-in, ownership, and commitment among the executing agency, partners, and other stakeholders.

56. The MTR proposed modifications to some of the output indicators (see **Annex G**). In general, the sub-Project has progressed well (see **Annex G for progress on outputs and Annex H2 for ratings**). Progress towards completion of activities and achievement of planned mid-term targets (from the results framework) is shown the following table. As at 31 December 2019, 24% of activities reached a level of completion of 50% or more and 45% of the mid-term targets were achieved.

Total No. activities	No. activities over 50% completion	% activities over 50% completion	No. of mid-term targets	No. of mid-term targets achieved	% of mid-term targets achieved
42	10	24	44	20	45

57. Focus in the first 18 months was on stakeholder consultations, planning, capacity building, and baseline studies and assessments. In addition, a Master's programme in Integrated Coastal Zone Management (ICZM) was initiated at three universities (including an online Master's programme at the University of Cienfuegos). Some laboratory and ICT equipment has been procured and installed at the CEAC and in its environmental laboratory as well as at the University of Cienfuegos. The project successfully launched its public awareness/public education (PA/PE) campaign, with several PA/PE events, promotional videos, and other products, launching of the IWeco-Cuba website (iweco.ceac.cu/es/nosimportaelfuturo), and a Facebook page (www.facebook.com/IWeco.cuba). In addition, two initiatives (cultivation of macroalgae by the Peñas Altas community in the Guanabo river basin and use of biogas technology to reduce pollution from farms in Santiago de Cuba) were implemented by the SGP.

58. The expenditure coefficient (percentage of allocated funds spent) was 9% as at 30 June 2019 and 17% in April 2020 (this does not include the funds spent for procurement of equipment). This relatively low expenditure partially reflects the initial focus on planning, capacity building, stakeholder engagement, and environmental assessments based on existing data and information and utilizing the high existing human technical capacity, with low level of field activities. Cuba is the only sub-Project that is fully utilising its training budget, with 82% spent to date. This demonstrates their available technical expertise to provide training. Field interventions are expected to accelerate now that the demonstration projects have been defined, the procured equipment and materials are becoming increasingly available, and all arrangements are in place.

59. There is good prospect for sustainability of project results through for example, close alignment of IWeco activities with national programmes on soil/ forest conservation and livelihoods and the 2030 National Agenda, institutional strengthening, and institutionalizing the capacity building programmes. The sub-Project is also helping to improve inter-agency coordination and cooperation in integrated land, water, and biodiversity management in the country. Cuba has substantial technical capacity including in environmental monitoring and laboratory capability. The well-equipped CEAC environmental laboratory, which is supported by and is a regional centre of the International Atomic Energy Agency (IAEA), was also strengthened under the IWCAM project. The CEAC can support Component 2 of the umbrella IWeco and CARPHA is encouraged to actively engage with CEAC during implementation of this Component.

60. The existing United States economic embargo on Cuba affected procurement of laboratory equipment, computers and other ICT equipment, vehicles, and other items from abroad. Because of delay in procurement of internet servers, the IWeco information sharing platform (RIWeco) could not be launched. Further delays in procurement were experienced due to the bureaucratic processes internally within Cuba and externally (e.g., one year needed for approvals from the US and Europe). In addition, as indicated by UNOPS, poor communication at times contributed to the delays, for instance, in UNOPS receiving technical specifications of equipment from the Cuba team (caused in part by poor internet connectivity in the country). As at 31 December 2019, about 80% of procurement had been completed, with all goods expected to be delivered by June 2021 (according to UNOPS). Staff turn-over including change in the coordinators of the demonstration projects was a setback. Other challenges include unavailability of electronic and ICT equipment, irregular electricity supply, poor internet connectivity, and periodic shortages of gasoline for the vehicles, which can pose a high risk to the project. The latter two coupled with the location of the other project partner institutions in Havana create additional challenges. The sub-Project's management team is continually adapting to these challenging operational circumstances and spends substantial effort each day to navigate around them. Along with the Cuban

IWEco team, the PCU is working to find solutions to some of these issues (for example, installation of solar power at the CEAC laboratory).

61. CONCLUSION

There is a high-level of stakeholder buy-in and ownership in Cuba and the IWEco sub-Project is fully integrated within national planning. The sub-Project has made good progress in executing planned activities and has fully or partially achieved some of the mid-term targets. Execution of field activities is expected to accelerate in 2020 following an extended planning phase. Progress in some areas including procurement has been significantly constrained by the US economic embargo as well as operational challenges related to internet connectivity, gasoline shortages, and irregular electricity supply, among others. Considerable time is spent daily by the project team in navigating around the various challenges. Accelerating procurement of equipment and addressing other systemic issues are critical for successful completion of the sub-Project and sustainability of its results. Barring any unforeseen circumstances, the project is on track to achieve all the outputs in the remaining time.

62. LESSONS LEARNED

- Cuba has a high-level of technical institutions and human expertise but limited financial resources for projects. Making such resources available, for example through IWEco, can quickly mobilise this capacity to execute the project.
- Existence of the appropriate national policies and national development frameworks and aligning the project within these frameworks is critical for successful execution as well as stakeholder buy-in and ownership and sustainability of results.
- External political influences can greatly jeopardise the success of an international project and creative solutions must be sought.

63. RECOMMENDATIONS

- UNOPS should try to accelerate procurement of the remaining equipment, to be completed in 2020 (if this is possible in view of the US embargo), instead of June 2021.
- CEAC to explore opportunities to develop the livelihoods aspect linked to the soil/forest conservation interventions in the project areas.
- CARPHA to actively engage with the CEAC in implementation of Component 2 and also connect the other participating countries, since CEAC has substantial technical capacity in environmental monitoring and laboratory capability from which the countries and region can benefit.
- IWEco PCU to promote opportunities for exchanges and sharing of knowledge and experiences between the Cuba sub-Project and other participating countries.

Dominican Republic sub-Project

64. The Dominican Republic sub-Project is entitled “Integrated management of the biodiversity, freshwater and land resources of the Higüamo River Watershed and its associated coastal zone, including mitigating climate change impacts”. It was launched on 1st April 2019 with an expected completion in April 2022 (36 months from project start). The lead executing agency is UNDP (Dominican Republic) with the Ministry of Environment and Natural Resources. Among the partners is the SGP.

65. The Dominican Republic IWEco sub-Project is behind schedule and at the time of writing this report execution had not started yet. Several factors have contributed to this situation:

- The extended period (more than five years) between the design phase and inception of the IWECO Project. During this time, the Government underwent some reforms and changes that impacted the sub-Project, including changes in government and in the Minister of the Environment and Natural Resources as well as in the original national executing agency from the Quality Direction of the Ministry of Environment to the Soils and Waters Direction. The latter considered that the project was not under their jurisdiction and they did not have the necessary technical staff. Following these and other changes, the sub-Project evolved to focus more on watershed conservation, which meant that the focal point had to change. Other factors (as identified in the report of the RPC mission to the country in September 2018) included lack of government ownership of the project, low awareness of the project by government ministries mentioned in the Project Document, unsuitability (and in some cases, non-existence) of some partners mentioned in the Project Document, and exclusion of certain priorities from the national project document.
- Limited engagement of the country by the lead regional executing agency while the regional PCU was being established. The language barrier and slow email communication from the Dominican Republic might have exacerbated the situation.

66. As a result, the Government prepared a letter for cancellation of the project. Further, it attributed the delays to UNEP. This situation presented a serious reputational risk to UNEP. In September 2018, the RPC visited the Dominican Republic to attempt to resolve the situation. He held discussions with government representatives including the Vice Minister in the Vice Ministry of International Cooperation of the Ministry of Environment and Natural Resources. The RPC's visit was instrumental in renewing the Government's interest in the project. Agreement was reached on several critical matters and the project activities and budget were revised slightly to reflect the country's current priorities. The sub-Project was subsequently launched in April 2019. In January 2019, the IWECO Monitoring Expert and one of the IWECO Programme Management Assistants visited the Dominican Republic for follow-up regarding the signing of the PCA.

67. The Deputy Minister of International Cooperation agreed for the project to be executed by UNDP-Dominican Republic, with funds transferred by UNEP (Nairobi) directly to UNDP. However, progress was further delayed by financial and administrative hurdles with respect to the transfer of project funds and the inadvertent transfer of funds by UNEP to the Ministry of Environment (instead of to UNDP) and for a different project. The funds were subsequently returned to UNEP (minus US\$13,850 in associated bank fees and administrative costs). The first payment was subsequently transferred to UNDP in October 2019. However, due to another administrative hurdle stemming from the incorrect instructions from United Nations Office at Nairobi (UNON) to UNDP with regards to the use of the funds, funds have still not been disbursed to the Ministry for project execution, more than one year after the National Sub-project was launched. In May 2020, the MTR Team learned that UNDP can now proceed with the execution of the sub-Project and that it is preparing the internal contracts between agencies. UNDP expects the NPC to be contracted in July 2020. It is hoped that execution will commence in advance of the upcoming presidential elections in July 2020, which could potentially hamper progress.

68. The Ministry has undertaken some activities such as preparation of a plan to regularise industries along the Higüamo River and another plan to reduce solid waste contamination. In addition, three IWECO-SGP projects are in progress: 1) Protection of biodiversity, generation of family income and promotion of sustainable livelihoods through the development of beekeeping in ten communities of the Higüamo River; 2) Reduction of pollution levels in the Lower Basin of the Higüamo River; and 3) Development of sustainable apiculture in the upper basin of the Higüamo River.

69. LESSONS LEARNED

- Extended delay in project start up following its design puts the project as well as the reputation of the lead implementing and executing agencies at significant risk. The project design may need to be adjusted because of changing circumstances in the country in the interim. Therefore, flexibility in the original design and execution modalities is needed to facilitate any necessary amendments. Delays also reduce the efficiency of project execution.
- Continuous engagement with the country including face-to face interaction is critical, especially during the initial phase. The value of timely intervention and continuously maintaining contacts by high-level officials of the implementing and/or executing agencies cannot be underestimated. It is important to identify problems and intervene in a timely manner. It is more difficult to rebuild stakeholder ownership and interest once these are lost.

70. RECOMMENDATIONS

- UNDP and the IWEco PCU work with the Ministry to prioritise the outputs and activities and determine what is feasible in the remaining time and make the necessary adjustments to the work plan and budget.
- All parties jointly make all effort to fast track execution and the PCU and CAR/RCU should ramp up support to the country including through a physical visit if deemed necessary and when the COVID-19 situation allows.

Jamaica sub-Project

71. The Jamaica sub-Project is entitled “Biodiversity Mainstreaming in Coastal Landscapes within the Negril Environmental Protection Area of Jamaica (The Negril Great Morass).” The PCA was signed on 20 July 2018, the first tranche was received in September 2018 and the formal launch was held in November 2018. The sub-Project is expected to be completed by July 2022. The executing agency is NEPA and there are many partners and stakeholders, including the Negril Chamber of Commerce, Water Resources Authority, Negril Environment Protection Trust, Rural Agricultural Development Authority, and the Negril/Green Island Local Planning Authority. The sub-Project falls under the GEF Biodiversity Focal Area, including the GEF operational programmes on mainstreaming biodiversity conservation and sustainable use, and sustainability of protected area systems.

72. The Negril Great Morass forms the core of the Negril Environmental Protection Area (nearly 41,000 ha.) and is one of the largest natural wetlands and coastal ecosystems in the region. It has a very high value for biodiversity (important species and high endemism), carbon storage in peat, and for water management around Jamaica’s third largest touristic resort town. Its ecotourism potential is untapped. The interventions for ecosystem restoration and improved ecosystem management target 250 ha. within an overall ecosystem of 3,889 ha.

73. The delivery of the outputs is significantly behind schedule. Only two of the nine outputs have been initiated (see **Annex G for progress on outputs and Annex H3 for ratings**). Progress towards completion of activities and achievement of planned mid-term targets (from the results framework) is shown the following table. As at 31 December 2019, only 7% of activities reached a level of completion of 50% or more and 4% of the mid-term targets were achieved.

Total No. activities	No. activities over 50% completion	% activities over 50% completion	No. of mid-term targets	No. of mid-term targets achieved	% of mid-term targets achieved
45	3	7	46	2	4

74. Various issues are reported to have contributed to this delay. Since the sub-Project was designed and budgeted in 2014-2015 the cost of many items and services have increased significantly due to inflation. The sub-Project faces increased cost of hiring staff and considerable difficulties in procuring staff.⁶ Further, the consultancies posted have not generated much response and one consultancy related to the hydrological assessment had to be split into two consultancies.

75. NEPA was engaged as the national executing agency based on its excellent running of the IWCAM national project (in Portland) as well as its general mandate for environmental management. However, it admits that as an institution, it is not ready-made for implementing projects. Within the agency, there is a time-lag between the signing of a project and mobilisation (establishing a Project Executing Unit or PEU needs about 3-6 months). Local entities in Negril feel that NEPA is not well-established in the area. Nevertheless, at the time of the MTR, NEPA feels that it is able to move the project forward. The work plan is being revised with some activities planned over a shorter period and others brought forward, and more changes will be made to implement key consultancies.

76. Because of the extended delays, the GEF/SGP could no longer wait to start its initiatives. Two IWEco-funded SGP projects are carried out in other parts of the island. However, the sub-Project has partnered with GEF/SGP to fund a third GEF/SGP project, which is expected to commence soon in Negril. This may connect more community-based organisations (CBO) to the sub-Project, since the SGP aims for CBOs to have ownership of the projects.

77. At the National Steering Committee Meeting held on 20 February 2020, it was noted that local NGOs and community groups are not sufficiently engaged. There is a stakeholder advisory committee but NEPA did not conduct a stakeholder mapping. One of the sub-Project’s aims is to build the capacities of stakeholders to manage the Negril Environmental Protection Area (EPA) and the related tourism facilities. Institutional continuity may partly lie with the business sector: the Negril Chamber of Commerce (consisting of many different types of businesses) and the Jamaica Hotel and Tourists Association (membership of only hotels).

78. It is surprising that the Urban Development Corporation (UDC) is not actively involved with the Jamaica sub-Project. UDC was not invited to the National PSC, although it is an important landowner of part of the morass, used to manage the cottages, and manages marine assets within the Negril EPA. UDC presented comments on the initial project proposal and an endorsement letter regarding the lands that it owns but was not further involved in developing or executing the project. It should be considered that UDC among others manages conservation lands for the State and is making a concerted effort to learn

⁶ NEPA informed that by July 2020, the recruitment process to engage the full complement of staff for the PEU was 80% complete. Both the Project Manager and Project Officer have been hired and a preferred candidate for the post of Technical Officer has been identified. The Procurement Officer, Communications Officer, and Finance & Administrative Officer were already in place by early 2020.

more about long-term management and maintenance of those conservation lands: projects that define value of conservation lands and support long-term conservation.

79. Additionally, UDC is crucial in an initiative to establish an awareness/education centre with locations in Montego Bay (Walter Fletcher Beach) and in the Morass, which, if materialised, would be a game-changer for environmental education to tourists and local people alike. The concept for the “Regional Centre for Climate Change Resilience and Oceanarium” is being developed under this sub-Project by the IWEco PCU and Jamaican partners together with the UNEP Caribbean Sub-regional Office. UDC has verbally confirmed its interest and willingness to make the assets available (both the beach in Montego Bay and the land in the Negril Morass). The Visitors Centre will be important for sustainability of the project outcomes. Many hoteliers in Negril believe that environmental education and experimental tourism are critical and offer many opportunities. Another avenue for private sector engagement in Jamaica is the “green business” initiative.

80. CONCLUSIONS

- In order to achieve the sub-Project objectives, much mobilisation and information work is to be done with a wide variety of stakeholders, including farmers and squatters. Community mobilisation, capacity building, and engagement take time and need prioritisation.
- The fact that UDC, a landowner, has not been engaged as an active stakeholder in the project hampers some aspects of long-term land and biodiversity management and can potentially reduce sustainability of project results.
- The potential to establish an oceanarium in Montego Bay (one of IWEco’s private sector involvement initiatives), in connection with an interpretation centre in the Morass, is a potential game-changer for tourism and environmental education in the area.

81. LESSONS LEARNED

- There was a 5-year lag between planning the sub-project and its actual initiation. A thorough review of all elements was needed before starting the procurement of staff and consultants and to avoid having to adapt continuously. Difficulty in recruiting project staff and qualified consultants has significantly slowed implementation and after more than a year, ToRs are still being prepared and finalised.
- The capacity for project implementation of the Executing Agency (NEPA) should have been re-assessed at the start of the project, as well as a mapping of other stakeholders, in light of the institutional changes, which can be expected during lengthy delays. NEPA is the organisation mandated in Jamaica for biodiversity conservation and sustainable use and is also in charge of the management of the Negril EPA. However, NEPA is not necessarily the most appropriate organisation for the specific project area, according to many stakeholders in Negril. Further, key project staff (such as the Project Manager) are not based near the Project Area but in Kingston. NEPA claimed that funding was not sufficient because of limited ‘fiscal space’ provided by the Ministry of Finance and the Public Service.

82. RECOMMENDATIONS

- NEPA and the National PSC should be more strategic in building the project team and engage additional key stakeholders. More strategic partnering should be pursued with the Negril business sector, UDC, and relevant CBOs.

- Although the Technical Officer will be based in Negril, NEPA should reconsider the location of the entire PEU. A location close to the project area will be more effective, in view of the high number of local stakeholders to be engaged and involved in sub-Project activities.
- A serious revision of the timeline of the sub-Project needs to be done, with a realistic review of stakeholder engagement in parallel with the implementation of activities and studies.⁷
- The PCU and CAR/RCU, together with NEPA and UDC, should jointly pursue the establishment of an oceanarium in Montego Bay, starting with mobilization of financial support for developing Phase I of the concept for the oceanarium as well as formulation of the Master Plan and establishment of the Public-Private Partnership (PPP). To achieve this, a guidance document on the proposed attraction should be provided to NEPA. The proposal should also meet the Government’s procurement guidelines and requirements for transparency and accountability. Therefore, both signatories of the project cooperative agreement (NEPA CEO and UNEP) should consider if this fits within the scope of the PCA and discuss relevant modifications in budget (Activity 4.1.2) to cover an allocation of US\$150,000 to this effort, as well as the project output and associated impact post-project. (See also Recommendation 3 in Section VIII – Recommendations).

Saint Kitts and Nevis sub-Project

83. The National sub-Project in Saint Kitts and Nevis is entitled “Addressing Impacts of Acute Land Degradation in the College Street Ghaut in Saint Kitts and Quarries and Sand Mining Hotspots on Nevis.” The PCA was signed on 2 May 2018, but the actual project launch was held only on 26 February 2019. The Project Coordinator was hired in January 2019. The project will run for approximately 4 years, until 31 May 2022. The Executing Agency is the Ministry of Agriculture, Marine Resources, Cooperatives, Environment and Human Settlement (Saint Kitts); and Nevis Island Administration (Nevis). Partners are Government agencies, as well as the Nevis Historical and Conservation Society (NHCS) and the Caribbean Youth Environmental Network (CYEN). The GEF Focal Area is Land degradation.

84. The design of the sub-Project was amended in 2018 to include alternative locations for some of the activities. The large number of planned outputs (26) and activities (64) makes project management and reporting cumbersome. The status of progress on the outputs is detailed in **Annex G** and ratings are given in **Annex H4**. Progress towards completion of activities and achievement of planned mid-term targets (from the results framework) is shown in the following table. As at 31 December 2019, only 8% of activities reached a level of completion of 50% or more and 11% of the mid-term targets were achieved.

Total No. activities	No. activities over 50% completion	% activities over 50% completion	No. of mid-term targets	No. of mid-term targets achieved	% of mid-term targets achieved
64	5	8	53	6	11

85. The sub-Project had a slow start and as at December 2019 only nine outputs had been initiated with an average progress of 15%. However, since the sub-Project started a year late, all work is intended to be done in 3 years and much was planned for 2020. The National PSC will review at a later stage if some

⁷ NEPA informed that by July 2020, action is already undertaken regarding this recommendation and that a mid-term review of the IWEco Jamaica project is to focus on identifying corrective actions needed for the project to achieve maximum impact.

activities could be eliminated. The sub-Project involves a substantial amount of infrastructure works (cornerstone activities), which tend to have cost overruns. Some targets are also overly ambitious and may have to be revised.

86. The sub-Project runs in both Saint Kitts and in Nevis and is well-supported by various government departments. One key partner is the Department of Marine Resources (DMR), which offers much of its own capacity and mobilises volunteer divers. Additionally, dive shops are becoming involved through private-public partnerships. No livelihood opportunities were anticipated in this project and initially, communities were not engaged. However, this has changed with the contracting of the NHCS to assist with Nevis-based activities. NHCS does much outreach and engagement of communities in Nevis. In Saint Kitts, the National Project Coordinator (NPC) held discussions with the CYEN-SKN Chapter to engage in citizen science and mobilise communities.

87. CONCLUSIONS

- Despite its late start, the sub-Project in Saint Kitts and Nevis is well-organised and is now running well. It is expected to deliver innovative outputs in integrating sustainable water, land and ecosystem management, which can be shared with the region.
- Commitment was received for ratification of the LBS and SPAW Protocols by Saint Kitts and Nevis during a visit by the RPC and UNEP CEP Coordinator.
- Although not initially foreseen, the engagement of civil society in both islands has become an important driver of the sub-Project.
- It is expected that the best practice being developed for the College Street Ghaut, the most challenging of the project activities, will be replicable in other SIDS.

88. RECOMMENDATIONS

- The sub-Project has a complicated structure and some activities may have to be eliminated or integrated, based on an assessment of activities by the National Project Steering Committee.
- Contact should be maintained between the NPCs for the sub-Projects in Trinidad & Tobago and Saint Kitts & Nevis, in view of similar initiatives to rehabilitate quarries.

Saint Lucia sub-Project

89. The Saint Lucia sub-Project is entitled “Addressing problems of land degradation and ecosystem degradation in the upper reaches of the Soufriere Watershed in Saint Lucia”. It started on 29 October 2017 with an expected completion date of 28 October 2020. The executing agency is the Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Cooperatives Department of Forest and Lands Resource Development. Partners include the Soufriere Marine Management Association, the Fond St. Jacques Development Committee, and the SGP.

90. The Saint Lucia sub-Project is focusing on land rehabilitation and implementation of sustainable land management practices on private farms and along riverbanks within the Soufriere Watershed. It is being executed in collaboration with the SGP and a range of partners and stakeholders including government ministries, private farmers, local communities, and non-governmental organisations (NGO). The project is well-integrated in the work of and strongly supported by the Forest and the Agriculture Departments, both of which have a high technical capacity. It is also building on the foundation laid by other projects and initiatives in the project area including IWCAM. Saint Lucia was one of the four OECS countries whose Minister signed a pledge of support for IWEco at the 5th Meeting of the OECS Council of Ministers of

Environmental Sustainability in 2019. These actions indicate a significant potential for sustainability of project results.

91. The MTR proposed modifications to some of the output indicators (*see Annex G*). Progress on activities across the four components has been variable (See *Annex G for status of outputs and Annex H5 for ratings*). Progress towards completion of activities and achievement of planned mid-term targets (from the results framework) is shown the following table. As at 31 December 2019, 28% of activities reached a level of completion of 50% or more and 40% of the mid-term targets were achieved.

Total No. activities	No. activities over 50% completion	% activities over 50% completion	No. of mid-term targets	No. of mid-term targets achieved	% of mid-term targets achieved
32	9	28	20	8	40

92. Several of the planned targets may be over-ambitious especially those related to revenue generation and the environmental impacts of stress reduction (due to the long timeframe that may be needed). The project made significant progress on Component 1 (particularly with respect to reforestation and land rehabilitation on farms) followed by Component 4. Major achievements include engagement of more than 100 farmers from about 80 small farms (increased to 107 farms in May 2020) in rehabilitation and replanting of slopes and riverbanks and establishment of a plant nursery. In addition, training was provided to technical officers and local community members in different subject areas. These areas can start serving as demonstration sites and the project team can initiate preparing lessons and best practices.

93. Progress on the revenue generation aspect has been slow. Activities conducted include the identification of alternate livelihood options for youth in the Soufriere area and preparation of a memorandum of agreement (MOU) with a local NGO to develop a farmers’ business plan. Under the SGP, progress was made towards the establishment of the St. Jacques agro-tourism landscape and in another SGP initiative outside of the Soufriere area on sustainable employment for youth using indigenous fruits. This aspect should be accelerated since it is important for stakeholder buy-in and ownership, which are critical to promote replication and sustainability of project results. In this regard, the Caribbean Natural Resources Institute (CANARI) has submitted a proposal to the IWECO PCU on strengthening nature-based enterprises and livelihoods in support of IWECO objectives, to support the Saint Lucia and other national projects as appropriate (in collaboration with the SGP). CANARI is recognised as a project partner in the GEF CEO endorsement IWECO project document.

94. Progress on Component 2 of the sub-Project has also been slow, and the team is waiting for CARPHA to initiate related activities at the regional level. However, the sub-Project should identify appropriate indicators at the national level, which can contribute to the environmental compendium being developed by CARPHA. The sub-Project is establishing an MOU with a local NGO to develop a community-based monitoring programme. With the help of the communications officer in the Forestry Department, the sub-Project has successfully launched its PA/PE campaign and held a series of awareness raising events at the local and national levels. In addition, the project site was showcased during a visit by participants of a CBD meeting in March 2020 (Sub-regional exchange for the Caribbean on the restoration of forests and other Ecosystems). While project visibility is high at the local level, it needs to be improved at the national level. This is being partially addressed through a weekly 40-minute time slot on national radio.

95. The expenditure coefficient (percentage of allocated funds spent) was 27% as at 30 June 2019 and 34% in April 2020, indicating slow execution in terms of spending. It is doubtful if the remaining outputs can be achieved by October 2020, when this sub-Project is scheduled to end (especially in view of the pandemic). The NPC and National Focal Point have both alluded to the need for an extension.

96. A major setback was the resignation of the former NPC in August 2019 and the 6-month gap before the new NPC came on board in February 2020. This has been mitigated to some extent by the very committed Director of Forestry (also the National Focal Point) and technical staff in the Forestry Division, which allowed some activities to continue. The onset of the COVID-19 situation shortly thereafter has compounded the delays. Other challenges encountered include difficulties in dealing with numerous individual private farmers (the area is characterised by many small parcels, with many family-owned and with multiple heirs occupying several small plots); few or no farmers cooperatives in the area; farmers' perceived unfavourable trade-off between soil conservation and income generation; limited knowledge among some National PSC members of SLM concepts; and destruction by some farmers of replanted forest trees to return to unsustainable crop production (dasheen), which undermines sustainability of project results. Introduction of alternative sustainable livelihood options will help to mitigate this risk. Project interventions are also jeopardised by extreme weather events, as demonstrated in loss of saplings during an extended dry season.

97. CONCLUSION

The Saint Lucia sub-Project has made excellent progress in engaging and training farmers and local community members, rehabilitation of degraded land and implementation of sustainable land management practices on private farms, and in the PA/PE campaign. Valuable lessons and best practices can be derived from these early successes. On the other hand, there has been marginal progress in the monitoring component and in developing revenue streams. This aspect should be accelerated in the remaining time. A balance must be sought between the farmers' need to generate income on the one hand and strengthening sustainable land management practices and climate resilience on the other. These objectives must be closely integrated. It is unlikely that all expected outputs can be achieved in the short remaining time, and an extension may be needed. Although there have been some delays, these have been largely outside of the project's control (resignation of the former NPC and COVID-19).

98. LESSONS LEARNED

- Engaging private farmers who have a vested interest in land rehabilitation and sustainable land management is an excellent strategy. However, it is important to ensure that the farmers' income generation potential is not compromised.
- Related to the above, implementing the interventions on private farms increases the risk to project execution and sustainability of results since this will depend to a large extent on the farmers who have complete control over their properties. This underscores the importance of building a culture of environmental steward and raising awareness about the links between human actions, environmental and ecological conditions, and socio-economic benefits.
- Demonstrating early successes and tangible benefits are key incentives for continued stakeholder engagement and to promote sustainability. Otherwise, sustainability can be significantly undermined.

99. RECOMMENDATIONS

- The sub-Project team together with the PCU should review and prioritise planned activities and outputs and determine if any modifications are needed and the required timeframe for

completion, which may require an extension. While there is time within the umbrella project (which has until August 2022 for technical completion) to accommodate an extension, the associated budget implications will have to be considered.

- The livelihoods and revenue generation aspect should be accelerated since this is critical for sustainability of results. Consideration should be given to increasing the role of CANARI in developing nature-based enterprises and livelihoods and integrating climate resilience in the business models, in collaboration with the SGP. This should also include building stewardship for natural resources management among local communities.
- The project team should begin documenting lessons and best practices as well as exploring opportunities (with the IWECO PCU) for exchanges (including through physical visits of project participants) with other IWECO countries engaged in similar activities.
- Activities linked to indicators and monitoring (under Component 2 of the sub-Project) should be accelerated including through strengthened engagement with and support from CARPHA.
- Engage the SGP and other relevant partners in developing/strengthening community-based organisations in the project area.

Saint Vincent and the Grenadines sub-Project

100. The Saint Vincent and the Grenadines sub-Project is entitled “Addressing Land Degradation in the Georgetown Watershed, Saint Vincent.” The PCA was signed on 13 August 2018. The Executing Agency is the Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour. Partners include UNDP/Barbados (only recently, not originally planned) and local partners. The GEF Focal Area is Land degradation.

101. In 2018, the sub- project document was revised to allow for a new timeline and changes in the field (rehabilitation had started). A parrot census was added and silvicultural actions strengthened. Further changes to the activities and outputs should not be needed.

102. There are ten planned outputs but to date, none have been initiated. The sub-Project suffered significant delays since it was problematic for the Government of Saint Vincent and the Grenadines to receive the funds. An agreement for UNDP-Barbados to manage the funds was reached on 7 February 2020 and execution was expected to start by mid-2020. Project coordination and implementation will be done by UNDP, which is also responsible for another GEF project in the country: “*Conserving Biodiversity and Reducing Land Degradation using a Ridge to Reef Approach.*” This project and the IWECO sub-Project are being co-implemented by UNDP with a PEU set up in the Ministry of Agriculture. The two projects will benefit from a single project team and a single PSC (already set up). Technical experts will make inputs as required. There are also synergies with the OECS Global Climate Change Alliance (European Union financed), which includes a physical adaptation component with a budget of US\$300-400,000.

103. The short time available for implementing the sub-Project may be a constraint although the NFP believes that the outputs can be achieved in the two years left, but proper technical oversight will be essential. After the start-up phase, most of the work will have to be done in 2021. Other challenges are COVID-19 (including travel restrictions for international consultants) and the unpredictability of the weather.

104. CONCLUSIONS

This sub-Project fell behind schedule due to administrative challenges (difficulties with the transfer of funds to an appropriate bank account). However, the hurdle has been resolved and the highly motivated team in Saint Vincent and the Grenadines is ready to start execution of activities. The NPC will need considerable technical, financial, and administrative support for smooth execution and to achieve the planned outputs in the time left (about 2 years).

105. LESSONS LEARNED

The final IWEco Project evaluation should assess the benefits and disadvantages of jointly implementing multiple GEF-funded projects at the national level with one project team and one PSC. This may hold several local as well as general lessons for joint management of GEF-funded projects in other SIDS and for increasing efficiency and cost-effectiveness.

106. RECOMMENDATIONS

- Regional as well as national stakeholders need to be mobilised rapidly so that the sub-Project in Saint Vincent and the Grenadines can be implemented as efficiently as possible.
- The team should study the experiences and preliminary results from the sub-Projects in Saint Lucia, Saint Kitts and Nevis, and Cuba and engage in technical exchanges with these countries to identify and apply potential lessons in local implementation.
- Early collaboration with OECS in revising and upgrading policies should be sought.
- Collaboration on PA/PE efforts with the other IWEco countries as well as with CARPHA/EHSD and the IWEco PCU should be promoted as soon as possible.

Trinidad and Tobago sub-Project

107. The sub-Project (in Trinidad only) is entitled “Reduce and reverse land degradation at selected Quarry site(s) in the North East of Trinidad using an integrated water, land and ecosystems management approach.” It started in August 2017 and is expected to be completed by August 2022. The Executing agency is the Environmental Management Authority (EMA) and partners include the Forestry Division, Ministry of Energy and Energy Affairs, Ministry of Planning and Sustainable Development, Commissioner of State Lands, National Quarries Company Ltd, Carib Glassworks Ltd, The Trust for Sustainable Livelihoods (SusTrust), and IAMovement.

108. The sub-Project was successfully launched in May 2018 with high-level participation (including the Minister of Agriculture, Land, and Fisheries). The NPC (mainly home-based) was recruited in 2017. In 2018, the sub-Project document and budget were revised to streamline the activities and deliverables including reduction of the initial area to be restored/reforested from 100 ha to 40 ha. The sub-Project is being executed in collaboration with the SGP and two experienced NGOs (SusTrust and IAMovement) as well as a wide range of other partners and local communities. A notable achievement is establishment of a successful public-private partnership with the National Quarries Company Ltd. (NQCL) and Carib Glassworks Ltd. for rehabilitation of their respective quarries.

109. The MTR proposed modifications to some of the output indicators and output 3.1.1 (*see Annex G*). This output (3.1.1) on law enforcement in quarries in the project area is outside IWEco’s scope since the project is not responsible for law enforcement. The MTR Team amended this output to better align it with the sub-component’s stated objective to strengthen the policy and legal framework to support enforcement, with focus on contributing quarry rehabilitation guidelines to the Government’s Land

Restoration and Rehabilitation Plan to support enforcement of legal requirements of the Environmental Management Act.

110. After a slow start, the sub-Project is gaining traction. Most of the planned activities have progressed well (see **Annex G for status of outputs and Annex H6 for ratings**). Progress towards completion of activities and achievement of planned mid-term targets (from the results framework) is shown in the following table. As at 31 December 2019, 55% of activities reached a level of completion of 50% or more and 55% of the mid-term targets were achieved.

Total No. activities	No. activities over 50% completion	% activities over 50% completion	No. of mid-term targets	No. of mid-term targets achieved	% of mid-term targets achieved
11	6	55	22	12	55

111. Progress has been slower in the monitoring sub-component, but this is expected to be ramped up in the remaining time. Major achievements include replanting of about 10 ha of degraded quarry pits with vetiver grass and mixed forest species and establishment of a plant nursery. While falling short of the 20 ha mid-term target, these sites serve as successful demonstration sites, with valuable lessons and best practices in quarry rehabilitation. The sub-Project has also contributed to the EMA’s draft quarry rehabilitation manual. Carib Glassworks Ltd. has expressed interest in rehabilitation of an additional 3 ha in 2020 and other stakeholders (e.g., one commercial bank, Ready Mix, Sangre Grande Regional Cooperation) have reached out to the EMA. Among the other achievements is training of 27 community members (Quarry Rehabilitation Champions) in quarry rehabilitation techniques and livelihood generation. Twelve live check dams to control erosion were installed but it may be too early for the mid-term target of a 20% reduction in erosion to be achieved (although no quantitative baseline has been set). The project successfully launched its PA/PE campaign, with several PA/PE events held and documentaries, etc. produced. Its profile as well as public awareness have been significantly raised at local and national levels. Consideration should be given to developing a ‘Train the trainers’ programme to expand and sustain capacity building if the budget allows.

112. Progress has been slow on the livelihood development aspect. The sub-Project received approval from the NQCL to introduce the Taungya system on an additional 3 ha of degraded quarry lands. However, full-scale application has been delayed due to challenges in sourcing equipment to prepare the land. An assessment of the sub-Project by CANARI using its Local Green-Blue Enterprise Radar showed that local community participants were most concerned about financial sustainability and job creation. It is no surprise that several trained champions have already left the project for more lucrative activities. The livelihoods development aspect needs to be accelerated in the remaining time since this is important for stakeholder buy-in and ownership, which are critical for replication and sustainability of project results. The EMA plans to engage the Government’s Social Development Division in setting up a formal governance mechanism (CBO), which will also include capacity building and skills development for the local communities.

113. The expenditure coefficient (percentage of allocated funds spent) was 32% as at 30 June 2019 and 46% in April 2020, showing satisfactory progress in execution in terms of spending. The EMA lengthy procurement process could have contributed to the observed expenditure rate.

114. Some in-roads have been made in gaining high-level recognition of the sub-Project. For example, the Minister of Planning and Development requested the EMA to prepare a Cabinet brief on how to apply lessons in quarry rehabilitation to broader land management in the country. Notable is an award in February 2019 by the Energy Chamber of Trinidad & Tobago to NQCL for the Best Social Investment Project (Large) based on the IWeco sub-Project. Also noteworthy is that the Trinidad sub-Project has helped to catalyse additional funding for other similar initiatives. For example, IAMovement has used the intervention to leverage funding from the IDB Lab. The Food and Agriculture Organization (FAO) is building on the results of the sub-Project to develop a GEF project (BIOREACH) for this country.

115. Among the challenges encountered are tensions between the quarry community and some sectors of the Government (and society in general) and limited cooperation of private quarry operators (who are focused on extraction of material rather than rehabilitation). To overcome this, the sub-Project is working with State quarries and Carib Glass Works Ltd. Rehabilitation of quarries is a Government requirement for issuing of quarry licenses to operators and the extent to which the quarry rehabilitation manual will be used by quarry operators remains to be seen.

116. CONCLUSION

The Trinidad sub-Project has made good progress in certain areas particularly in establishing successful partnerships with the public and private sectors, rehabilitating degraded quarry sites, training local community members, and implementing its PA/PE campaign. Although the mid-term target area for rehabilitation was not attained, the success achieved has generated considerable interest among stakeholders at all levels and yielded valuable lessons and best practices in quarry rehabilitation. This augurs well for future replication and sustainability. However, development of the livelihoods aspect should be ramped up in the remaining time.

117. LESSONS LEARNED

- Successful engagement of the private sector can take much time and effort, but it can pay major dividends on the longer term, for example, contribute to sustainability, promote replication, and increase efficiency and cost-effectiveness of project execution.
- Project execution and sustainability of project results can be undermined if some of the key stakeholders and target (quarry operators) are not willing to cooperate and if the legal framework is too weak to effectively enforce sustainable practices.
- Demonstrating early successes and tangible benefits are critical for continued stakeholder engagement and sustainability. Livelihood generation provides a key incentive for local communities to be engaged in conservation initiatives. In its absence, the likelihood of sustainability of project results can be significantly reduced.

118. RECOMMENDATIONS

- Accelerate the livelihoods aspect by identifying and developing other opportunities for revenue generation including eco-tourism and an increased role of CANARI in developing nature-based enterprises and livelihoods and integrating climate resilience along value chains.
- In collaboration with the PCU, explore the feasibility of developing and implementing a 'Train-the-Trainer' programme in quarry rehabilitation, and institutionalizing it to expand and sustain capacity building. This should be done also in collaboration with Saint Kitts and Nevis to consolidate capacity building experiences (the IWeco PCU can consider production of a regional 'Train-the-trainer' manual for SIDS).

- In collaboration with the IWECO PCU, revise Output 3.1.1. along with the associated indicator and targets to reflect strengthening the policy and legal framework to support enforcement. This should focus on the quarry rehabilitation manual and developing best practices in quarry rehabilitation.
- Identify additional sites for rehabilitation in collaboration with the private sector and capitalizing on the interest expressed by other stakeholders in land restoration and reforestation.
- The Trinidad sub-Project has already generated several lessons, best practices, and experiences in quarry rehabilitation, stakeholder engagement, and public-private partnership. The Saint Kitts and Nevis sub-Project is also engaged in quarry rehabilitation. Both sub-Projects should begin sharing of experiences and collaborating in consolidating and documenting lessons and best practices.

[GEF/UNDP Small Grants Programme \(SGP\)](#)

119. Through a partnership agreement between UNDP and UNEP, the SGP is matching the grants budget of \$1,000,000 provided by IWECO for a community-based component to be delivered through the SGP, with an equal amount from its core budget to support activities on the ground through additional small grants projects in eight of the participating countries. Barbados, despite not receiving funds for national activities, is supporting projects that are aligned with IWECO priorities. Of the \$1,000,000, \$300,000 goes towards UNDP general management support services and to UNOPS as the executing agency, and \$87,500 to each of the eight countries for disbursement as small grants. The total co-financing is estimated at \$665,642.

120. The SGP initiatives, which serve to further enhance the community component of the IWECO interventions, consist of a mix of projects some of which are closely associated with and support the national projects while others support wider IWECO objectives. Alignment of objectives was facilitated through a guidance note that was prepared based on the IWECO Project document and disseminated to the SGP national coordinators and SGP national steering committees, as well as through participation of the SGP Global Coordinator in the IWECO RPSC. The IWECO Project is harnessing SGP's comparative advantage including established presence and extensive experience on the ground as well as in mobilising and working with NGOs and local communities in the participating countries. The partnership also contributes to increased efficiency of execution and sustainability of IWECO results through, for example, adopting a bottom-up approach, building local capacity, raising awareness, generating tangible benefits, and the potential for some initiatives to become financially self-sustaining.

121. Overall, the implementation of the SGP component has progressed well and as planned in most of the eight recipient countries, although with variable progress in execution due to different national and local contexts. In all the countries, community projects have been implemented and awareness raising, trainings, and outreach activities carried out to enhance the NGOs' capacity to develop and implement community demonstration projects in support of IWECO implementation. As at April 2020, eight community demonstration projects have been completed, one has been stopped, and 23 projects are in progress or foreseen (**Table 3**). Twenty projects are supported by IWECO funds while 12 projects have been started with matching funds from the SGP core budget. Of the latter, two projects have been completed (Saint Kitts and Nevis and Barbados), seven are in progress (two in Barbados, two in Cuba, one in Antigua, two in Jamaica, and one in Saint Kitts and Nevis), and three are foreseen (in the Dominican Republic, Saint Kitts and Nevis, and Saint Lucia).

122. The status of the SGP projects with IWEco and SGP funds is shown in **Table 3**.

Table 3. Status of SGP projects as at April 2020

Status	IWEco	SGP	Total
Completed	6	2	8
In progress	13	7	20
Foreseen		3 (1 not defined)	3
Stopped	1 (SLU)		1
Total no. projects			31 (excluding stopped project)

123. The MTR Team learned that while most of the country programmes have committed all their funding to civil society organisations or communities, others still have uncommitted funds. As informed by the SGP Global Coordinator, the financial closure of the SGP component is expected in March 2022 and an extension is not desirable due to high fees for UNOPS’s services as well as to additional programme management fees. Therefore, it is important that activities are completed within the allotted timeframe. At April 2020, about 70% of the country budget had been allocated. The SGP Coordinator has advised country programmes that any remaining funds will be recalled and used globally for knowledge consolidation and sharing/learning or other purposes.

124. CHALLENGES

The different timeframes of the IWEco Projects and SGP initiatives in the countries (due in part to the delayed start of the IWEco National sub-Projects) presented some operational challenges. Additionally, in some cases the project sites were changed completely. An adaptive management decision taken by the IWEco RPSC allows the SGP projects to be conducted in different sites as deemed appropriate by the respective SGP national steering committees on condition that they are aligned with the ridge-to-reef concept and thus contribute to the overall IWEco objectives at the local level as well as offer opportunities for learning, replication, and upscaling. Other challenges encountered are political sensitivities, limited local capacity requiring significant handholding and mentoring throughout the project cycle, and absence of CBOs in some project sites. This is exacerbated by the substantial length of time required to build local capacity and establish CBOs. The COVID-19 situation has also affected execution and the development of new initiatives.

125. LESSONS

- Executing a regional project with national/local components through partnership with an organisation (UNDP/SGP) that already has established presence and programmes as well as experience and networks in the country increases efficiency and promotes sustainability of results.
- Working with local communities including building their capacity and demonstrating concrete benefits is a strong catalyst to achieving project objectives and sustaining results.
- Adaptive management and flexibility on the ground is needed to adapt to unforeseen circumstances.
- Learning and networking requires a substantial amount of time and effort, which must be considered in work planning.

126. RECOMMENDATIONS

- Ensure that all funds are committed within the remaining time.

- Identify projects and/or activities that can be completed in the remaining time and ramp up execution when the COVID-19 situation allows.
- Identify opportunities for replication and upscaling and, in consultation with the IWECO PCU, develop an exit strategy linked to the proposed IWECO exit strategy.
- Begin knowledge consolidation and compiling experiences, lessons learnt, and best practices.

COMPONENT 2

Strengthening monitoring and indicators framework

127. Component 2 focuses on “Strengthening of the Sustainable Land Management (SLM), Integrated Water Resources Management (IWRM)/ Water Use Efficiency (WUE) and Ecosystems Monitoring and Indicator Framework.” It is being implemented by CARPHA through its EHSD Department, and the CAR/RCU. CARPHA/EHSD is the successor of the Caribbean Environmental Health Institute (CEHI), which successfully executed the IWCAM project. At the time of designing the IWECO Project, it was intended that CEHI in Saint Lucia would be the lead executing agency and host the regional PCU. However, in the interim period between project design and inception, CEHI was restructured and its focus shifted to public health. Some technical capacity was also lost. Based on a risk analysis by the UNEP Task Manager, it was decided at the project’s inception workshop and first RPSC meeting in September 2016 that the UNEP-CAR/RCU in Kingston would be the lead executing agency and CARPHA/EHSD a co-executing agency with responsibility for specific outputs in Components 2 and 3.

128. The PCA between UNEP and CARPHA was signed on 24 August 2018, with a duration until 31 May 2021. The first disbursement was made in October 2018. Although separate contracts between UNEP and CARPHA and the OECS were initially planned, at a preparatory meeting in April 2018 the three parties agreed to a single agreement between UNEP and CARPHA, which would cover part of Component 2 and Sub-component 3.1 with the OECS (Environment and Sustainability Cluster) and include the budget for the interventions to be led by the OECS under Component 3. A separate MOU was drawn up between the OECS and CARPHA for the OECS to serve as the technical lead of Sub-Component 3.1 (*see below*). CARPHA is responsible for the operational aspects including procurements and reporting as well as for the implementation of activities in the non-OECS countries (Jamaica, Trinidad and Tobago, and Barbados; and through UNEP-CAR/RCU, the Dominican Republic and Cuba).

129. Responsibilities for the outputs under Components 2 and 3 are allocated to CARPHA, OECS, UNEP-CAR/RCU, and the IWECO PCU as follows:

IWECO Component 2		IWECO Component 3	
CARPHA	CAR/RCU	CARPHA & OECS	IWECO PCU
Output 2.1.1 (activity 2.1.1.1)	Output 2.1.1 (Activities 2.1.1.2 and 2.1.1.3)	Output 3.1.1 Output 3.1.2	Output 3.2.1 Output 3.2.2
Output 2.1.2 Output 2.1.3	Output 2.1.4		

130. CARPHA initiated several activities but experienced considerable delays towards achievement of the planned outputs based on the mid-term targets, as shown in **Annex G**. Under Output 2.1.1, CARPHA

would conduct a needs assessment in the eight countries regarding indicators for SLM, IWRM, WUE, and Ecosystems. Through stakeholder consultations, the barriers to using the indicators as well as gaps in environmental indicator monitoring and pertinent training needs would be identified. UNEP-CAR/RCU would carry out a similar exercise with the same methodologies in Cuba and the Dominican Republic. Using the results of all ten project countries, CARPHA would prepare the draft regional environmental indicators compendium for review by project staff and partner agencies. In early 2020, CARPHA finalised the ToR for a consultancy for development of the compendium. Delay in this activity including in meeting the mid-term target will delay the convening of a regional workshop and publication of the indicators compendium by UNEP-CAR/RCU. This has also affected progress in some of the countries that awaited recommendations from CARPHA to move forward with their respective activities related to indicators development and monitoring.

131. Two of the four mid-term targets under Output 2.1.2 were partially achieved (partnership agreements and research protocols). A meeting of the IWeco Research Partnership was held in November 2018, and CARPHA developed the IWeco research strategy together with UNEP-CAR/RCU and identified three priority research initiatives to be funded (microplastic, toxic chemicals, and Sargassum). Agreements were finalised with Trent University and the University of the West Indies (UWI)/Centre for Resource Management and Environmental Studies (CERMES), which are members of the Research Partnership, for research on toxic chemicals and Sargassum, respectively. Within its eight member countries and through the strategic partnerships, CARPHA would augment national research and/or implement applied research in-country on mutually established priorities. Using the same format, UNEP-CAR/RCU would support national research in Cuba and the Dominican Republic. The results of the applied research in-country would be published in technical and scientific papers. Discussions have been held with some of the countries to identify research priorities.

132. In December 2019, CARPHA/EHSD shared the finalised Environmental Laboratory Assessment Tool for collection of information for Output 2.1.3. Development of this tool, which was informed by CARPHA/EHSD's technical experience as well as its socio-political and economic understanding of the region, is based on a 2019 revision of the "Laboratory Diagnostic Needs Assessment (DNA) Tool", which was tested with laboratory and technical personnel. IWeco PCU commented that completion of such a detailed tool may be too burdensome for many of the small laboratories in the region, which are often operated by a limited number of technicians. Further, the PCU suggested that a pre-survey may help to define, for instance, the types of tests that are most often needed to monitor environmental health and the responses used to finalise the tool.

133. To advance activities under 2.1.2 and 2.1.3, CARPHA/EHSD proposed sending two staff (a laboratory manager and the Project Officer) physically to all the countries for data collection, which would include the assessment of lab diagnostic capacity, training capacity, sample collection techniques, and assessment of lab quality system, among others. The Project Officer's role would also entail securing country endorsement based on national priorities, including support for non-diagnostic indicators. However, CARPHA/EHSD proposed an increase of the GEF allocation for this activity (budgeted at US\$13,290 GEF and US\$890,025 co-financing).⁸ The IWeco PCU rejected this proposal because it felt that much information already exists from various sources including a Laboratory Capacity Assessment conducted

⁸ *Output 2.1.2 has a much larger GEF allocation but is meant to support in-country applied research.*

by CEHI under IWCAM in 2008 - 2010⁹ and a list of research needs for nine of the ten IWEco countries prepared during the 3rd RPSC meeting held in April 2019 in Santo Domingo.¹⁰ Further, in a coordination meeting between CARPHA/EHSD and IWEco PCU, it was suggested that, in place of physical visits, CARPHA/EHSD could use a questionnaire to obtain inputs from the various environmental laboratories and follow up by telephone and/or email and with involvement of the IWEco NPCs. IWEco PCU further suggested starting with the better-equipped laboratories in the region (such as the CEAC in Cuba) and with guidance from the Research Partnership members. However, CARPHA stated that its experience conducting such surveys in the region indicates that this is not an effective approach for the following reasons: (a) the rate of response to surveys is generally low; (b) there is little opportunity to verify actual needs; and (c) there is no opportunity to verify alignment to national priorities or national endorsement at the highest level.

134. Since the IWEco PCU maintained that these data could be collected through surveys, the two parties agreed that the PCU would take over this activity 2.1.3.2 (through IWEco PCU staff and/or a consultant).

135. Under Output 2.1.3, at the start of the project, CARPHA added an innovative activity: “Public Private Partnership to reduce pollution in the sea from pleasure craft (yachts) and coastal tourism centres”, with a timeline of September 2019 to May 2020. In early 2020, CARPHA finalised the ToR for a consultancy for this activity, which is fully supported by the IWEco PCU. Under output 2.1.4 (Decision Support System), which is led by UNEP-CAR/RCU with inputs from some of CARPHA’s activities, minimal progress has been made and none of the mid-term targets achieved due to the slow execution of relevant regional activities and some of the National sub-Projects. In addition to the technical activities, a social media campaign has been conducted by the IWEco Communications Officer based in CARPHA.

136. RECOMMENDATION

Because of the dependency of other project activities and outputs on Component 2, the delays experienced have resulted in limited technical guidance at the regional level and required support to national activities. To address this and ensure successful delivery in the remaining time, execution of Component 2 activities that are not currently underway may need to be reassigned to other appropriate agencies (including Research Partnership members).

COMPONENT 3

Strengthening Policy, Legislation and Institutional Frameworks

137. Component 3 of the IWEco Project is entitled “Strengthening of the policy, legislative, and institutional reforms and capacity building for Sustainable Land Management (SLM), Integrating Water Resources Management (IWRM)/Water Use Efficiency (WUE), and ecosystem services management.” It is being implemented by the OECS, CARPHA/EHSD, and the IWEco PCU. During 2019, the OECS team emphasised repeatedly the need for the MoU with CARPHA and provided a first draft in early 2019.

⁹ *The existing information referred to is more than ten years old and considered outdated. CARPHA/EHSD stated that it is necessary to conduct a holistic analysis of the current status to inform the purchase of diagnostic equipment in excess of US\$120,000 and that IWEco provides an opportunity to update and support the establishment of environmental surveillance mechanisms in IWEco participating countries and the Caribbean region. Proper verification of capacity, systems, etc. will support sustained impactful use beyond the life of the project.*

¹⁰ *OECS indicated that high-level endorsement would be needed for their member states. CARPHA stated that this list only captured the opinions of participants of the meeting and the national priorities need to be ascertained.*

However, negotiations only started in earnest in the second half of 2019 and encountered some challenges, for example, strong preference by the OECS to define allocations per country, which was not possible; and extensive discussions on how to best cover, to what degree, and by which organisation the ten IWeco countries. Finally, a 2-year MoU was signed in late January 2020 for the period January 2020 – December 2021 and CARPHA has made the first financial disbursement to OECS.

138. The OECS is coordinating the implementation of the two outputs under Outcome 3.1 in the five participating OECS member countries. OECS Environmental Sustainability Cluster serves as the technical lead while CARPHA supports the operational aspects including procurements and reporting and has responsibility for the implementation of these activities in the non-OECS countries (Barbados, Jamaica, Trinidad and Tobago, and Cuba, and Dominican Republic through UNEP-CAR/RCU).

139. Due to the delay in signing of the CARPHA-OECS MOU, none of the mid-term targets have been achieved as at December 2019. However, OECS is coordinating the Governance Partnership together with CARPHA and the first meeting was held in March 2019. In good faith, OECS also prepared the implementation of the various activities during the long period of MoU negotiation. OECS has pertinent networks in each of the five OECS countries and plans to complete all in-country interventions by May 2021 and to finalise all other work and project closure by December 2021 but recognizes the time constraints. A major concern is the impact of the delay in Component 3 activities that are meant to support the sub-Projects in Component 1. Now that Component 3 has started, greater cooperation between the two Components must be promoted in the remaining time.

140. Soon after signing the agreement, OECS, through its Environmental Sustainability Cluster, recruited a Technical Officer to support the pertinent activities in Component 3 and by March 2020 the consultancy to “review and strengthen policy, legislative, and institutional capacity to support sustainable land and water resources and ecosystems management in IWeco Participating states” had advanced to the selection of four consulting firms, which have been asked to submit full proposals.

141. Sub-component 3.2 is coordinated by the IWeco PCU and focuses on capacity building for the implementation of policy and regulatory requirements at national, regional, individual, and institutional levels.

COMPONENT 4

Enhancing knowledge exchange, best-practices, replication and stakeholder involvement

Responsible: IWeco PCU (current lead), PCI Media Impact (former lead), UNDP

142. Component 4 got off the ground relatively early with the contracting of PCI Media Impact (based in New York) in August 2017 for environmental education, communication, and awareness raising activities for all project countries as well as coordination of the PA/PE Partnership. Other members of the partnership, which was formed in 2017, are CANARI, PANOS, and Caribbean Student Environmental Alliance (SEA). UNDP has responsibility for development of the project website, producing a project documentary highlighting the project issues and solutions/achievements including lessons learned across the countries, and convening an IWC conference.

143. The IWeco Communication Specialist joined the PCU in June 2018, and is highly competent and experienced, having worked with similar GEF projects in the region (IWCAM, CREW). PCI Media Impact’s

contract, which was due to end in 31 August 2018, was extended to October 2019 and again to February 2020 and was not renewed (see below). Responsibility for coordination of the partnership was handed over to the IWeco Communication Specialist. CARPHA and Jamaica have each recruited a communication specialist for the project. They should be actively engaged in the PA/PE Partnership to support the other countries with their respective PA/PE campaigns.

144. Members of the PA/PE Partnership were selected based on their respective comparative advantages: CANARI (stakeholder consultation and management and promotion of sustainable livelihoods), PANOS (media relations), and Caribbean SEA (Citizen Science). The major role of the Partnership is to provide support under the regional component and at the national level through application of innovative tools and methods for expanding buy-in and driving behavioural change around the implementation of the national projects. Overall, the partnership has functioned well and has contributed to the success achieved so far in this component. However, the partnership is dormant, with the IWeco Communication Specialist currently handling the communications activities. The PCU plans to reactivate the partnership in June 2020, which is critical to ensure that the needed support is provided to the countries in the remaining time of the project. Based on feedback from one of the members of the PA/PE Partnership, there is need to strengthen the stakeholder engagement and participation aspect. The partnership has an important role in this regard. A discussion of the challenges with respect to PCI Media Impact is given below.

145. Originally, Component 4 had seven outputs but the Knowledge, Attitude, and Practices Survey (KAPS) was removed, as recommended by the PA/PE Partnership because of the existence of an adequate number of KAPS as well as inclusion of KAPS in the work plans of some of the national projects. Of the four substantive project components, Component 4 is the most advanced (along with Component 1) although the level of achievement of individual outputs was variable. Major achievements (see **Annex G**) include training and capacity building activities including workshops, a series of webinars, and production of a media toolkit; training in environmental monitoring, community engagement, and citizen science; preparation of a communication strategy; preparation and dissemination of a range of high quality products including videos, presentations, and bilingual quarterly newsletters (which are widely disseminated via the project website, social media, etc.); social media campaigns; media releases; engagement of a diverse range of stakeholders including local communities, schools, and government officials; and participation of project personnel and stakeholders in national, regional, and international events. However, there is need to establish a greater presence with mainstream media. With respect to IWeco branding, concern was expressed by some respondents that the logo does not reflect the GEF and UNEP.

146. A notable achievement is the development of the bilingual project website in collaboration with UNDP (www.iweco.org). The website is well-designed, comprehensive, and informative. However, it can be enhanced, for example, by uploading other available material such as workshop reports as well as reports already produced by the national projects, and links to the websites of other regional organisations such as UNEP CEP, CANARI and relevant projects (e.g., CReW, CLME+, Pacific R2R project). The MTR notes that knowledge management will become more of a focus with the expected increase in knowledge products in the remaining time. An important consideration is translation of the major knowledge products into both English and Spanish. Other valuable products are the videos of the series of webinars, which should be continually promoted by the PCU to project participants to expand and reinforce learning. An outstanding achievement is the music video 'Breaking up with Plastics', production of which was supported by IWeco and which won the 2020 Telly Award and the Communicators Award of Distinction.

147. At the national level, progress in PA/PE has been variable. Only four sub-Projects (Cuba, Grenada, Saint Lucia, and Trinidad) prepared successful proposals for PA/PE campaigns (see Component 1) and all except Grenada launched comprehensive campaigns with project funds disbursed by PCI Media Impact (US \$10,000 each). However, all six countries have carried out PA/PE activities to some extent, and while PA/PE efforts have been substantial at the local level there is need to strengthen efforts at the national level. Requests from the countries for support from the Communications Specialist have been limited, but this is expected to increase as the National sub-Projects advance. Exchange of information and experiences among project countries (horizontal learning) has been minimal. The more advanced sub-Projects (Cuba, Saint Kitts and Nevis, Saint Lucia, Trinidad) already have gained a wealth of knowledge and experiences that will benefit all the countries and particularly those that are less advanced. Therefore, exchange of information and cross-fertilization among the countries should be actively pursued and facilitated by the IWECO PCU. CARPHA has also recruited a communications officer for the project.

148. The IWECO PCU is taking steps to accelerate delayed Component 4 activities, one of which is the establishment of Communities of Practices (CoP). The Communication Specialist has proposed that the CoP be represented by a discussion group comprising the NPCs, the IWECO PCU, and relevant partners. The MTR Team urges the IWECO PCU to also consider how the CoP can be sustained after the project ends (for example, by institutionalizing it within an appropriate body such as the CAR/RCU and linking it with other relevant projects such as CREW+). This points to a broader issue concerning sustainability of the overall PA/PE programme and associated products following project end. IWECO PA/PE elements should be linked with the UNEP-CAR/RCU's Communication, Education, Training and Awareness Programme. Further, IWECO Project information and knowledge products should remain available through the CAR/RCU website after IWECO ends.

149. Another delayed activity is the preparation of best practice guidelines from the National sub-Projects. The approach to documentation of lessons learned and good practice across all levels of the project is being prepared by the IWECO PCU. In addition, the IWECO PCU plans to convene a webinar (targeted to the NPCs) on IWECO's approach to documenting lessons learned and good practice. This is very much needed since the MTR understands that, in general, it is difficult to get the national participants to think about identifying and developing lessons learned and best practices. Cuba's experience with developing criteria for best practices and preparing a best practice manual should be shared since it can assist the IWECO PCU and the other countries with similar exercises. It is important that development of lessons and best practices is accelerated (as feasible considering the level of advancement of the national projects) since these outputs are linked to Component 3, which focuses on development of policy tools and guidelines abstracted from lessons learned and best practices generated under Component 1 and disseminated via knowledge networks through Component 4. These linkages are important for mainstreaming and uptake of the project results. See discussion on UNDP below.

150. The project design recognises that the absorptive capacities at the national level for the array of knowledge products, etc. generated remain challenged for various reasons. Further, Component 4 aims to, among others, expand buy-in and drive change in attitudes and behaviours around the implementation of the national projects. Assessing the impact of the PA/PE efforts in changing attitudes and behaviour and the extent of uptake of learning by project participants and other stakeholders is needed and can be addressed, for example, through a survey towards the end of the project and using previously conducted KAPS (between 2012 – 2017) as a baseline.

CHALLENGES

151. Several challenges were encountered in the execution of Component 4.

152. **PCI Media Impact:** Although PCI Media Impact facilitated delivery of some important results at the regional level, progress at the national level was slower than expected. Interviews conducted by the MTR Team revealed that PCI Media Impact had difficulty in engaging with the project countries, which could be partly attributed to this company not being fully based and invested in the region. Further, because of particular challenges in the countries (see below), greater support and follow-up was needed from PCI Media Impact to the countries for integration of communication activities into their workplans and for preparation of communication proposals to access the grants. Countries whose sub-Project documents were being revised were not ready to develop communications campaigns at that time. As previously mentioned, only four countries submitted grant proposals. PCI Media Impact also encountered difficulty in transferring money to Cuba (due to the US economic embargo) and with language support for the Spanish-speaking countries. Other issues were PCI Media Impact's substantial operational cost, inability to leverage resources from other partners, and low and uncertain co-finance contributions. Contrary to expectations, PCI Media Impact appeared to operate more like a regular contractor for services rather than an institutional project partner, which could potentially reduce sustainability of project outcomes. It was not clear to what extent PCI Media Impact coordinated activities with the other communications partners and feedback from the other communications partners indicate there has been minimal communication with them.

153. **UNDP:** Two UNDP activities are pending for execution in 2022: Design and dissemination of outreach products (including IW:Learn experience notes) harmonised at the regional level and adapted to local context; and Production of a documentary on the solutions/achievements and lessons learned across all the project countries. These activities can only be executed from around mid-2021 to mid-2022 (or even later if an additional project extension may be necessary following the COVID-19 pandemic) when sufficient achievements, successes, and lessons learned from the National sub-Projects are expected to be available. However, the late start-up of the National sub-Projects has delayed these activities, further compounded by the extension of the project to August 2022 for technical completion. This means that an extension is required of UNDP's contract, which was signed in October 2016 with an estimated closure date of October 2020. The complication is that based on UNDP's rule that limits extension of projects by no more than 12 months, the contract can only be extended until October 2021, creating a challenge in synchronization with the national projects. The MTR was informed that UNDP is exploring different options such as seeking an exemption from UNDP HQ to this rule or transferring the funds to UNEP (as the implementing agency) for execution of the activities by UNOPS. In assessing this option, payment of management fees to UNOPS will have to be taken into account. At the time of writing this report, UNDP was still in the process of finding a feasible solution.

154. **National level:** Challenges include the slow start-up of national projects and different stages of implementation, variable capacity among the project countries for PA/PE, slow response to the IWEco PCU from some countries, limited communication and exchange of information and experiences among project countries (due in part to the different stages of advancement of the national projects and the language barrier), and limited participation in the webinars.

155. LESSONS

- Building institutional capacity in PA/PE and rolling out communication campaigns require significant time and sustained effort. It therefore requires an individual specialist or a group of appropriate experts to be dedicated to PA/PE throughout the project.
- Success is highly dependent on the extent to which the partner or expert responsible for leading the PA/PE component is vested in the region and engages with the countries and understands the national contexts.
- A regional partnership is an effective strategy to support PA/PE activities at the regional level and ensure harmonization among the countries in their respective PA/PE campaigns, and importantly, to help sustain project results.

156. RECOMMENDATIONS

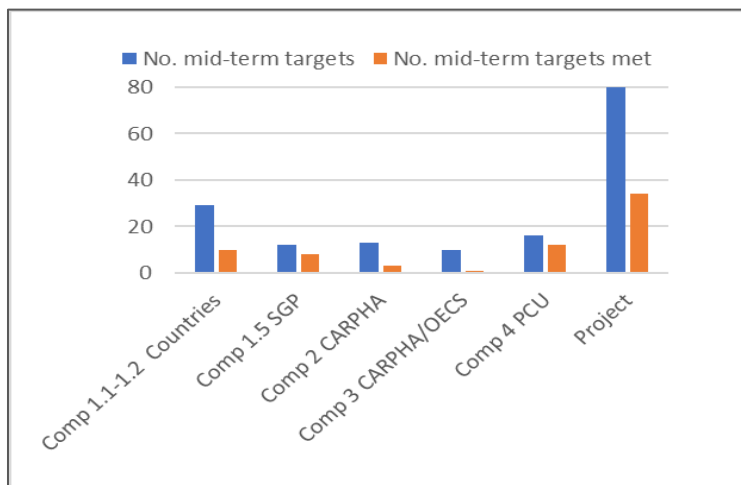
To the PCU:

1. Strengthen and more closely engage the PA/PE Partnership for advice and contributions according to their respective areas of expertise, and directly contract their services as needed. Particular attention should be paid to supporting the countries in their communication and PA/PE campaigns and harmonizing these campaigns across countries and with the regional project components.
2. Accelerate identification of lessons learned and best practices including developing the guidelines for lessons learned and best practices and work with the countries with advanced projects to begin preparing lessons learned and best practices.
3. Identify opportunities for and strengthen horizontal learning and information exchange among project countries including through exchange visits and online platforms. Promote use of the recordings of the past webinars to expand and re-enforce learning and explore opportunities for extending training through online platforms.
4. Develop and implement a mechanism to monitor and assess the impact of the PA/PE campaigns in changing stakeholder attitude and behaviour at all levels and to assess the impact of capacity building efforts among local communities.
5. Identify opportunities for institutionalizing and sustaining the PA/PE Partnership and the CoP after the project ends.
6. Make key documents and training material available in both English and Spanish. This will require identifying the necessary funds if these have not been previously budgeted for.

PROJECT LEVEL

157. Assessment of progress towards planned mid-term targets at the project level is shown in **Figure 2**. Despite partner expenditure of 44% of the total budget, delivery at mid-term is extremely low with only 36 out of 80 (45%) planned mid-term targets having been met (some only partially). While the IWEco Project is gaining traction following many challenges in the first three years, there is a high risk that it cannot be satisfactorily completed in the remaining time of two years unless corrective actions are taken in a timely manner.

Figure 2. Achievement of mid-term targets across project components and the IWEco Project as a whole, as at December 2019 (based on the regional results framework)



ii. Achievement of Direct Outcomes

158. Although the project is only mid-way, already there is some evidence of partial achievement of outcomes in Components 1 and 4. Based on the progress to date in developing the technical outputs and the capacity building and awareness-raising/information dissemination efforts, the project is on track to achieve the outcomes if execution is ramped up in the remaining time. The following presents a summary of the status of the outcomes for each component at the regional level.

Component 1

Outcome 1.1: Verifiable, evidence-based stress reduction at project sites through appropriate sustainable water, land and ecosystems management interventions that account for climate change.

159. Based on the outcome indicators related to stress reduction (investments in improved water, wastewater, land, and ecosystems management; and area of landscape under active improved management), the project has made some progress towards achieving this outcome. This is evident, for example, in Saint Lucia and Trinidad with the rehabilitation and reforestation (including agro-forestry in Saint Lucia) of several hectares (total) and intervention to control erosion and sedimentation in Trinidad (see Outputs section). In addition, investments are being made in improved water, land and ecosystem management in Saint Kitts and Nevis, and through initial studies in Jamaica. Other projects already completed under the SGP such as installation of bio-digesters for farm waste in Cuba and combating land degradation in Saint Kitts and Nevis also contribute to this outcome. On the other hand, it is too early for the stress reduction measures to have significant impacts such as improved biodiversity and water quality, which are other indicators for this outcome. The MTR Team notes that the countries are not yet actively monitoring the impacts of the stress reduction measures already in place. The countries should ramp this up and establish quantitative baselines where these are lacking. Other stress reduction measures such as wastewater management were still in the planning stages as at December 2019. Once the interventions become well-established and are maintained, it is likely that the expected outcomes will be achieved in the longer term.

Outcome 1.2: Enhanced livelihood opportunities and socio-economic co-benefits for targeted communities from improved ecosystem services functioning.

160. There has been some progress towards this outcome for example through the SGP projects in Saint Lucia (Sustainable employment for youth using indigenous fruits in and outside of the Qualibou Caldera) and Saint Kitts & Nevis (Water harvesting and storage to supply organic farm system). In Saint Lucia, a new value chain was established, and the women entrepreneurs won the 2018 Youth in Entrepreneurship. Other opportunities for creating or enhancing livelihoods and socio-economic benefits have been identified and relevant training provided to local communities, but creation of enterprises and revenue generation have not yet been attained. In addition, activities related to other socio-economic benefits foreseen such as improvement in the supply of clean water and wastewater treatment are behind schedule. More focus is needed on these aspects in the remaining time since they are among the weakest in Component 1 and have implications for sustainability of project results.

161. A central aspect of Component 1 and of the project is incorporating climate change considerations into the interventions to enhance the resilience of socio-ecological systems to the impacts of climate change. Resilience is a multidimensional issue and each national project addresses certain aspect(s) or building block(s) of climate resilience. These interventions are expected to build ecological resilience to climate change impacts. Furthermore, the project aims to contribute to building socio-economic resilience through creation of livelihoods that are linked to the technical solutions. However, socio-economic resilience is multifaceted and goes beyond livelihood creation. While addressing the other aspects of socio-ecological resilience may be outside the scope of the project, it can help to identify gaps that can be addressed in future initiatives.

Component 2

Outcome 2.1. Strengthened national and regional systems for monitoring of environmental status with respect to key international agreements

162. The IWECO Project aims to enhance a truly integrated approach to resource management in the Small Island Developing States of the Caribbean. It therefore brings together national projects that demonstrate proven or innovative approaches with targeted support by regional agencies. The central focus is to bring complementarity to regional and national monitoring of environmental factors. The indicators for this outcome include: (a) an indicator framework which is adopted and mainstreamed in socio-economic planning and the assessment of environmental status; (b) application of data capture systems to enhance decision making; and increased capacity among stakeholders at national and regional levels to use these more integrated data systems.

163. The National Sub-projects and the regional support have not come on stream in a coherent way and at the time of the mid-term review there is still much disconnect. Some data systems are being developed and more synergy may be achieved between the work of environmental health laboratories in the region. Limited training has been provided (public health surveillance; ecosystem valuation and carbon sequestration), but technical exchanges between the countries participating in IWECO and regional institutions are still limited. Overall, a concerted effort will be needed by regional as well as national partners to make progress towards this outcome.

Component 3

Outcome 3.1. Strengthened national policy and legislation for the effective management of water, land and ecosystems resources that account for climate change.

164. Although some National sub-Projects have made progress on policies and legislation pertinent to the sustainable management of land, water, and ecosystems (Antigua and Barbuda, Saint Kitts and Nevis), the regional aspect of this work has not taken off as yet. Therefore, progress towards a more integrated regional and national approach is delayed. With the signing of the CARPHA-OECS agreement in early 2020 execution has commenced and is gaining momentum. It is expected that the interventions of Component 3.1, for instance the assessments, will inform other IWeco interventions.

Outcome 3.2. Strengthened capacity of national and regional institutions and other stakeholders for water, land, and ecosystems management that accounts for climate change.

165. Although some training and capacity building activities under Components 1 and 2 have contributed to the capacity of national and local stakeholders and some National Inter-Sectoral Committees have been established or strengthened, little progress has been made toward this outcome. When more integration between national and regional IWeco activities is achieved, it is expected that the IWeco PCU will have greater ability to encourage and facilitate interactions between stakeholders, which will contribute towards the achievement of this outcome.

Component 4

Outcome 4.1. Improved engagement and information access for practitioners and other stakeholders through targeted knowledge sharing networks.

166. This outcome is already partially achieved in relation to the indicator on enhanced stakeholder networking and knowledge sharing towards implementation of solutions across the Caribbean and other SIDS regions. The PA/PE Partnership is instrumental in achievement of this outcome. There are good prospects for full achievement of this outcome in the remaining timeframe as additional knowledge is generated by the project and the Community of Practice becomes operational. Efforts need to be strengthened to engage with and share information particularly between the English- and Spanish-speaking countries including through making key documents available in both languages. An important consideration is the impact of improved information access and knowledge sharing in changing attitudes and behaviours and in sustaining project results. Assessing the effectiveness of this outcome at a higher level is recommended, for example, through a KAP survey towards the end of the project.

167. Evaluation of achievement of expected project outcomes and objectives as well as attribution between UNEP's intervention and the direct outcomes will be analysed in detail in the terminal evaluation. The existence of multiple initiatives in the participating countries (and in some countries in the same general project area) that are similar to IWeco, evidence of attribution of direct outcomes to IWeco may be challenging in some cases.

iii. Likelihood of Impact

168. At the time of the mid-term review, it is too early to estimate the level of sustained impact of the IWeco Project. Overall, it seems unlikely because the stakeholders are not yet utilizing this opportunity

and applying an integrated approach to solve concrete environmental management issues. Some of the regional agencies seem too weak to apply relevant supportive actions. For instance, CARPHA/EHSD does not have a travel budget at its disposal and seems understaffed to maintain proper working relationships with the environmental health actors in its member states. UNEP misses the higher-level support needed to bring institutions and agencies together to advance regional cooperation.

169. However, it is likely that significant impact may be derived from specific actions conducted under IWEco. In Saint Kitts and Nevis, the National Sub-project fosters collaboration between various government agencies, which may well contribute to sustainability. Regarding mining/ quarries/ areas of special concern and environment, a major factor is that the Department of Environment has a strong coordinating and enforcement role and brings together entities around the cohesive development of legislation on quarrying and sand mining. This could be an excellent example for the region. In Jamaica, if a combination is achieved of effective preservation of biodiversity in the Negril Morass, and the establishment of the Oceanarium and Interpretation Centre, IWEco will have contributed to fundamental change. Similarly, at the regional level, the compendium of indicators or effective reduction of pollution from pleasure vessels could contribute to significant impact. Progress in land/quarry rehabilitation with the engagement of local communities and the private sector (Trinidad and Saint Lucia sub-Projects) indicates significant potential for long term impact. This could be even higher if the livelihoods and revenue generating aspects are successful. The general impact is based on stakeholders fully collaborating, which requires a considerable amount of work, both by strengthening processes within and between institutions, installing feasible solutions to the environmental problems, and demonstrating tangible benefits to stakeholders.

170. The decision support tree used to estimate the likelihood of project impact is illustrated in **Annex I**. The drivers and assumptions articulated in the project's TOC are sound. If the drivers are realised, it can be expected that the impact will be achieved. The MTR Team considers the likelihood of impact of the IWEco Project to be **Moderately Likely**.

171. Based on the overall slow progress and low delivery of results at mid-term, the MTR rating for the IWEco Project on Effectiveness is **Moderately Unsatisfactory**.

E. FINANCIAL MANAGEMENT

BUDGET MANAGEMENT

172. As a result of UNEP's decision that the UNEP-CAR/RCU would be the lead executing agency instead of CARPHA/EHSD in Saint Lucia, a major and challenging revision of the GEF budget had to be done at an early stage, covering a number of considerations:

- The staffing of the IWEco Project was increased from 5 full-time employees (3 at CARPHA and 2 at CAR/RCU) to 7 (5 at CAR/RCU and 2 at CARPHA);
- UN professional staff carries a higher cost than CARPHA staff;
- Travel costs across the project increased since Jamaica is less central for most of the IWEco countries than Saint Lucia.

173. The revised budget for GEF funding and co-financing was submitted in January 2018 and is included in **Table 4** below. IWECO PCU staff costs¹¹, non-expendable equipment and premises costs are reflected under Component 5. Because of the significant increase of the cost of Component 5, the budget revision resulted in reductions of the budgets for GEF funding of Components 2, 3, and 4. Staff travel is included in the pertinent activity budgets. Component 6 covers the cost of the MTR and the terminal evaluation of the project.

174. Due to this development, the modified IWECO budget for GEF funding is very lean for the massive number of planned activities. Another challenge was the delay by UNEP to establish the PCU and launch the project, contributing to the late start of several national activities and of most regional activities. For this reason, the third RPSC meeting (April 2019) endorsed a project extension from the original end date of September 2021 to August 2022 for technical activities and August 2023 for administrative closure. This extension was questioned by the UNEP Task Manager because it increased the cost of the PCU as reflected under Component 5. Although there could be a gradual decrease in technical staff at the end of the project, there will be a financial gap to be financed from savings on GEF funding expenditures in Components 1–4. The detailed budget for the extension therefore needs to be established to assess its feasibility. Of note is that the project budget is revised annually.

175. Another GEF-funded staff position was created at OECS for the period early 2020 to December 2021. The two CARPHA positions and the OECS position are budgeted under Components 2 and 3.

176. A further consideration is that the extension agreed by the RPSC is not immediately implementable by all the partners. For instance, as discussed under Component 4 (Effectiveness section of this report), UNDP (engaged in the design of products under Component 4) cannot easily extend its contract for its engagement in IWECO, due to its internal rules. The GEF/SGP has already committed most of the small grants (see Component 1 in the Effectiveness section of this report).

177. The lead IWECO Executing Agency, UNEP-CAR/RCU, does not receive a fee for services rendered under the project except for a modest contribution to the rent and utilities of the office. The Management and Finance and Administration sections of UNEP-CAR/RCU provide services to the project, which is recorded as co-financing. The IWECO PCU has two support staff. Within UNEP-CAR/RCU, the project is included in the work plan of the Assessment and Management of Environmental Pollution (AMEP) programme. However, it is to be noted that in the first project year following inception and before the PCU was established, CAR/RCU incurred expenditures from the IWECO budget for travel and procurement.

¹¹ *The recruitment of several staff took much time. After delayed recruitment of the RPC, the Communication Officer was only brought on board in June 2018. One support staff moved from CAR/RCU to the PCU.*

Table 4. overview of budget and expenditures of the IWEco project per 31 December 2019

Output description	Budget GEF-financed (US\$)	Budget GEF-financed revision 2018 (US\$)	Budget co-financing revision 2018 (US\$)	Committed & Spent GEF-financing per 31 March 2020 (US\$)	GEF funding spent (%)	Spent co-financing (latest reports) (US\$)	Co-financing spent (%)	Balance GEF-financing per 31 March 2020 (US\$)	Balance co-financing (US\$)
COMPONENT 1	12,303,414	12,303,414	26,558,743	2,839,529	23.1	2,092,670	7.9	9,463,885	24,466,073
National sub-Project Antigua and Barbuda	1,215,685	1,215,685	2,596,638	48,024	4.0	50,297	1.9	1,167,661	2,546,341
National sub-Project Cuba (fieldwork)	700,000	700,000	2,886,140	148,482	21.2	359,937	12.5	551,518	2,526,203
National sub-Project Cuba (procurement) ¹²	1,469,685	1,469,685	NA	745,868	50.8	NA	NA	723,817	NA
National sub-Project Dominican Republic	1,430,646	1,430,646	2,500,000	0	0.0	0	0.0	1,430,646	2,500,000
National sub-Project Jamaica	3,114,685	3,114,685	10,343,678	145,073	4.7	37,979	0.4	2,969,612	10,305,699
National sub-Project Saint Kitts and Nevis	999,685	999,685	3,273,775	123,732	12.4	56,785	1.7	875,953	3,216,990
National sub-Project Saint Lucia	729,685	729,685	1,475,761	483,416	66.2	0	0.0	246,269	1,475,761
National sub-Project Saint Vincent & Grenadines	999,685	999,685	1,608,875	0	0.0	0	0.0	999,685	1,608,875
National sub-Project Trinidad and Tobago	643,658	643,658	873,876	144,934	22.5	1,072,075 ¹³	122.7	498,724	-198,199
GEF/SGP	1,000,000	1,000,000	1,000,000	1,000,000	100.0	515,597	51.6	0	484,403
COMPONENT 2	1,228,124	1,043,782	12,270,500	219,035	21.0	4,419,991	36.0	824,747	7,850,509
CARPHA	944,274	759,932	7,335,475	145,234	19.1	4,294,498	58.5	614,698	3,040,977
CAR/RCU	283,850	283,850	4,935,025	73,801 ¹⁴	26.0	125,493	2.5	210,049	4,809,532

¹² UNOPS is contracted to execute procurement of equipment and materials and is not providing co-financing.

¹³ The co-finance report is expected to be re-submitted.

¹⁴ Quarterly expenditure reports have not been forthcoming from CAR/RCU. The latest progress report indicates 26% execution to date, that percentage was used to calculate expenditure thus far at US\$73,801.

Output description	Budget GEF-financed (US\$)	Budget GEF-financed revision 2018 (US\$)	Budget co-financing revision 2018 (US\$)	Committed & Spent GEF-financing per 31 March 2020 (US\$)	GEF funding spent (%)	Spent co-financing (latest reports) (US\$)	Co-financing spent (%)	Balance GEF-financing per 31 March 2020 (US\$)	Balance co-financing (US\$)
COMPONENT 3	2,382,667	2,567,008	9,392,953	0	0.0	0	0.0	2,567,009	9,392,953
OECS	1,593,519	1,777,861	3,460,153	0	0.0	0	0.0	1,777,861	3,460,153
PCU	789,148	789,148	5,932,800	0 ¹⁵	0.0	0 ¹⁶	0.0	789,148	5,932,800
COMPONENT 4	1,387,895	1,387,895	11,540,000	1,023,420	73.7	0	0.0	364,475	11,540,000
PCI-MEDIA	453,541	379,701	3,962,210	379,701	100.0	0 ¹⁷	0.0	0	3,962,210
UNDP	500,000	500,000	1,885,500	371,450	74.3	0 ¹⁸	0.0	128,550	1,885,500
PCU	434,354	508,194	5,692,290	272,269	53.6	0 ¹⁰	0.0	235,925	5,692,290
COMPONENT 5	3,320,473	3,320,473	1,542,162	1,392,179	41.9	0	0.0	1,928,294	1,542,162
PCU	3,320,473	3,320,473	1,542,162	1,392,179	41.9	0 ¹⁰	0.0	1,928,294	1,542,162
COMPONENT 6	100,000	100,000	156,297	37,500	37.5	0	0.0	62,500	156,297
PCU	100,000	100,000	156,297	37,500	37.5	0 ¹⁰	0.0	62,500	156,297
TOTAL	20,722,573	20,722,572	61,460,655	5,511,663	26.6	6,512,661	10.6	15,210,910	54,947,994

¹⁵ To date, expenditures made for these outputs have been covered under Component 5 (PCU staff salaries).

¹⁶ UNEP Co-financing will be calculated at a later stage.

¹⁷ No co-finance information for these outputs has been provided by PCI Media.

¹⁸ No co-finance information for these outputs has been provided by UNDP.

FINANCIAL MANAGEMENT

178. IWEco is a complex project and the largest GEF-funded project in budgetary terms that UNEP is currently implementing. The overall financial management is done by the IWEco PCU, which authorises financial transfers to co-executing partners and the participating governments. These transfers are being done from the UNON based on instructions from the IWEco PCU. This arrangement has generally functioned well, except for two cases regarding transfers for National sub-Projects, where UNON did not transfer funds in the manner requested. For the sub-Project in the Dominican Republic, mistakes were made twice. The Ministry of Environment requested UNDP-Dominican Republic to manage the funds for the National sub-Project, since the Ministry was not in a position to receive the funds and mobilise them rapidly. Therefore, the PCU requested UNON to send the project advance to UNDP with the instruction to manage the funds on behalf of the Government according to the project document. However, in May 2019, UNON sent the advance directly to the Ministry of Environment based on the PCA between UNEP and that Ministry. After a period of negotiation, the funds were returned to Nairobi by the Ministry in September 2019. Subsequently, in October 2019 UNON resent the transfer to UNDP but with a finance authorisation that did not permit UNDP to manage the funds on the Ministry's behalf. This while it was already agreed that disbursements by UNDP would be documented by signed payment requests from the Deputy Minister of Environment. Negotiations were finally resolved 6 months later, in May 2020. As such, the start of the project was delayed for over a year based on an incorrectly articulated financial authorisation by UNON. It was finally resolved due to the input of the Deputy Minister of International Affairs following 'silent diplomacy' between UNDP, IWEco RPC, and the Ministry.

179. The other case relates to the National sub-Project in Saint Vincent and the Grenadines. On 11 May 2020, it became known that UNON had ignored the IWEco PCU's communication to wire a transfer to UNDP-Barbados to be managed by them according to the project document of the National sub-Project. UNON had transferred a cash advance to UNDP-Barbados with instruction to '*transfer the amount to the Ministry of Agriculture etc. of Saint Vincent & the Grenadines*'. At the time of preparing the MTR report, UNDP was reviewing if the funds received can still be used by them for the execution of the National sub-Project, in accordance with the superseding UN-to-UN Agreement. If this is not possible, the funds will have to be returned to Nairobi and a new transfer request initiated. This situation is unacceptable and should be addressed at higher levels in UNEP.

180. Regarding the financial management of Components 2 and 3, there was delay in the submission of common project management tools by CARPHA to the IWEco PCU. Following the signing of the PCA in August 2018, the PCU requested CARPHA to submit a procurement plan and a costed work plan. Only in March 2019 was the work plan submitted, but without the costings. At the same time, EHSD submitted a budget for their engagement in IWEco, but not the required procurement plan. As at June 2019, ten months after the signing of the PCA, CARPHA had still not submitted a costed work plan and a procurement plan.

181. The IWEco PCU, therefore, hired a consultant to assist CARPHA in the preparation of these two documents.¹⁹ The assignment was implemented between late June and end of July 2019 through working

¹⁹ *The consultancy was carried out by Jan Voordouw. It aimed to show within the costed work plan and sub-plans:*

- *How CARPHA/OECS will execute the various activities;*
- *How each of the proposed activities fits in with national and regional needs (a matrix showing how much regional support/capacity building versus national support should be included in the costed work plan. It is*

sessions at CARPHA (Port-of-Spain and Morne Fortune), the OECS offices (Morne Fortune), and the IWECO PCU in Kingston.

182. All procurement for the CARPHA and OECS activities of Components 2 and 3 are done by CARPHA. The CEO-endorsed IWECO project document states that procurement should be administered according to the executing agency's protocols. CARPHA's Procurement and Supply Management Unit (PSMU), which is based at its headquarters in Port-of-Spain (Trinidad and Tobago), is responsible for all purchasing and contracting functions of CARPHA headquarters and foreign purchases for the Saint Lucia and Jamaica campuses. The latter campuses are only responsible for local purchases.

183. The PSMU informed the consultant on 18 July 2019 that they were not requested previously by EHSD to assist in the preparation of the project's procurement plan. It was noted that a procurement cycle normally lasts approximately three months. Therefore, it would be difficult to execute all the CARPHA activities within the 22 months left. With assistance of the consultant, the procurement plan was prepared following the CARPHA Procurement Manual, which describes six procurement methods. It was finally submitted by CARPHA/HQ to IWECO PCU in September 2019.

184. A number of purchases had already been effected by CARPHA/EHSD between October 2018 to September 2019. These purchases are included in the financial report submitted to the PCU in September 2019, including the procurement of staff, except for one item: the procurement of a pickup truck, which was purchased in February 2019. CARPHA/PSMU recognised this purchase as a breach of regulations. There was no impact on the Project, as evidenced in the financial report.

185. There were no financial management issues with the other regional partners (PCI Media Impact, UNDP, UNEP-CAR/RCU, and GEF/SGP).

FINANCIAL SPENDING

186. At mid-term, overall spending of the GEF funds is very low, with only 26.6% committed or spent per 31 March 2020 (see **Table 4**). Most of this spending and commitment were done under Component 4 (73.7%). Under Component 1 (23.1% spent or committed), only GEF/SGP, Saint Lucia, and Cuba show a higher than 50% spending/commitment, Saint Kitts and Nevis and Trinidad and Tobago show between 10-25%, while Jamaica and Antigua and Barbuda have spent/committed less than 5%. Under Component 2, overall spending/commitment is 21.0%. Component 3 shows 0% while components 5 and 6 have spent/committed around 40%.

187. With regard to co-financing, little information is available. Overall, only 10.6% of the pledged co-finance has reportedly been realised, with Trinidad and Tobago, CARPHA, and GEF/SGP having met or exceeded their pledges by 50% or more. The excellent justifications of co-financing provided by the sub-Project in Saint Kitts and Nevis serve as example of estimation of co-finance.

acknowledged that a relative larger portion of national needs can be covered under regional capacity building);

- *The partner institutions to be involved;*
- *The budget (including realistic amounts of co-financing);*
- *The timeframe of the specific interventions leading to the output deliverables;*
- *Progress monitoring aspects (including indicators) for component 2 and 3;*
- *Communication aspects, in synergy with the IWECO Communication Strategy.*

188. **Antigua and Barbuda:** By the end of 2019, GEF funds spent amounted to US\$48,024 (4% of the allocated amount) and the co-financing used amounted to US\$50,297 (1.9% of the pledged amount). No GEF expenditures were reported for Q2, Q3 and Q4 of 2019, demonstrating that the sub-Project indeed came to a halt from Q1/2019 (although some activities continued through co-financing).

189. The UN Office of Internal Oversight Services recently performed an audit on the UN projects being implemented in Antigua and Barbuda. The audit did not show any irregularities. However, several recommendations were made to strengthen financial control, based on the following observations:

- To manage payments of shared costs, DoE manages an Operational Account. Transfer of funds from individual project accounts to the Operational Account has been based on budgetary estimates and not actual amounts required for payment of the shared costs. Actual costs paid out from this Operational Account were in most cases different from the estimated amount transferred into the account. DoE did not track the actual amounts spent from the operational account for each project and the balances outstanding in the account per project. As a result, the balance in the operational account could not be distinguished between the different projects.
- The project budgets were not maintained in QuickBooks. As a result, actual budget analysis was not done in the system and therefore proper budgetary controls were not implemented. This presented a risk of budgetary overruns due to inadequate tracking of actual costs against budget. There is therefore need for DoE management to fully automate the system to ensure that project budgets are tracked within the system.

190. A number of weaknesses originated in 2017, following the passage of Hurricane Irma. Based on this audit, the Government of Antigua and Barbuda has reinstated the Audit Committee and external auditors are also being used once more, and many other improvements are being made.

191. **Cuba:** By 31 March 2020, Cuba had reportedly spent/committed 21.2% of GEF funding for field work, and over 50% for procurement (see Table 4). However, about 80% of procurement has already been completed by UNOPS (according to UNOPS and confirmed by the IWECO RPC during a mission to Cuba in February 2020). The expenditure coefficient (percentage of allocated funds spent on execution of activities only) was 9% as at 30 June 2019 and 17% in April 2020.

192. **Dominican Republic:** See above under the Financial Management section.

193. **Jamaica:** By 31 December 2019, only US\$108,519 of GEF funding was spent/committed (3.5%). The first quarter of 2020 saw US\$36,554 spending, making the total US\$145,073 (4.7%). The expenditure coefficient (percentage of allocated funds spent on execution of activities only) was only 2% by April 2020. On 30 June 2019, only US\$5,649 of co-financing was spent. The low spending is a great concern. Although the absence of fiscal space was mentioned as a barrier in earlier reports, this is no longer an issue, and funds can now be paid in tranches. The co-financing was budgeted at over US\$10m. However, the actual co-financing will be much lower than planned since a contributing project financed by the UN Adaptation Fund (US\$5.6m) was cancelled. The Tourism Enhancement Fund (TEF), which has committed US\$3.7m, will help finance Components 3 and 4 of the sub-Project based on a marketing and management plan. NEPA is trying to reduce costs, since the project is under-budgeted.

194. **Saint Kitts and Nevis:** GEF funds expenditure by 31 December 2019 amounted to US\$84,920 (8.5%) with co-finance spending at US\$45,640. The expenditure coefficient (percentage of allocated funds spent on execution of activities only) was 6% as at April 2020, indicating slow execution. The co-finance report

of Saint Kitts and Nevis should be commended, since it lists charged hours and hourly rates and other clear specifications (done based on IWCAM experience, tracking civil servants involved, materials provided; it is tracked quarterly). Other projects, which may provide inputs, have not been included yet in the co-financing calculations. The budget for 2020 comes to US\$426,582. One tranche was received at end of 2018. The second tranche will probably be requested by mid-2020.

195. **Saint Lucia:** The total GEF funds spent/committed by 31 March 2020 amounts to 66.2%. The expenditure coefficient (percentage of allocated funds spent on execution of activities only) was 27% as at 30 June 2019 and 34% in April 2020, indicating slow execution.

196. **Saint Vincent and the Grenadines:** This sub-Project has not incurred any expenditures yet due to a delayed start. The sub-Project funds will be managed by UNDP Barbados (UNDP's Regional Office for the Eastern Caribbean), which is establishing a PCU with three staff members in Saint Vincent and the Grenadines. UNDP will handle procurement (pay vendors, hire/pay staff and consultants to undertake activities, etc.) and provide services according to the PCA and project document. Since it is a nationally implemented sub-Project, the procurement guidelines of the country will be used. All payments will be made by UNDP, which will manage the funds in its own account. In close collaboration with the national executing agency, UNDP will provide technical progress reports as well as financial expenditure reports to the IWECO PCU.

197. **Trinidad and Tobago:** The expenditure coefficient (percentage of allocated funds spent on execution of activities only) was 22.5% as at 31 December 2019 and 46% as at April 2020. This shows satisfactory progress in execution in terms of spending. Spent co-financing exceeded the pledged amount due to extensive preparatory work in the quarries conducted by the EMA using its own resources.

198. Because of the issues regarding disbursement of funds from UNON, overall low spending by the co-executing agencies, and other problems encountered, the MTR rating for Financial management is **Moderately Unsatisfactory**.

F. EFFICIENCY

199. The project was submitted to the GEF in May 2014 and endorsed by the GEF CEO on 15 April 2015. It experienced a 17-month delay between GEF CEO endorsement and actual start on 20 September 2016, when the inception meeting was held. Furthermore, it was not until May 2017 that the first disbursement was made. With a planned duration of 60 months, the end date was initially 19 September 2021. However, at its third meeting in April 2019, the RPSC agreed to request a no-cost extension from the GEF of the regional IWECO Project to 31 August 2022 for completion of technical activities and to 31 August 2023 for financial and administrative closure. As management or project support costs cannot be increased in cases of no-cost extensions, an increase in unstated costs to the implementing and executing parties will be incurred. The financial implications of the extension on the budget is discussed in the section on Financial management.

200. Not surprisingly, the delayed start of the regional project interventions had knock-on effects on the National sub-Projects. This was exacerbated by various hurdles encountered in the countries, which led to further delay in start-up of the national projects (see Preparation and Readiness section of this report). Weak capacity at all levels in the project countries require constant support and/or technical and managerial assistance, which is provided by the IWECO PCU staff including through missions to the respective countries. This is time and cost intensive.

201. The situations described above have reduced project efficiency. This is being exacerbated by the unprecedented and ongoing COVID-19 pandemic. Several project participants have already signalled to the MTR that the pandemic will further hamper execution of some activities and additional time will be required. Clearly, this will have budget implications and reduce efficiency. The IWECO PCU will need to carefully assess, in consultation with project partners and the RPSC, the impact of the pandemic along with overall progress and challenges and chart the way forward to ensure satisfactory completion of the project. This will require judiciously prioritizing activities and outputs on a case-by-case basis at the national and regional levels, and if deemed necessary, identify any that can be cut or scaled back without jeopardizing achievement of the expected outcomes and objectives. As previously mentioned, there is need to also consider if a further project extension (up to 12 months until August 2023 for technical completion) will be necessary due to the pandemic, along with the budgetary implications.

202. Efficiency was also affected by the modification of the original executing modalities from CARPHA to the UNEP-CAR/RCU as the lead executing agency. The implications for staff recruitment and the project budget are discussed in the Financial management section of this report. Further, the UNEP-CAR/RCU co-finance contribution anticipated in the CEO Endorsement Document has not been realised and instead, the project contributes to UNEP-CAR/RCU (office rent, furniture and equipment, etc.). At times, UNEP's rules and requirements, including the IWECO PCU having to request approvals for travel, etc. from UNEP Headquarters in Nairobi, create unnecessarily delays or affect activities such as staff travel that the RPC deems necessary. The MTR consultants' visit to the project countries scheduled for February 2020 had to be postponed due to the 21-day requirement in advance of any travel (which was not feasible at the time because the consultants' final contracts were issued late due to errors in the initial contracts). The request was finally approved for travel in March but by that time borders had closed due to the COVID-19 pandemic and the mission could not take place. The new administrative and financial systems of UNEP (UMOJA) adds some complexity to budgeting and approval processes.

203. Another factor that reduces efficiency is the transaction costs and coordination challenges associated with engagement of multiple key partners and countries with whom agreements have been signed. Efforts to mitigate this include allowing the main executing agencies contracted by UNEP to issue sub-contracts: MOU between CARPHA and the OECS for Component 3, contracting of other members of the PA/PE partnership by PCI Media Impact, contracting of UNOPS by UNDP, and transfer of funds for the IWECO-SGP initiatives directly by the GEF to the SGP. Implementing a series of national projects, using a harmonised approach, that will contribute to regional objectives is potentially highly cost-effective. However, the MTR notes that the overall project is still very fragmented, with limited cross-fertilization and exchange among the countries and the partners responsible for the regional components. There is need to consolidate the various activities and results, and for countries to increase sharing of knowledge and experiences as well as to strengthen vertical linkages between the national and regional components, which will increase efficiency.

204. The partner and countries expenditure coefficients (see the Financial management section) show that although the support/oversight system through the IWECO PCU is in place and funds are available, the level of execution of activities in the field and delivery of mid-term targets is extremely low. This is corroborated by the slow progress in many of the activities at both the national and regional levels (see the Effectiveness section of this report). There is good potential to increase efficiency since execution is expected to be ramped up in the remaining time of the project.

205. Factors that increase efficiency and cost-effectiveness include:

1. Partnering with various agencies and institutions according to their respective comparative advantages to achieve specific outcomes, for example, the GEF SGP to enhance the livelihoods component; PCI Media Impact, CANARI, Panos Caribbean, and Caribbean SEA for PA/PE; CARPHA and UNEP-CAR/RCU for Component 2; and OECS for Component 3;
2. Linking with UNDP's country assistance strategies and harnessing its country offices to support execution of the national projects (including joint execution of IWEco and another GEF project in Saint Vincent and the Grenadines);
3. Aligning the SGP projects covered by parallel core SGP funds with the IWEco Project so that they contribute to overall IWEco objectives;
4. Location of the IWEco PCU within the UNEP-CAR/RCU and with assistance provided to the project by existing UNEP-CAR/RCU staff members;
5. Utilizing online platforms for training and PA/PE (webinars, etc.), which enables a larger number of persons to be reached;
6. Execution of a series of harmonised National sub-Projects from which the outcomes and experiences will be integrated and harmonised at the regional level to obtain regional and global benefits;
7. Execution of the National sub-Projects by existing government structures rather than establishing new structures;
8. Building on the experience and foundation established by other projects notably the GEF IWCAM and the Pacific R2R projects as well as by numerous national initiatives supported by bilateral donors.

206. The terminal evaluation will assess if the project was executed within budget.

207. Because of the late start and need for several no-cost extensions as well as continuing delays, the MTR rating on Efficiency is **Moderately Unsatisfactory**.

G. MONITORING AND REPORTING

i. Monitoring Design and Budgeting

208. The monitoring design follows standard GEF and UNEP procedures. The umbrella IWEco Project document and each of the national project documents contain a results framework, which is the principal instrument for monitoring of implementation progress. Each results framework consists of key indicators, baseline, mid-term and end of project targets for the objective, outputs, and outcomes, means of verification, and risk and assumptions. The results frameworks for the national projects mirror that of the regional project and employ the GEF tracking tool²⁰ metrics for SFM, LD, and BD (and IW as relevant) to track progress following installation of the investments.

209. As mentioned in the Project design section of this report, the MTR found that several of the output indicators do not or only partially conform to the SMART framework and made modifications to several of the indicators. The revised list of indicators is presented in **Annex F**. Additionally, several of the outcome indicators are more appropriate as output indicators (in fact, in some instances the same indicator is used for the same outcome and output within the component) and do not articulate the higher level result of the completed output and activities, such as a change in environmental status from the stress reduction measures or improvement in the income of communities from livelihoods associated with the project

²⁰ Use of the tracking tool has been discontinued for GEF 6

interventions. The results framework makes provisions for the indicators related to livelihoods and socio-economic benefits to be disaggregated by gender and socio-economic status.

210. A range of tools and processes is used in monitoring and include: (i) inception meeting and report; (ii) annual RPSC meetings and reports; (iii) semi-annual progress reports; (iv) annual project implementation reviews (PIR); (v) quarterly and annual financial reports; (vi) annual co-financing reports; (vii) financial audit annual at project completion; (viii) mid-term review; (ix) project completion report; and (x) independent terminal evaluation. Standard templates are provided by UNEP for preparation of iii, iv, v, and vi. The PIR is an internal reporting mechanism to the GEF. A detailed costed M & E plan, with tasks, roles and responsibilities of each party, and corresponding budget is also presented in the main project document. In addition, a research and monitoring partnership will be established to support the scientific investigation and monitoring of the investments against the tracking tools and the results frameworks. The MTR considers the M & E budget to be adequate.

211. MTR rating on Monitoring design and budgeting is **Satisfactory**.

ii. Monitoring and Reporting of Project Implementation

212. Day-to-day project monitoring is the responsibility of the IWEco PCU, but other project partners have responsibility to collect specific information to track the indicators. The project's Technical Specialist also functions as the monitoring officer and is the primary liaison between the NPCs and partners. Each PCA sets out obligations for progress and financial reporting to the IWEco PCU. The Task Manager reviews the PIRs and semi-annual progress reports and assigns ratings for progress made on the individual project outputs and to the outcomes in the case of the PIRs. The PIRs cover outcomes and outputs but only outcome indicators are included. The semi-annual progress reports contribute to the PIRs and present outputs (but without the indicators) and activities with expected completion dates and implementation status.

213. A training workshop was held for project participants in 2019 on Environmental Monitoring, Community Engagement and Citizen Science. Monitoring has proceeded as planned and to date two PIRs (July 2017 - June 2018; July 2018 – June 2019) have been produced. The overall rating assigned to progress in implementation in both PIRs is 'Moderately satisfactory', which the MTR considers to be too high, in view of the continued slow progress in many activities and low expenditure rates. Also included in the PIRs is an assessment of risk by both the Task Manager and the RPC (Project Manager in the PIR) who assign ratings (low, medium, substantial, high) to each risk factor. The MTR noted a low level of concurrence between the ratings of the two officers for many of the risk factors, with the RPC ratings generally indicating a higher risk than those of the Task Manager for the same factor. This is also reflected in the overall risk level in the 2019 PIR, which is rated as high by the RPC and medium by the Task Manager. According to the overall Task Manager ratings, risk increased from low in 2018 to medium in 2019, which was attributed to the slow start of the project and uncertainty that the project will be able to complete execution within the anticipated timeline (2019 PIR). Progress and expenditure information used to populate the PIRs are shared with the countries and partners during the annual RPSC meetings.

214. All the project countries as well as CARPHA have submitted their respective semi-annual progress reports (January-June and July-December), albeit late in some cases and with considerable chasing up by the IWEco PCU. Some coaching by the IWEco PCU and written guidelines in progress reporting will be beneficial to the various partners, particularly the national co-executing agencies. Other progress reports made available to the MTR are one report from PCI Media Impact (October 2019) and two from the SGP

(March 2019 and January 2020). The lead executing agency (UNEP-CAR/RCU) has not submitted any progress and financial reports to the IWECO PCU, which needs to be addressed. UNDP has not submitted any progress reports, but the UNDP staff member interviewed expressed interest in contributing to future reports.

215. Each semi-annual progress report gives a comprehensive summary of progress made over the reporting period by project component but in most cases little detail is provided at the level of each output, with more focus on the activities for which the level of implementation is given as a percentage. Only in a few cases is the progress towards achievement of outputs (%) given. However, it is not clear how the percentages are derived. Further, the semi-annual progress reports do not include the mid-term targets, indicators nor outcomes. While this is due to the design of the reporting template, it presented a challenge to the MTR in gauging progress with respect to achievement of the expected outputs and mid-term targets and in evaluating the appropriateness of the assigned ratings in the PIRs. The MTR also noted that in some cases the same information is reported in the reports for different reporting periods. Another MTR observation is that in general other important information required in the semi-annual progress reports such as risk management, monitoring and evaluation, and action plan to address any shortcomings if project progress was rated moderately satisfactory, moderately unsatisfactory, unsatisfactory, or highly unsatisfactory during the previous PIR, is not provided. With respect to the action plan based on PIR ratings, at least one NPC interviewed was not aware that progress ratings are assigned to the activities and outputs in the PIRs, since these are only disseminated at the annual RPSC meetings (as informed by the IWECO Monitoring Expert). While the MTR recognises that the IWECO PCU works closely with the partners and the countries to identify and address any problems as they arise, the time lag could diminish the value of the PIRs in informing adaptive management.

216. The inception meeting was held in September 2016 and three annual RPSC meetings were convened between 2017 and 2019. Annual work plans and associated budgets have been prepared by the PCU and subsequently approved by the RPSC. All countries and partners have submitted quarterly financial reports (the unsigned Trinidad & Tobago Q1 expenditure report for 2020 was received but the signed report is outstanding as e-signatures are not utilised by the EMA and persons have been working from home due to Covid-19). Co-finance reports have been received from CARPHA, Antigua and Barbuda, Cuba, Jamaica, Saint Kitts and Nevis, and Trinidad and Tobago (the latter is being re-visited by the IWECO PCU). At the time of drafting this report, the new Saint Lucia Project Manager was preparing the co-finance reports for this sub-project. The MTR Team recognises the challenges that some partners face in estimating co-finance and the need for assistance in this regard from the IWECO PCU.

217. The IWECO PCU has developed another tool for monitoring project implementation—the IWECO monitoring dashboard—which is an effective online, visual representation of project progress in terms of execution of activities as well as expenditures in relation to allocations over the reporting period. The latter is shown as expenditure coefficients for each partner and country, the IWECO PCU, and the UNEP-CAR/RCU, and as the project activity coefficient for the overall project. The coefficients are given in the Financial management and Outputs sections of this report. The dashboard is an additional layer of transparency and enables the IWECO PCU and project partners to quickly visualise and respond strategically to resource utilization.

218. MTR rating on Monitoring and reporting of project implementation is **Satisfactory**.

H. SUSTAINABILITY

i. Socio-political Sustainability

219. Many social and political elements can support the continuation and further development of the project's direct outcomes. Some of these are being fostered by the project while others are 'external' factors that can influence the uptake of project results. The National sub-Projects in particular are subject to a variety of political influences that may jeopardise project achievements and sustainability of results, and engagement and awareness raising geared towards high political levels should be strengthened. The project is laying a strong foundation for socio-political sustainability at national and local levels through, for example:

- Executing the national projects through existing government structures and integrating with national programmes and processes as well as raising awareness about the project. The level of buy-in and ownership varies among the countries but there are already examples of recognition for the project at high political level such as the pledge of support for IWeco by the Ministers of four OECS countries (Antigua and Barbuda, Saint Kitts and Nevis, Saint Lucia, and Saint Vincent and the Grenadines) at the 5th Meeting of the OECS Council of Ministers of Environmental Sustainability in 2019; a request to the EMA by the Trinidad and Tobago Minister of Planning and Development for a brief for Cabinet on how to apply lessons learned from the sub-Project to land management in the country; and integration of activities of the Cuba and Saint Lucia sub-Projects in the respective government programmes.
- Engaging local communities in project activities and developing livelihood opportunities through the SGP and improving access to safe water and sanitation. The livelihoods outcomes will be inherently self-sustaining. However, as discussed in the Effectiveness section (Component 1), the slow progress in enterprise development may cause some stakeholders to lose interest. In addition to providing financial incentives, there is need to sensitise local communities for resources management and stewardship after the project ends. Other mechanisms that can enhance sustainability at the grass roots level are community-based enterprises (cooperatives) and CBOs, which can also support execution of project activities. However, these mechanisms are weak or absent in many of the project sites. The MTR Team recommends that the National sub-Projects be encouraged and supported to strengthen this aspect (including fostering institutional support and favourable public policies) in the remaining time of the project through the SGP and other appropriate organisations such as CANARI and relevant NGOs. Consideration could be given to developing one or two pilots on this aspect with a view to deriving lessons and good practices. This will be a valuable project legacy that will contribute to sustainability and achievement of long-term impacts.
- Building capacity at professional levels and among local communities for sustainable land, water, and ecosystems management. Broadening capacity building beyond the formal state agencies through use of citizen science approaches to assist with relatively simple data capture for learning and awareness raising that target schools and communities will contribute to sustainability at the 'grass-roots' level. The SGP and organisations such as CANARI that work with local communities are well-placed to help sustain the results including capacity building utilizing the experiences and wide array of knowledge products being generated by the project. In Cuba, development of a Master's programme in ICZM (including an online version) will sustain professional capacity building after the project ends.
- Engagement of the private sector in the execution of the national projects, although this is variable among the countries, for example, the Carib Glass Works Ltd in quarry rehabilitation in TT and the

farming and tourism sectors in Saint Lucia. Efforts need to be strengthened to identify opportunities to more closely engage the private sector in the remaining project timeframe.

- Valuable project legacies including best practices and lessons learned and a wealth of knowledge products. These will have to be widely and actively disseminated and promoted, in both English and Spanish;
- Support to achievement of multiple SDGs (related to natural resources, disaster reduction, and poverty alleviation), even though these were adopted post-project design. The SDGs are a major vehicle driving national, regional, and international sustainable development policies and strategies and therefore an opportunity for mainstreaming of project results. It is in the project's interest to assess this relationship more effectively and to communicate the strategic position of the project with respect to achievement of the relevant SDGs by the countries.

220. There are other frameworks and mechanisms in the region with good potential to sustain the project outcomes and achieve long-term impacts, for example, the Cartagena Convention and its Protocols, but increased ratification and implementation are needed (the Government of Saint Kitts and Nevis has indicated its intention to ratify the Cartagena Convention LBS and SPAW Protocols); regional strategies and action plans for nutrient reduction, and protection and restoration of marine habitats being developed by the CAR/RCU (with support from the CLME+ project); and the OECS Biodiversity Action Plan. It is important that opportunities for building synergies with these frameworks are explored and harnessed.

221. The MTR rating on Socio-political sustainability is **Likely**.

ii. Financial Sustainability

222. The IWECO Project received considerable levels of pledged co-financing, both at the national and regional levels, totalling over US\$60m. Although much of the co-financing still needs to be documented or realised, these levels indicate a strong interest in the change that this intervention is bringing and willingness to sustain the outcomes. High levels of co-financing realised (US\$6.5M at the time of the mid-term review) is a good indicator for financial sustainability since, except for co-financing by other projects, many of those financial mechanisms should be able to continue to contribute to IWECO objectives.

223. Some of the National sub-Projects are developing green businesses or other revenue streams related to sustainable land, water, and ecosystems management. Their financial sustainability depends on how best the case can be made for payment for ecosystem services, as they benefit various sectors. The engagement of the private sector as well as community-based organisations described above, will allow for replication of revenue-generating activities. For instance, in Jamaica the project aims to build the capacities of stakeholders to manage the Environmental Protection Area, including the management of facilities for tourism. Financial and institutional continuity lies with the Negril Chamber of Commerce (NCC), which comprises of many different types of businesses and the hotel sector. NCC is a strong entity and is used to implement projects. In Saint Vincent and the Grenadines, IWECO contributes strongly to the efforts of the Forestry Department to formally link forest and water provision planning within an integrated perspective of ecosystem services and natural resource valuations. In several countries, monetising the role of ecosystems and natural resources for piped water delivery has been successful.

224. IWECO has a good potential to catalyse follow on donor financing, as demonstrated for example, by one of the NGOs (IAMovement) involved in the Trinidad sub-Project. The planned Sustainable Financing Partnership, which is to be supported by a small technical advisory group including the Caribbean

Development Bank, the Inter-American Development Bank, and other relevant agencies along with the GEF SGP, will have good potential to contribute to financial sustainability and should be pursued.

225. The MTR rating for Financial sustainability is **Highly Likely**.

iii. Institutional Sustainability

226. The MTR has noted that institutional capacities in the Caribbean region shift and change, within both national and regional institutions. Moreover, institutions tend to be small and like the countries that they are based in, vulnerable to shocks that can impact on their capacity. During the extended delay between design and approval of the project and its inception, the capacities of the national as well as regional co-executing agencies changed. Institutional sustainability of the project outputs and outcomes depends on several vital mechanisms established.

227. At the national level, although the capacities of institutions change often due to a political process that encourages such change, the inter-sectoral collaboration to integrate resource management being established by IWECO contributes to continuity. For instance, in Saint Kitts and Nevis and Trinidad the sub-Projects foster collaboration between various Government entities regarding mining/ quarries/ areas of special concern and environment. In Saint Kitts and Nevis, the Department of Environment is taking the lead in developing legislation together with these entities; sustainability is dependent on a stronger coordinating and enforcement role by the Department of Environment. In Trinidad, the EMA is collaborating with relevant Government Ministries to strengthen legislation related to quarrying, with inputs from the sub-Project, while the Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI) is pushing for enforcement.

228. One of IWECO's important legacies will be the strengthened capacities at various levels. The MTR noted that at least two of the NPCs are external consultants who have been contracted by the national executing agencies (rather than core staff). Under IWECO their technical as well as administrative and managerial capacity is being strengthened and it is uncertain to what extent this capacity will be retained. It is important that the NPCs are fully integrated operationally into the executing agencies and opportunities created to retain the knowledge and experience gained, for example, through involvement and training of core staff members. The NPC of Saint Kitts and Nevis proposed that a guide be prepared on how to be an effective IWECO sub-Project coordinator, based on the experiences of all the NPCs. This would be useful for the new NPCs (DR and SVG) and for future projects.

229. A regional mechanism that can help to promote sustainability is the Cartagena Convention and its Protocols, administered by UNEP-CAR/RCU. The MTR learned that IWECO is feeding into CAR/RCU's midterm strategy. However, there is need for better integration of IWECO into UNEP-CAR/RCU (SPAW and AMEP), communications, data and information, M & E, indicators, and for better planning of how IWECO can deliver within the overall strategy. Through the national legislative work being done under Component 3, the full accession of the IWECO countries to the various protocols of the Cartagena Convention will be sought. **Table 5** provides an overview of the status of ratification of the Oil Spills, SPAW, and LBS Protocols by the IWECO countries. Another potential mechanism that may contribute to sustainability is the Permanent Coordination Mechanism being developed by the CLME+ Project, which should be explored further by the CAR/RCU.

Table 5. IWEco beneficiary countries – status of ratification of the Cartagena Convention and its Protocols

IWEco Country	Cartagena Convention and Oil Spills Protocol	Specially Protected Areas and Wildlife (SPAW) Protocol	Protocol Concerning Pollution from Land-Base Sources and Activities (LBS)
Antigua & Barbuda	✓		✓
Barbados	✓	✓	✓
Cuba	✓	✓	
Dominican Republic	✓	✓	✓
Grenada	✓	✓	✓
Jamaica	✓		✓
Saint Lucia	✓	✓	✓
Saint Kitts & Nevis	✓		
Saint Vincent & the Grenadines	✓	✓	
Trinidad & Tobago	✓	✓	✓

230. The project also mobilised various institutional partnerships focused on research and monitoring, governance, media, financing, and private sector, as shown in **Table 6** below. These partnerships will be vital for institutional continuity after the end of the project. At the time of the mid-term review, most had not become fully functional due to the slow start of most of the project’s technical components. Development of these partnerships should be prioritised during the second half of the project because they are essential for institutional sustainability.

Table 6. Regional partnerships to be established under IWEco – initial listings

RESEARCH AND MONITORING	GOVERNANCE	MEDIA	FINANCING	PRIVATE SECTOR
Lead: CARPHA/EHSD	Lead: OECS	Lead: PCU	Lead: PCU	Lead: PCU
CARPHA/SDPC UWI/CERMES NOAA/NOS UNU-INWEH IAEA-EL CIMH UNESCO/IHP FAO CATHALAC CIMAB IMA PAHO	CARPHA/REPDU CCCCC CARICOM/SDP CTO GWP-C CWWA CAWASA OAS/DSD TNC IUCN/ORMA CNIRD	PCI Media Impact Panos Caribbean Caribbean SEA CANARI	CDB IDB WB GEF/SGP	Hospitality partners Manufacturing partners

231. Another institutional dimension is the engagement by IWEco of environmental monitoring and health laboratories in the region, under Component 2. A mutually supportive network of such laboratories will provide important institutional continuity.

232. The MTR rating on Institutional sustainability is **Highly Likely**.

I. FACTORS AND PROCESSES AFFECTING PROJECT PERFORMANCE

i. Preparation and Readiness

233. Both CARPHA (as the former CEHI) and the UNEP-CAR/RCU gained considerable experience in executing the IWCAM project, which was also a complex regional project. Further, the UNEP-CAR/RCU went on to execute other similar projects such as the GEF CReW project. During the long gap between project design and inception some of the momentum from the IWCAM project was lost and many other important changes occurred at the regional and national levels that reduced the degree of preparation and readiness that was anticipated when the project was designed and to which the project had to adapt. This included the change in the lead executing agency from CARPHA/EHSD to UNEP-CAR/RCU. Establishing the various contracts and budgets within the UNEP system was a lengthy process. In addition, setting up the IWECO PCU took a considerable length of time and most staff were recruited towards the 3rd Quarter of 2017, and in the 2nd quarter of 2018 in the case of the Communication Officer. The effective start of the project was in late 2017, a year after the official inception.

234. As discussed in the Effectiveness section of this report, restructuring of the then CEHI and loss in some technical capacity, etc. affected CARPHA's degree of preparation and readiness. The PCA with CARPHA was signed in August 2018, the first disbursement was received in October 2018, and recruitment of project staff was completed by the end of January 2019. However, by June 2019, CARPHA had still not drawn up the costed work plan or developed a procurement plan (see section E).

235. Countries also had to adapt to changes that occurred between project design and inception (e.g., change in government in some cases and in national priorities, loss of technical capacity, and decrease in stakeholder buy-in). Countries had to re-engage partners and other stakeholders, identify and recruit staff (which was a challenge in some cases), and some had to put in place alternative execution arrangements. In addition, revisions were needed to the sub-Project documents during 2018 for Dominican Republic, Saint Kitts and Nevis, Saint Vincent and the Grenadines, and Trinidad and Tobago. Considerable effort was needed on the part of the IWECO PCU to assist the countries in starting up, especially where technical and administrative capacity was weak. Six sub-Projects started late and two (Dominican Republic and Saint Vincent and the Grenadines) not yet started as at December 2019 (see Effectiveness section of this report).

236. The MTR rating for Preparation and readiness at the project level is **Unsatisfactory**.

ii. Quality of Project Management and Supervision

237. The management and supervision arrangements described in the CEO endorsement document are closely followed. UNEP as the Implementing Agency provides oversight through its Task Manager to ensure that the project meets UNEP and GEF policies and procedures. The PCU is responsible for day-to-day management of the regional and national components and together with the CAR/RCU provides technical backstopping. The UNEP-CAR/RCU also provides oversight and administrative support. Oversight is also provided by the RPSC, which meets annually. At the country level, a National PSC provides supervision to the sub-Project.

238. The IWECO PCU was established in late 2017 and quickly took up urgent tasks, such as a budget revision and the development of PCAs, etc. to get the IWECO Project off the ground. The RPC and other PCU members are deeply knowledgeable about UNEP procedures, some having previously worked with

UNEP in other capacities. The IWEco PCU continuously employs adaptive management within an operationally complex and often changing environment. This is facilitated by annual work plans and associated budgets that are prepared by the IWEco PCU as well as by the semi-annual progress reports that are submitted by the co-executing partners. The IWEco PCU also prepares PIR reports and submits these documents to the Task Manager in a timely manner (see Monitoring and Reporting section).

239. Overall, the quality of project management and supervision by the IWEco PCU has been of a high standard. All stakeholders interviewed expressed appreciation for the easy accessibility and supportive role of the PCU staff. The various NPCs and NFPs interviewed rated technical and administrative support by the PCU as excellent. On the other hand, the DoE of Antigua and Barbuda expressed disappointment with the IWEco PCU's proposal to cancel the sub-Project after the latter learned about the sale of the land with the Wastewater Treatment Plant (about one year after the sale).

240. The RPSC has met once a year for the past three years and along with the National PSCs generally functions well.

241. The MTR rating on Management and supervision is **Satisfactory**.

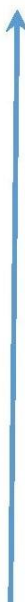

iii. Stakeholder Participation and Cooperation

242. Stakeholder participation and cooperation are central to the project's ability to deliver its outputs and outcomes as well as to sustainability of its results. The project document describes a diverse array of relevant potential partners (international organisations, national governments, national and regional institutions, academia, sub-regional organisations, private sector, projects, local communities, NGOs, etc.) and anticipated the establishment of various partnerships. Many of these partners, among which are representatives from the private sector, are actively engaged at the local, national, and regional levels, and have been instrumental in the advances made so far. This represents one of the notable successes of the project in the first three years. Cooperation with UNDP and the SGP is particularly effective in delivery of specific outputs. Regarding regional projects, some collaboration has taken place with the CLME+ project but not to the level initially anticipated. At the national level, there is excellent potential for synergies with the IWEco-Bahamas project and a host of other initiatives.

243. There is, however, room to increase stakeholder engagement in the remaining time. A preliminary stakeholder analysis was presented in the Inception Report, of which the summary (mapping) is presented in **Figure 3**. Partners at the national level are not included in this diagram (except for the generic group "National Focal Points/ National Project Coordinators"). Figure 3 shows that the project would benefit from the increased engagement of a large group of interested stakeholders (section right-middle). An important group consists of those with much influence, but which display low interest (left-up). Communication and partnering strategies should place much focus on these two groups. Engagement of the private sector and financial institutions should also be actively pursued, as discussed elsewhere in this report.

244. The MTR rating on Stakeholder participation and cooperation is **Satisfactory**.

Figure 3. Stakeholder mapping for IWEco

 INFLUENCE	Anticipate needs	Manage closely
	PCI Media Impact Private sector at both regional and national levels Rainmaker WorldWide	UN Environment HQ and Task Management Unit Cartagena Convention Secretariat IWEco Project Coordination Unit/ IWEco Designer CARPHA & CARPHA/EHSD National Focal Points / IWEco National Project Coordinators OECS UNDP/UNOPS, UN Environment Sub-regional Office
	Ensure positive opinion	Increase engagement
	Caribbean Development Bank / Sandals Resorts / Coca Cola Foundation/ McGill University / C-5 / TNC	UNDP Small Grants Programme (National Coordinators & Regional Focal Point) CANARI, Panos Caribbean, Caribbean SEA CATHALAC, CAWASA CARICOM-SDP CIMAB, IMA Local community stakeholders
	Monitor with minimal effort	Keep informed
	CIMH, CTO, CXC CNIRD, IAEA-EL, NOAA CWWA, PAHO CXC, UNESCO/IHP, UNU-INWEH	CEPF CLME+, Regional projects on sustainable land management FAO, GWP-C, IUCN, OAS Department of Sustainable Development UWI/CERMES
	 INTEREST	

iv. Responsiveness to Human Rights and Gender Equity

245. In 2003, the UN adopted the UN Statement of Common Understanding on Human Rights-Based Approaches to Development Cooperation and Programming. In particular, the Common Understanding underlines, *inter alia*, that all programmes of development co-operation, policies, and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments. While human rights are not explicitly addressed in the project document, its outcomes are implicitly and directly relevant to universally recognised human rights, such as the right to livelihoods, food, clean water and sanitation, and a clean and safe environment. Moreover, climate change will seriously impair and undermine the enjoyment of basic human rights by individuals and communities across the world. In this regard, the project also seeks to enhance resilience of socio-ecological systems to the impacts of climate change. Human rights aspects should be elevated in the project’s PA/PE efforts, since this can be effective entry point to gain stakeholder buy-in for the project.

246. Women have a key role in mitigating and adapting to environmental changes and engaging in environmental protection and ecosystem rehabilitation. Gender considerations are explicitly addressed in the project design at the regional and national levels, with provisions for advancing gender mainstreaming within policy and capacity building in support of all the project components. Provisions are made for tracking gender mainstreaming, with several of the indicators in the results frameworks required to be disaggregated by gender. The national investments, in particular, actively promote

equitable gender participation in project execution and as project beneficiaries. For example, in Saint Lucia, women's community groups have been supported in establishing economically viable initiatives in the project area; in Trinidad, where the majority of project participants are women, the project successfully supported women's groups in the creation of handicraft using Vetiver grass, gaining attention several times in the national news; in Cuba, the majority of project participants and students enrolled in the ICZM master's programme are women. Of the six ongoing national projects, the NPCs of three of them are women (another female NPC left the project). In addition, the coordinator of the CARPHA Component is female as are four of the five IWEco PCU staff.

247. The IWEco Monitoring Expert participated in the 'Symposium on Mainstreaming Gender in Water Resources Management for Disaster Risk Reduction in the Caribbean' in November 2019. The Symposium sought to enhance the capacity of government officials, civil society representatives, and community leaders to promote gender mainstreaming in the areas of water resources management and climate change adaptation. This symposium is relevant to the preparation of a "How to Manual" on gender mainstreaming by the project, which will be an important contribution to the region. The MTR team was informed that the IWEco PCU has requested support from the UNEP's Gender Advisor in Nairobi, but to date the (repeated) requests have not been answered.

248. The MTR rating on Human Rights and Gender Equity is **Highly Satisfactory**.

v. Country Ownership and Driven-ness

249. The IWEco Project responds to the need of Caribbean SIDS for continued strengthening of the enabling environment for sound management policy that will facilitate sustained adoption of effective interventions in water, land, and ecosystems management. It also recognises the particular vulnerability of these countries to climate change and the need to build their resilience to its impacts. Countries have been engaged from the design phase to ensure alignment of the project with national needs and priorities. All eight countries launched their respective national projects in high profile events attended by a range of stakeholders including high-level government officials as well as the media. Further, countries through their government departments responsible for forestry and the environment are involved in execution of the national projects during which capacity is also being strengthened and awareness raised. Membership of government officials in the national project steering committees also promotes ownership. Despite these efforts, as noted by the RPC in the 2019 PIR, the project is considered to be at high risk from the low level of buy-in among senior policy stakeholders and medium risk from insufficient buy-in among the general community with limited awareness of the project and its outputs.

250. The MTR found that government buy-in and ownership of the project is variable across the participating countries. A higher level of ownership within government departments and other national bodies is noted in most of the participating countries as demonstrated for example by the level of support, staff time and other resources assigned to the project through in-kind co-finance (see section on Financial management) and embedding of the project within ongoing programmes as well as the progress made in execution despite challenges encountered. On the other hand, in the Dominican Republic, considerable effort was needed to re-build ownership following lengthy delays in start-up and other factors. In Antigua and Barbuda ownership is low as suggested by the ongoing challenges and lack of progress by the DoE in moving the national project forward. Similarly, the level of ownership demonstrated by co-executing agencies (CARPHA, NEPA) needs to be improved, as discussed elsewhere in this report.

251. Due to travel restrictions under the pandemic, the MTR Team was unable to physically visit the project sites and interview local communities, but ownership is expected to be higher at this level since local communities are actively engaged in identifying solutions as well as in execution of project activities and importantly, are among the key beneficiaries of tangible project outputs.

252. More effort is needed to strengthen buy-in and ownership for the project at high political levels and to encourage ratification of the Cartagena Convention and Protocols among countries that have not yet done so. While the RPC and other PCU staff have been making efforts in this regard, closer and sustained engagement with the countries is required including through in-person visits by the CAR/RCU Director (or representative). The CAR/RCU should strengthen efforts to improve buy-in and ownership of the project by participating governments, particularly at high political levels, and institutional partners. The CAR/RCU should take the lead in encouraging the relevant countries to ratify the Cartagena Convention and Protocols, using IWEco and other relevant CAR/RCU initiatives as a vehicle to engage with the countries. This should include face-to-face interaction between the CAR/RCU and high-level government officials.

253. The value of face-to-face interaction should not be underestimated, as demonstrated for example, preparation by Saint Kitts and Nevis of a Cabinet Memo on ratification following a visit by the CAR/RCU Director, and expression by the Dominican Republic of a preference for face-to-face meetings. The MTR acknowledges that this is not always feasible due to time and budget constraints, and the use of virtual meetings can be employed to compliment physical visits. Ownership and driven-ness of the project results and in moving forward from outputs to direct outcomes and intermediate states will be assessed in the terminal evaluation.

254. The MTR rating on Country ownership and driven-ness is **Satisfactory**.

vi. Communication and Public Awareness

255. An entire project component (Component 4) is devoted to communication and public awareness, which is led by the PCU. As discussed under Component 4 in the Effectiveness section of this report, considerable progress has been made in communication and public awareness at the regional level and in some of the project countries. Interviews conducted for the MTR indicate that one-on-one communication between NPCs and individual IWEco PCU staff members (as the need arises) is effective. On the other hand, there is need for improved communication and exchange of knowledge and experience among the participating countries, between the countries and the regional co-executing partner CARPHA, and between the countries and other partners with the IWEco PCU. Both the IWEco PCU and the UNEP-CAR/RCU have indicated the slow response from the countries and CARPHA to the IWEco PCU. The language barrier also constrains communication with Cuba and the Dominican Republic. In the remaining time, it is important that a mechanism is established to boost internal communication such as regular teleconferences (monthly basis) with the entire project team (note: The IWEco PCU is now holding regular webinars for partners to share experiences. This is commendable and should be continued until the end of the project).

256. The MTR rating on Communication and public awareness is **Highly Satisfactory**.

VI. CONCLUSIONS

257. IWECO is highly relevant to the Wider Caribbean region and especially to the SIDS in view of widespread and increasing degradation of their limited natural resources and their disproportionate vulnerability to climate change impacts. In small countries, an integrated approach to natural resources management is a pragmatic and appropriate strategy towards sustainable development. The IWECO Project incorporates multiple GEF focal areas (IW, LD, BD, and SFM), which facilitates the integrative approach to management of land, water, and biological resources in keeping with the project's overall goal. Results achieved in the first three years of the project in Component 1 already show contributions to expected outputs for these Focal Areas especially LD, BD and SFM.

258. The IWECO Project design incorporating a blend of eight distinct National sub-Projects and three regional components that are synergistic although operationally independent results in a complex project in thematic and geographic scope as well as in execution arrangements. In the first three years of the project, an impressive diversity of partners and stakeholders has been mobilised (UNEP-CAR/RCU, UNDP/SGP, UNOPS, CARPHA, OECS, other regional bodies, PCI Media Impact, private sector, and government departments/agencies as well as NGOs and local communities, among others), which underpins some of the early successes. The regional PCU is efficiently coordinating this complex project and continually employs adaptive management to deal with changing contexts and circumstances. Following a very slow start, the project is beginning to gain traction.

259. The MTR team noted some weaknesses in the results frameworks. Among these are output indicators that do not align well with the 'SMART' criteria and several over-ambitious targets. For instance, anticipated environmental impacts of the interventions may require a longer time to be realised than the project period; and the adoption and ratification of policy/regulatory instruments may require lengthy political decision-making processes that are outside the project's control.

260. Progress as at 31 December 2019 has been variable among the four technical components and among the National sub-Projects. Components 1 and 4 have advanced the most in terms of number of mid-term targets achieved. Under Component 1, four National sub-Projects (Cuba, Saint Kitts & Nevis, Saint Lucia, and Trinidad & Tobago) have made substantial progress, with some of the mid-term targets partially or fully achieved particularly in land rehabilitation/reforestation, capacity building, institutional strengthening, knowledge generation, and PA/PE. Although falling short of the mid-term target acreage, the rehabilitated areas will serve as demonstration sites to promote replication. Involvement of the SGP has been instrumental in the progress achieved in Component 1. A range of valuable lessons and experiences is being generated and already early results have catalysed follow-on financing by one partner NGO (in Trinidad). Little progress has been made on livelihoods development and revenue generation, which is central to one element of the project's goal to contribute to sustainable socio-economic development (note that GEF requires inclusion of livelihoods development in new projects). This poses a substantial risk to the project, as seen in Saint Lucia (where replanted trees were removed by one farmer to plant dasheen) and in Trinidad (where trained quarry rehabilitation champions left the sub-Project for more lucrative activities). In addition to providing financial incentives, there is clearly a need to sensitise local communities in environmental stewardship.

261. The Jamaica sub-Project is behind schedule owing to institutional and capacity issues while the Antigua & Barbuda sub-Project has stalled, mainly due to continuing uncertainty regarding ownership of the land earmarked for the IWECO intervention. The DoE of Antigua and Barbuda, the IWECO PCU, and UNEP-CAR/RCU urgently need to evaluate alternative options for a reprogrammed sub-Project. Due to

financial, administrative, and bureaucratic complications, the Saint Vincent & the Grenadines sub-Project only started in the second quarter of 2020 and the sub-Project in the Dominican Republic has not yet started.

262. Component 2, which is mainly under the coordination of CARPHA, is seriously behind schedule. Component 3, which is primarily executed by the OECS through an MOU with CARPHA, only started in early 2020 due to extended delay in establishing the MOU between CARPHA and OECS. As a result, the National sub-Projects have not received the much-needed support in monitoring and upgrading of legislation and other areas covered by these two components.

263. Significant progress has been made in Component 4, which is led by the IWeco PCU in collaboration with UNDP and the IWeco PA/PE Partnership. Comprehensive PA/PE campaigns and information dissemination through the IWeco bilingual website and quarterly newsletters and social media, among others, are raising the project's visibility and increasing stakeholder awareness at various levels. Similarly, some of the sub-Projects have also launched effective PA/PE campaigns following training of project participants and receipt of PA/PE grants under Component 4. Laudable achievements include the winning of three major awards by the 'Break up with Plastics Caribbean' music video, and awards granted in Saint Lucia and Trinidad based on the respective sub-Projects. These achievements as well as greater mainstream media presence should be used to increase stakeholder awareness and promote buy-in especially at high political levels, which is still relatively weak.

264. IWeco's implementation has been affected by multiple challenges, some of which are related to the underestimation of the time required to start up a regional project of such complexity. The extended delay between the design phase and actual start in September 2016 had major repercussions because of unforeseen changes that occurred in the interim period at national and regional levels. Among the changes were restructuring within the original lead executing agency (the former CEHI), which subsequently led UNEP to designate the UNEP-CAR/RCU as the lead executing agency instead of CARPHA. This had major implications including on staff recruitment and the project budget. Unfortunately, the momentum from the successful IWCAM project was also reduced. During the interim period, certain developments in the participating countries also affected implementation (e.g., change in government, institutional changes, loss of human capacity that was anticipated during the design phase, inflation, and reduced stakeholder buy-in and ownership). When a fully-functional PCU was finally established in late 2017, considerable time and effort was spent re-engaging countries, seeking alternate execution modalities through UNDP (Dominican Republic and Saint Vincent and the Grenadines), arranging procurement modalities (Cuba), and readjusting the design of some of the National sub-Projects to align with new realities on the ground, etc. Some situations have posed a reputational risk for UNEP and there have been several instances where the project would have benefited from timely, high-level intervention by UNEP-CAR/RCU, the lead executing agency. As a result of the delayed start and other factors, a no-cost project extension was required, which has reduced project efficiency.

265. The likelihood of long-term impact of the project is assessed as "moderately likely". Sustainability of project results and long-term impact of the project is heavily dependent on continued political, technical and financial commitment, and uptake and internalization of results by the Governments and regional institutions. It remains to be seen if the countries will have adequate capacity to uptake the results. Strong engagement of the private sector will be important in sustaining project outcomes.

266. The COVID-19 situation is a major setback and its real impacts on the project need to be evaluated by the IWeco PCU together with the countries and institutional partners, and appropriate adaptive

management measures implemented on a case-by-case basis. With only two years remaining for technical completion, execution of the delayed activities must be accelerated, and other corrective measures implemented. There is need to assess what is feasible in the remaining time, which may include cutting 'low-impact' activities and adjusting the scope and results frameworks (without modifying the original project objectives and outcomes), work plans, and budgets accordingly. This will also require assessing the capacities of current partners and consideration of possibly re-allocating specific outputs and associated funds to other institutional partners.

267. Because the National sub-Projects are largely operationally independent, there has been little cross-fertilization and integration among them and opportunities for strengthening synergies and sharing of knowledge and experiences are not being utilised to the fullest. Similarly, consolidation of the sub-Projects and the regional components requires greater focus in the remaining time, along with development of robust strategies for sustainability of project results.

268. In conclusion, despite partner expenditure of 44% of the total budget, delivery at mid-term is extremely low, with only 45% of the planned mid-term targets having been met. There is a high risk that the IWECO Project (as originally designed) cannot be satisfactorily completed in the remaining time of two years. The ratings and summary assessment for each evaluation criterion are presented in **Table 7**. The MTR's rating for IWECO's overall performance is '**Moderately Unsatisfactory**' indicating that the project had significant shortcomings especially in terms of Effectiveness and Efficiency. Nevertheless, there are high prospects to improve this rating to at least Satisfactory by the end of the project, if timely and corrective actions are taken.

Table 7. MTR ratings and summary assessment for each evaluation criterion

Criterion	Summary Comments	Rating
Strategic relevance	IWECO is highly relevant to the Wider Caribbean region and especially the SIDS in view of increasing degradation of limited natural resources and their vulnerability to climate change impacts. It is also pertinent to several interlinked SDGs and is fully aligned with UNEP and GEF's priorities. An integrated approach to natural resources management is an appropriate strategy towards sustainable development in SIDS.	HS
Project design	Overall project design is robust, and the planned outputs and activities are appropriate to achievement of the project's goal and objectives. The design of IWECO incorporating multiple GEF focal areas facilitates an integrated approach to management of land, water, and biological resources in keeping with the project's overall goal. The project incorporates eight distinct national projects and three regional components that are synergistic. Some weaknesses in the results framework are noted including in the indicators.	S
External context	The COVID-19 pandemic has delayed execution of some activities including the MTR. The real impacts are to be evaluated. Other external factors are related to possible change in national government (this has affected project start up in one country) and weather conditions (extended dry season caused loss of young trees in one intervention area; the threat of storms).	Unfavourable

Criterion	Summary Comments	Rating
Effectiveness	The project is behind schedule and very fragmented in its achievements to date with only 45% of planned mid-term targets have been met. Four National sub-Projects (Cuba, Saint Kitts & Nevis, Saint Lucia, Trinidad) are well advanced, two (Antigua & Barbuda and Jamaica) have started but progress is slow, while Saint Vincent & the Grenadines and Dominican Republic are only just starting. Overall, good progress has been made in Components 1 and 4, with several mid-term targets fully or partially achieved. Progress in Component 2 is minimal, and Component 3 started only in 2020. Some progress towards outcomes is already evident (e.g., stress reduction through reforestation, strengthened capacity) but it is recognised that more time is required for outcomes to be fully achieved.	MU
Financial management	The expenditure coefficient of 34% (April 2020) indicates slow overall execution in terms of spending. The budget was successfully revised to accommodate the shift in the lead executing agency from CARPHA/EHSD to CAR/RCU. However, the implications of the project extension endorsed by the RPC has not yet been effected in the budget. There are financial reporting weaknesses in both CAR/RCU, CARPHA/EHSD. Moreover, co-financing reporting is often delayed. The mistakes made by UNEP Nairobi in transfer of funds for DR and SVG sub-Projects have severely impacted the sub-Projects.	MU
Efficiency	Several technical, execution, and management features have increased efficiency and cost-effectiveness of the project at the regional and national levels. However, overall efficiency is low, due to the impacts of the long delay between project design, approval, inception, and establishing a functional PCU; change in institutional capacities; and administrative issues, among others. As a result of the extended delays, a no-cost extension was necessary.	MU
Monitoring and reporting	A comprehensive M&E plan, which follows standard GEF and UNEP's procedures, along with roles and responsibilities, is included in the Project document and is being implemented, with oversight by the IWECO Monitoring Expert and Task Manager. The IWECO PCU has developed an online monitoring tool (IWECO Monitoring Dashboard) for tracking progress in terms of expenditures. The IWECO PCU and executing agencies have complied with monitoring and reporting requirements (although submission of progress and expenditure reports by partners were sometimes late and some weaknesses are noted in the semi-annual progress reports).	S
Sustainability		
Socio-Political	Good prospects for socio-political sustainability through, for example, involvement of national governments in execution, alignment with national programmes, strengthening capacity, engagement of local communities in execution and as direct beneficiaries, development of livelihoods, and tangible outputs. Mechanisms in the region that can promote sustainability include the Cartagena Convention, but increased ratification and implementation are needed.	L
Financial	There are significant co-financing commitments, which indicate that the project's outputs have a good chance to be used, maintained and replicated. Governments can contribute to financial sustainability through national budgets. There is also good potential for financial sustainability through community interventions, and catalysing follow	HL

Criterion	Summary Comments	Rating
	on financing from donors (including development banks) and the private sector.	
Institutional	Both national and regional institutional capacities in the region change, almost continuously. However, a number of institutional mechanisms exist or are to be strengthened such as inter-sectoral collaboration to integrate natural resource management at national level; the Cartagena Convention and its protocols administered by UNEP-CAR/RCU; the various institutional partnerships mobilised (research & monitoring, governance, media, financing, and private sector); and other national, sub-regional, and regional bodies with mandates that are relevant to the environment and natural resources management and climate change.	HL
Factors affecting performance		
Preparation and readiness	During the extended delay between project design and inception some of the momentum from the IWCAM project was lost and many other important changes occurred that reduced the degree of preparation and readiness that was anticipated when the project was designed. When the project finally was launched in September 2016, the co-executing agencies, countries, and other partners had to adapt to changed circumstances. It took UNEP-CAR/RCU one year to establish the IWeco PCU and CARPHA/EHSD needed an inordinate length of time to prepare project management tools. Few of the countries were ready to execute the project and much time and effort was needed to begin full execution.	U
Quality of Project Management and Supervision	Overall, the quality of project management and supervision has been of a good standard. The regional PCU is effectively coordinating this complex project and is sufficiently flexible to adapt to changing circumstances at the regional and national levels. The IWeco PCU has committed and well-qualified staff, which is highly appreciated by all country teams and institutional partners, with one exception. There have been several instances where the project would have benefited from timely, high-level intervention by UNEP-CAR/RCU.	S
Stakeholder participation and cooperation	Effective engagement of a wide range of stakeholders and partners (including private sector and local communities) is a notable feature and has been instrumental in the progress achieved. The project would benefit from the increased engagement of other groups of stakeholders that are interested in the project as well as those with high-levels of influence in regional development. Establishment of the various partnerships anticipated when the project was designed will be critical.	S
Responsiveness to Human Rights and Gender Equity	The project outcomes are directly relevant to universally recognised human rights (right to livelihoods, food, clean water and sanitation, and a clean and safe environment, etc.). Moreover, climate change will seriously undermine the enjoyment of basic human rights; the project seeks to enhance resilience of socio-ecological systems to its impacts. Many of the project participants (including IWeco PCU staff) and beneficiaries are women.	HS
Country ownership & driven-ness	The IWeco project responds to the need of Caribbean SIDS to for effective natural resources management and to build socio-ecological resilience to climate change impacts. The countries were engaged in	S

Criterion	Summary Comments	Rating
	the design of the project to ensure alignment with national needs and priorities. They are also involved in execution of the national projects and represented on the national project steering committees. Buy-in and ownership needs to be increased at high political levels in some of the countries.	
Communication and Public Awareness	Through its comprehensive and well-structured PA/PE programme, considerable progress has been made in raising awareness, information dissemination, etc. A range of products have been generated (project website, social media posts, quarterly bilingual newsletters, videos, webinars, etc.) targeting a diverse audience. The project was showcased at various national, regional, and international events. IWECO supported the production of the video 'Breaking up with Plastic Caribbean', which won three major awards. The language barrier is a major constraint.	HS
Overall project rating		Moderately Unsatisfactory (significant shortcomings)

VII. LESSONS LEARNED

The following major lessons learned were identified:

- 1. Extended delay between design and actual project start puts the project and the reputation of the implementing and executing agencies at significant risk.** Changes in the interim such as institutional restructuring, reduction in capacities, and shift in national priorities can have repercussions for project execution at all levels and may require modifications to the project design as well as execution arrangements. Flexibility in project design and execution modalities is important to adapt to changing contexts and circumstances. A timely start and early assessment and mitigation of institutional reputational risk are essential.
- 2. It takes a significant amount of time and effort to get a complex project such as IWECO off the ground.** However, once arrangements are in place and with dedicated and well-supported staff at regional and national levels as well as strong awareness raising and stakeholder engagement, the project can quickly gain traction.
- 3. Private interests can torpedo planned project interventions** (as seen in the Antigua and Barbuda sub-Project). Timely communication and quick adaptive management action by the executing partners are essential to identify and elaborate feasible alternatives, and to mitigate risks to the project as well as to institutional reputations.
- 4. Continuous engagement with the participating countries including face-to-face interaction is critical,** especially when trust and stakeholder buy-in have been reduced. High level intervention by the implementing and executing agencies and 'behind the scene' diplomacy at a more personal level can be very effective in resolving difficult situations at the political level (as seen the Dominican Republic sub-Project).
- 5. Where a high level of technical institutions and human capacity exists but equipment and financial resources are limited, making such resources available can quickly mobilise this capacity** to effectively support project execution and contribute to national objectives (as seen in the Cuba sub-Project).

6. **Engaging local communities and the private sector in project execution is an effective strategy to achieving project objectives and produce added value.** However, it is important that tangible benefits including revenue generation are demonstrated early in the project to increase buy-in and promote sustainability.
7. **Implementing the interventions on private property (farms, private quarries) increases the risk to the project and sustainability of results** since the owners can take any action that may jeopardise the project interventions. On the other hand, private landowners can be prime movers of environmental stewardship. This underscores the importance of demonstrating favourable trade-offs, providing adequate incentives, fostering environmental stewardship, and raising awareness about the environmental impacts and socio-economic consequences of human actions.
8. **Executing national/local components of a regional project through partnership with an international organisation (UNDP) with established presence and networks in the country, increases efficiency and promotes sustainability of results.** There are many opportunities for complementarity between regional organisations and international organisations working with the governments.
9. **Execution of multiple national projects with similar or related objectives within the country by the same executing agency, with one steering or project management committee, etc. increases cost-effectiveness and efficiency,** and strengthens synergies between the projects (as seen in the case of Saint Vincent and the Grenadines). Further, where the executing agency is an external organisation with presence in the country, this can help to circumvent internal political issues that can affect project execution.
10. **Outputs related to capacity building, institutional strengthening, reforestation, and other processes-oriented outputs are more likely to be achieved by mid-term or end of project, compared to those related to actual environmental impacts.** Many of the planned mid-term targets (and some end-of-project targets) especially those related to the environmental impact of the interventions, are not realistic since achieving such impacts can take considerably more time than the project lifespan. Mid-term and end-of-project targets must be realistic in terms of the time required to meet them.

VIII. RECOMMENDATIONS

To IWECO PCU and UNEP-CAR/RCU

Recommendation 1: Four of the National sub-Projects and many activities within the more advanced National sub-Projects as well as Components 2 and 3 are seriously behind schedule. The COVID-19 pandemic is exacerbating the situation. With only two years remaining for technical completion of activities, certain adjustments are required to ensure successful completion of the project.

The IWECO PCU and CAR-RCU together with each regional and national co-executing partner should assess and prioritise the outputs and activities in the Components 1-4 (focusing on 'high impact' outputs and activities) for the remaining time and make necessary adjustments to the results framework, work plan, and budget (case-by-case basis), while ensuring that the project's original goal, objectives, and outcomes are maintained.²¹

Recommendation 2: The project design recognises that the private sector is not sufficiently mobilised to gain buy-in and actively participate in natural resources management in the region. While notable

²¹ For the Jamaica sub-Project, its IWECO Jamaica mid-term review will help guide this process.

progress has been made in engaging the private sector by the Trinidad & Tobago and Saint Lucia sub-Projects, greater effort is needed in the other countries to increase and broaden participation during and after the project ends. This is critical to sustaining the gains made by the Project.

The IWECO PCU should consider developing a private sector engagement strategy in support of the delivery of IWECO outcomes and objectives both during and after the project. Development of this strategy should be supported by the Sustainable Financing Partnership. The strategy should be integrated into UNEP-CAR/RCU's programmes.

Recommendation 3: A concept for a “Regional Centre for Climate Change Resilience and Oceanarium” is being developed under the Jamaica National sub-Project by Jamaican partners together with the UNEP Sub-Regional Office. The Urban Development Corporation, which owns the site in Montego Bay (Walter Fletcher Beach) being considered for the Oceanarium, as well as large parts of land in the Negril Morass, has verbally confirmed its interest to make the land assets available in both locations. These awareness/education centres could become a game changer for revenue generation as well as environmental education for tourists and local people alike. It is estimated that private investors will bring in an expected 15-20 million US\$ to establish the Oceanarium once the Master Plan has been prepared. As such, the centres would be critical for the sustainability of IWECO Project outcomes.

In view of the high benefits that could be generated by this project, the PCU and CAR/RCU, together with NEPA and UDC, should collaborate closely to get this project off the ground, in particular through the mobilization of financial support for developing Phase I of the concept for the Oceanarium: the necessary pre-feasibility and feasibility studies, architectural studies, studies related to technical constructions, life system management, educational contents, landscaping, required licenses, etc. as well as formulation of the Master Plan and establishment of the Public-Private Partnership. Therefore, a budget modification of the Jamaica National sub-Project is recommended to allocate US\$150,000 to this effort on top of the US\$ 150,000 already earmarked for the Visitors' Centre in the Royal Palm Reserve.²²

Recommendation 4: Training materials continue to be developed by the Project, and stakeholders have participated in various capacity building events (in-person and online). It is necessary to continually reinforce capacity building and extend training to new participants, as necessary. The use of online platforms is a cost-effective way to deliver training to multiple stakeholders. Furthermore, availability of the training materials and knowledge products in both English and Spanish is important to ensure wider uptake.

The PCU should regularly promote training materials such as presentations, toolkits, and the series of training webinars to project participants to expand and reinforce learning using online platforms. Key training material and knowledge products should be made available in both English and Spanish.

Recommendation 5: The IWECO project document does not include an exit or sustainability strategy, which is important to facilitate uptake and sustainability of the project results.

Prepare a sustainability strategy for IWECO and consider linking this to a potential wider UNEP-CAR/RCU sustainability strategy for all relevant projects that it executes. This should include a strategy for sustaining all the IWECO partnerships.

²² It must be considered if this initiative changes the scope of the PCA between NEPA and UNEP.

To IWECO PCU, CARPHA and OECS

Recommendation 6: The experience to date has shown that the capacity of CARPHA/EHSD has decreased significantly, compared to its predecessor CEHI. Although project staff have been in place since January 2019, limited progress has been made. CARPHA/EHSD has limited administrative capacity (long delays in preparing costed work plan and HQ-endorsed procurement plan), institutional memory (for instance, it has not provided a list of laboratories with which it is in contact), and operational abilities (CARPHA/EHSD does not have a travel budget and most budgeted travel under IWECO Component 2 relates to consultants or workshop travel). To achieve the expected results, other relevant institutions may have to be engaged. ***CARPHA/EHSD and PCU should together review all activities and outputs and decide on how best to implement them, and through which institution (CARPHA, IWECO PCU or other institutions particularly those in the research partnership). The agreement with CARPHA may need to be adjusted accordingly to reflect modified execution arrangements.***

Recommendation 7: The project document anticipated various regional partnerships, but only three of them (PA/PE, Governance, and Research Partnerships) have been initiated. It is important that all the partnerships are established and made operational to provide the necessary support as intended during the Project and to contribute to institutional sustainability (and financial sustainability in the case of the Sustainable Financing Partnership) post-project.

The IWECO PCU, CARPHA, and the OECS should strengthen the PA/PE, Research, and Governance Partnerships, respectively. The IWECO PCU and UNEP-CAR/RCU should also establish the Private Sector and Resource Mobilization Partnerships and furthermore, develop a strategy for sustaining these partnerships in the post-project period including how they can be supported (recognising that availability of financial resources will be a constraint).

Recommendation 8: Development of an environmental indicators compendium is being led by CARPHA in Component 2. Within the Wider Caribbean Region there are several relevant indicator frameworks and initiatives including by the UNEP-CAR/RCU to identify land-based pollution indicators and the CLME+ SAP monitoring & evaluation framework in addition to global indicators related to the SDGs, Aichi Targets, and global environmental conventions, among others. These various initiatives should be harmonised since they cover similar thematic areas and target the same countries or set of countries. An environmental indicators compendium was also prepared by the IWCAM project.

In developing the indicators compendium, CARPHA should ensure that the existing environmental indicator frameworks and initiatives in the region are evaluated and that the relevant indicators along with those under the SDG and other global mechanisms are incorporated and harmonised as appropriate in the compendium.

Recommendation 9: There is substantial technical capacity and capability in the region including some of the participating countries that can be harnessed to support and sustain specific project outcomes but which to date have not been fully explored. Notable is the CEAC in Cuba, which has substantial technical capacity in environmental monitoring and analytical laboratory capability that is relevant to Component 2 being executed by CARPHA. The CEAC analytical laboratory, which is supported by the IAEA and which was strengthened by the IWCAM project, is being further strengthened with equipment through IWECO. ***CARPHA should strengthen engagement with the CEAC and other environmental laboratories and institutions in the region to explore opportunities for collaboration including in environmental monitoring, capacity building, and sustaining project outcomes. The IWECO PCU and UNEP-CAR/RCU should help to facilitate this interaction.***

To National Co-Executing Agencies and IWECO PCU

Recommendation 10: The livelihoods and revenue generation aspect in the relevant national projects (Saint Lucia, Trinidad and Tobago) are delayed, although a good foundation is being established. This aspect is critical for achievement of the project's goal and in demonstrating tangible benefits for sustaining project results and building stewardship for natural resources management within local communities. However, the countries may need technical and other assistance from an appropriate regional organisation such as CANARI, which is recognized as an IWECO partner in the GEF CEO-endorsed project document.

The PCU together with the relevant countries and the SGP should evaluate the option of engaging CANARI to help with developing nature-based enterprises and livelihoods and integrating climate resilience in the business models. This should also include building stewardship for natural resources management among local communities. If financial resources are not available to support all the relevant project countries, the PCU should consider a scaled-down activity in one country with a view to generating lessons and good practices for replication.

Recommendation 11: IWECO's goal is to enhance the sustainable flow of ecosystem services and their contribution to sustainable socio-economic development. The project results framework incorporates stress reduction and environmental changes at the project sites that are expected from the various interventions. However, in many cases the necessary quantitative baselines are lacking, and systematic environmental monitoring has not yet been implemented to determine the impact of the interventions (e.g., on water quality). This gap needs to be addressed, with the interventions well underway in some countries and not yet started in the others.

The project countries should accelerate the development and implementation of appropriate monitoring programmes at the project sites as soon as possible and identify options for mainstreaming the programmes (as called for in Component 2). CARPHA and UNEP-CAR/RCU should provide the necessary support to ensure that appropriate indicators and monitoring protocols are selected and harmonised at the regional level. In addition, technical support should be sought from the LBS Regional Activity Centres and other environmental labs in the region (see also recommendation # 1).

Recommendation 12: Certain weaknesses were noted in the project results framework including several output indicators not meeting the 'SMART' criteria and unrealistic or duplicated outputs in some of the National sub-Project designs. The MTR made proposals for standardizing the output indicators and streamlining some of the outputs, which may have implications for the work plan and budget.

The IWECO PCU together with the sub-Project countries should analyse the respective results frameworks in view of the MTR proposals and agree on which ones, if any, to implement and make the required changes to the work plans and budgets.

Recommendation 13: Lessons, good practices, and experiences are already being generated, particularly by some of the National sub-Projects (IWECO and UNDP/SGP) and by the IWECO PCU and UNEP-CAR/RCU in implementing a complex project. Executing partners can benefit from sharing of these outputs during ongoing project execution. The National sub-Projects are independently executed and systematic sharing of experiences among them has been limited. Similarly, vertical interaction between the national projects (Component 1) and the regional Components 2 and 3 has been also limited.

Executing partners should begin consolidating and documenting lessons, good practices, and experiences, and increasing interaction with each other. The IWECO PCU should promote opportunities for systematic sharing of knowledge and experiences, for example, through regular webinars and exchange visits of project participants. Furthermore, interaction between the national projects and the

regional components should be strengthened by CARPHA and the OECS, with facilitation by the IWECO PCU and UNEP-CAR/RCU.

Recommendation 14: According to GEF regulations, national project coordinators (NPC) cannot be core staff of the national executing agencies. Therefore, they are usually independent consultants who are contracted by the executing agencies. Under IWECO their technical as well as administrative and managerial capacity is being strengthened and it is important that this capacity is retained post project. ***National executing agencies should ensure that NPCs are fully integrated operationally into their structure and opportunities created to retain the knowledge and experience gained, for example, through involvement and training of core staff members. NPCs should collaborate and prepare an experience note on being an effective sub-Project coordinator.***

To UNEP-CAR/RCU, CARPHA and OECS

Recommendation 15: Greater effort is needed to increase buy-in at the high political level for the project and its results, which is critical for sustainability. The regional institutional partners (UNEP-CAR/RCU, CARPHA, OECS) have an important role in this regard. In addition, IWECO can help to strengthen the ratification process of the Cartagena Convention and its Protocols.

UNEP-CAR/RCU, CARPHA, and the OECS should showcase the IWECO Project and its results to their member states at appropriate forums. UNEP-CAR/RCU should use IWECO as a vehicle to encourage the countries to ratify the Cartagena Convention and its Protocols and/or implement their obligations (as relevant). This should include high-level face-to-face interaction between the UNEP-CAR/RCU and government officials.

To the IWECO Regional Project Steering Committee

Recommendation 16: Because of continuing uncertainty in Antigua and Barbuda over the possibility to return the ownership of the parcel of land earmarked for the IWECO intervention, project activities have all but stalled in the country. The DoE has proposed alternative activities, which would contribute to a UN Adaptation Fund project in the same zone for consideration by the IWECO PCU. However, these activities do not respond to the overall IWECO sub-Project objective of developing and documenting innovative financing methodologies through establishing environmental social enterprises in Antigua and Barbuda and forging links to the SIRF Fund.

Re-programme the Antigua & Barbuda sub-Project work plan in view of the uncertainty over ownership of the intervention site, with the possibility of completing some of the original planned activities (total budget about US\$106,000) over a short timeline; and request Antigua & Barbuda to develop by August 2020 an alternative sub-Project that promotes innovative financing methodologies through revenue-generating community environmental enterprises within the context of the SIRF Fund and to be implemented over maximum 24 months under a new agreement.

Recommendation 17: It is unlikely that the project can be successfully completed within the 2 years remaining, with most of the work still to be done and ongoing disruptions caused by COVID-19. ***Consider an additional IWECO Project extension of up to 12 months until August 2023 for technical completion of all activities followed by an additional period for administrative and financial closure.***

ANNEX A. ToR of the Mid-Term Review

(Relevant sections from the ToR)

Section 2. OBJECTIVE AND SCOPE OF THE MID TERM REVIEW

7. Key Review principles

Review findings and judgements should be based on sound evidence and analysis, clearly documented in the review 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 Mid-term Review particular attention should be given to identifying implementation challenges and risks to achieving the expected project objectives and sustainability. Therefore, the “Why?” question should be at the front of the consultants’ minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultants need 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. This should provide the basis for the lessons that can be drawn from the project.

Baselines and counterfactuals. In attempting to attribute any outcomes and impacts to the project intervention, the evaluators should consider the difference between *what has happened with, and what would have happened without, the project*. This implies that there should be consideration of the baseline conditions, trends and counterfactuals in relation to the intended project outcomes and impacts. It also means that there should be plausible evidence to attribute such outcomes and impacts to the actions of the project. Sometimes, adequate information on baseline conditions, trends or counterfactuals is lacking. In such cases this should be clearly highlighted by the evaluators, along with any simplifying assumptions that were taken to enable the evaluator to make informed judgements about project performance.

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

8. Objective of the Mid Term Review

In line with the UN Environment Programme Evaluation Policy²³ and the UN Environment Programme Manual²⁴, the Mid-Term Review or Evaluation (MTE) is undertaken approximately half way through

²³ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

²⁴ http://www.unep.org/QAS/Documents/UNEP_Programme_Manual_May_2013.pdf . This manual is under revision.

project implementation to analyse whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTE will assess project performance to date (in terms of relevance, effectiveness, and efficiency), and determine the likelihood of the project achieving its intended outcomes and impacts, including their sustainability. The review 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 UN Environment Programme (as Main-Implementing Agency), UNDP (as co-Implementing Agency for specific elements of the project), CARPHA, OECS, PCI Media and other main project partners. Therefore, the Review Mission will identify lessons of operational relevance for future project formulation and implementation (especially for the remainder of the project).

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the review will address the strategic questions listed below. These are questions of interest to UN Environment Programme and to which the project is believed to be able to make a substantive contribution:

- To what extent have the current project interventions contributed to the expected Focal Area Outputs for International Waters (IW), Land Degradation (LD), Biodiversity (BD) and Sustainable Forest Management (SFM) as mentioned in the CEO Approval document?
- What are the major highlights in project achievements to date?
- What are the major challenges the project has experienced so far?
- Where does the project need to change focus in order to improve the level of achievement related to the expected Focal Area Outputs?
- Mention strategic as well as political lessons learned for future GEF project formulation in the Caribbean region (elaborate on project design, project partners, project duration, etc.).

Section 3. APPROACH, RATING and DELIVERABLES

10. Review criteria and rating

1. All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table will be provided in excel format to support the determination of an overall project rating. The set of review 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 delivery 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 review consultants can propose other review criteria as deemed appropriate.

2. The *ratings will be presented in the form of a table*. Each of the nine categories should be rated separately with brief justifications based on the findings of the main analysis. An overall rating for the project should also be given. The following rating system is to be applied:

<i>Criterion</i>	<i>Reviewer's Summary Comments</i>	<i>Reviewer's Rating</i>
A. Strategic relevance		
B. Quality of Project design		
C. Nature of External context		
D. Effectiveness		

<i>Criterion</i>	<i>Reviewer's Summary Comments</i>	<i>Reviewer's Rating</i>
E. Financial Management		
F. Efficiency		
G. Monitoring and Reporting		
H. Sustainability		
I. Factors and processes affecting project performance		

All ratings will be on the GEF six-point scale.

GEF Performance Description	Alternative description on the same scale
HS = Highly Satisfactory	Excellent
S = Satisfactory	Well above average
MS = Moderately Satisfactory	Average
MU = Moderately Unsatisfactory	Below Average
U = Unsatisfactory	Poor
HU = Highly Unsatisfactory	Very poor (Appalling)

A. Strategic Relevance

The Mid Term Review will assess, in line with the OECD/DAC definition of relevance, 'the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor'. The review will include an assessment of the project's relevance in relation to UN Environment Programme's mandate and its alignment with UN Environment Programme'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:

Alignment to the UN Environment Programme Medium Term Strategy²⁵ (MTS) and Programme of Work (POW)

The review 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.

Alignment to UN Environment Programme / Donor/GEF Strategic Priorities

Donor, including GEF, strategic priorities will vary across interventions. UN Environment Programme strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building²⁶ (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. GEF priorities are specified in published programming priorities and focal area strategies.

²⁵ UN Environment Programme's Medium-Term Strategy (MTS) is a document that guides UN Environment Programme's programme planning over a four-year period. It identifies UN Environment Programme's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes.

²⁶ <http://www.unep.org/GC/GC23/documents/GC23-6-add-1.pdf>

Relevance to Regional, Sub-regional and National Environmental Priorities

The review will assess 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. Examples may include: national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc.

Complementarity with Existing Interventions

An assessment will be made of how well the project, either at design stage or during the project mobilization, took account of ongoing and planned initiatives (under the same sub-programme, other UN Environment Programme sub-programmes, or being implemented by other agencies) that address similar needs of the same target groups. The review 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, optimised any synergies and avoided duplication of effort. Examples may include UN Development Assistance Frameworks or One UN programming. Linkages with other interventions should be described and instances where UN Environment Programme'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 equity
Country ownership and driven-ness

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. This overall Project Design Quality rating is entered in the final review ratings table as item B. In the Main Review Report a summary of the project's strengths and weaknesses at design stage is included, while the complete Project Design Quality template is annexed in the Inception Report.

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

Stakeholders participation and cooperation
Responsiveness to human rights and gender equity

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval). This rating is entered in the final review 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 Review Consultant and Review Manager (=UNEP Task Manager) together. A justification for such an increase must be given.

D. Effectiveness

Delivery of Outputs

The review will assess the project's success in producing the programmed outputs (*products, capital goods and services resulting from the intervention*) and 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 TOC. In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The delivery 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 delivery. The review 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 supervision²⁷

Achievement of Direct Outcomes

The achievement of direct outcomes (*short and medium-term effects of the intervention's outputs; a change of behaviour resulting from the use/application of outputs, which is not under the direct control of the intervention's direct actors*) is assessed as performance against the direct outcomes as defined in the reconstructed²⁸ Theory of Change. These are the first-level outcomes expected to be achieved as an immediate result of project outputs. As in 1, above, a table can be used where substantive amendments to the formulation of direct outcomes is necessary. The review should report evidence of attribution between UN Environment Programme's intervention and the direct outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UN Environment Programme's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the direct outcomes realised.

Factors affecting this criterion may include:

Quality of project management and supervision

Stakeholders' participation and cooperation

Responsiveness to human rights and gender equity

Communication and public awareness

Likelihood of Impact

Based on the articulation of longer-term effects in the reconstructed TOC (*i.e. from direct outcomes, via intermediate states, to impact*), the review 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-term impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available on the EOU website, web.unep.org/evaluation and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from direct 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.

²⁷ In some cases, 'project management and supervision' will refer to the supervision and guidance provided by UN Environment Programme 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 UN Environment Programme.

²⁸ UN Environment Programme staff are currently required to submit 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 design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

The review will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects. Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards.²⁹

The review will consider the extent to which the project has played a catalytic role or has promoted scaling up and/or replication³⁰ as part of its Theory of Change and as factors that are likely to contribute to longer term impact. Ultimately, UN Environment Programme 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-term or broad-based changes. However, the review will assess the likelihood of the project to make a substantive contribution to the high-level changes represented by UN Environment Programme's Expected Accomplishments, the Sustainable Development Goals³¹ and/or the high-level results prioritised by the funding partner.

Factors affecting this criterion may include:

Quality of Project Management and Supervision (including adaptive management)
Stakeholder participation and cooperation
Responsiveness to human rights and gender equity
Country ownership and driven-ness
Communication and public awareness

E. Financial Management

Financial management will be assessed under two themes: completeness of financial information and communication between financial and project management staff. The review 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 level and will be compared with the approved budget. The review 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. The review will verify the application of proper financial management standards and adherence to UN Environment Programme'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.

Factors affecting this criterion may include:

Preparation and readiness
Quality of project management and supervision

F. Efficiency

In keeping with the OECD/DAC definition of efficiency the review 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. Focussing 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

²⁹ Further information on Environmental, Social and Economic Safeguards (ESES) can be found at <http://www.unep.org/about/eses>

³⁰ Scaling up refers to approaches being adopted on a much larger scale, but in a very similar context. Scaling up is often the longer-term objective of pilot initiatives. Replication refers to approaches being repeated or lessons being explicitly applied in new/different contexts e.g. other geographic areas, different target group etc. Effective replication typically requires some form of revision or adaptation to the new context. It is possible to replicate at either the same or a different scale.

³¹ A list of relevant SDGs is available on the EO website www.unep.org/evaluation

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 review 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 review 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 review will give special attention to efforts by the project teams to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. The review will also consider the extent to which the management of the project minimised UN Environment Programme's environmental footprint.

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

Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART³² indicators towards the delivery of the projects' outputs and achievement of direct outcomes, including at a level disaggregated by gender, vulnerability or marginalisation. The review 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 review and terminal evaluation should be discussed if applicable.

Monitoring of Project Implementation

The review 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 should include monitoring the representation and participation of disaggregated groups in project activities. It will also consider how information generated by the monitoring system during project implementation was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The review should confirm that funds allocated for monitoring were used to support this activity.

Project Reporting

³² SMART refers to indicators that are specific, measurable, assignable, realistic and time-specific.

UN Environment Programme has a centralised Project Information Management System (PIMS) in which project managers upload six-monthly status reports against agreed project milestones. IWECO project does not report in PIMS. The review will assess the extent to which both UN Environment Programme and donor reporting commitments have been fulfilled.

Factors affecting this criterion may include:

Quality of project management and supervision

Responsiveness to human rights and gender equity (e.g., disaggregated indicators and data)

H. Sustainability

Sustainability is understood as the probability of direct outcomes being maintained and developed after the close of the intervention. The review will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved direct 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 direct outcomes may also be included.

Socio-political Sustainability

The review will assess the extent to which social or political factors support the continuation and further development of project direct 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 review will consider whether individual capacity development efforts are likely to be sustained.

Financial Sustainability

Some direct 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 direct 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 resource management approach. The review 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 the direct outcomes of a project 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.

Institutional Sustainability

The review 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 review 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 equity (e.g. where interventions are not inclusive, their sustainability may be undermined)

Communication and public awareness

Country ownership and driven-ness

I. Factors and Processes Affecting Project Performance

(These factors are rated in the ratings table, but are discussed within the Main Review Report as cross-cutting themes as appropriate under the other review criteria, above)

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 review 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 review 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).*

Quality of Project Management and Supervision

In some cases, 'project management and supervision' will refer to the supervision and guidance provided by UN Environment Programme 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 and supervision provided by UN Environment Programme. The review 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.); communication and collaboration with UN Environment Programme colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

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 UN Environment Programme. 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.

Responsiveness to Human Rights and Gender Equity

The review 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 review will assess to what extent the intervention adheres to UN Environment Programme's Policy and Strategy for Gender Equality and the Environment. In particular the review will consider to what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to, and the control over, natural resources; (ii) specific vulnerabilities of women and children to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

Country Ownership and Driven-ness

The review will assess the quality and degree of engagement of government / public sector agencies in the project countries, including provide an assessment of the possibility for government/public sector to engage in the project (assess the actual available capacity and capability). 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 direct outcomes or b) moving forward from direct outcomes towards intermediate states. The review will consider the involvement 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. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. This ownership should adequately represent the needs of interest of all gendered and marginalised groups.

Communication and Public Awareness

The review 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 review 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 review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

11. Review Approach

The Mid-Term Review will be an in-depth review using a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review 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 review implementation phase in order to increase their (and other stakeholder) ownership of the review findings. Where applicable, the consultant(s) should 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.)

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

A desk review of:

Relevant background documentation, *inter alia*;

- Project CEO Approval document (reviewed version, dated 29 January 2018), with relevant and related communications
- Project Budget Excel sheets from 31 January 2018 (latest revised version)
- Project Cooperation Agreements (PCAs) with PCI Media Impact and CARPHA/OECS
- 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 outputs:

- Mission Reports of the Project Management Unit (PMU) members
- Financial & Technical Progress reports from partners
- Minutes of the Inception Meeting, Regional Project Steering Committee meetings (February 2018, April 2019)
- Presentations as presented during the various Regional Project Steering Committee meetings.
- Recent evaluations/reviews of similar projects in order to identify common issues of concern (like the CLME+ project, or the IWeco 'sister project' the Pacific R2R).

Interviews (individual or in group) with:

- UN Environment Programme Task Manager (UNEP Washington)
- IWeco Project Management Unit (PMU) in Kingston, Jamaica: Regional Project Coordinator and staff;
- Director and staff of the Cartagena Convention Secretariat, Kingston, Jamaica;
- Regional Project Coordinator of CLME+ Project (UNDP/GEF), Cartagena, Colombia;
- Finance Officer, Cartagena Convention Secretariat office, Kingston, Jamaica;
- Ecosystem Management Sub-Programme Coordinator, Nairobi, Kenya;
- Project Partners:
- CARPHA, OECS, PCI Media, UNDP SGP, UNDP and UNEP/CAR/RCU representatives
- Representatives of selected partners from the Research, Governance, and Communications Partnership Groups

Relevant resource persons:

- UNEP Sub Regional Office for the Caribbean;
- Project Managers of projects like the CLME+ project, or the Pacific R2R.

Field visits

It is envisaged that the Mid Term Review Team visits 4 IWeco Project countries, to be selected by the Review Team members after their first 'desk study' of available project documentation has been completed, as well as the CARPHA Head Quarters in Trinidad, as well as CARPHA and OECS offices in St. Lucia. Other locations and institutions to be visited to the opinion of the review team.

12. Review Deliverables and Review Procedures

The review team will prepare:

Inception Report: containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.

Preliminary Findings Note: 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 reviews, the preliminary findings may be presented as a word document for review and comment.

Draft and Final Mid Term Review Report: (see next chapter) containing an executive summary that can act as a standalone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

Mid Term Review Bulletin: a 2-page summary of key review findings for wider dissemination through the project's website and quarterly Newsletter.

The Review team is expected to participate with the 4th IWeco Regional Project Steering Committee Meeting, to be held in Grenada, in April/May 2020 (exact dates to be agreed upon). The Review Team will present the Mid Term Review findings to the Steering committee members and will advise and guide on the way forward.

Review of the draft review report. The review team will submit a draft report to the UNEP Task 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 Task Manager will share the cleared draft report with the Regional Project Coordinator, who will alert the Task Manager in case the report contains any blatant factual errors. The Task Manager will then forward revised draft report (corrected by the review team 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 Task Manager for consolidation. The Task Manager will provide all comments to the review team for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

ANNEX B. Evaluation Matrix

Evaluation criteria	Evaluation question	Main data collection methods	Source
A. Strategic Relevance			
	1. To what extent are the project's goals, objectives and expected outcomes consistent with UNEP's and GEF's strategic priorities; and needs and goals of national and regional stakeholders (including relevance to SDGs, BSP, S-SC, Cartagena Convention, St. Georges Declaration, etc.)?	Desk review Review of secondary information Guided and open stakeholder interviews (individuals and groups)	Project document; relevant UNEP and GEF documents UNEP, GEF and regional and national partners' websites Co-executing partners; selected national stakeholders; Task manager; RPC and other PCU staff; UNEP-CAR/RCU staff
	2. Does the project complement other existing national and regional interventions? Were any synergies optimised and duplication avoided? What is its value added? UNEP's comparative advantage?	Desk review Review of secondary information Guided and open stakeholder interviews (individuals and groups)	UN Development Assistance Frameworks, One UN programming, CLME+ SAP, OECS, etc. Websites of existing initiatives Co-executing partners, selected national stakeholders, UNEP-CAR/RCU
B. Quality of Project Design			
	3. Were any formal modifications/ revisions made to the project design (regional and national)?	Desk review Review of secondary information Guided and open stakeholder interviews (individuals and groups)	Project document, budget, results framework, project inception report UNEP-CAR/RCU, RPC, Task Manager, national partners
	<u>Preparation and Readiness</u> 4. Were appropriate measures taken to address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation?	Desk review Guided and open stakeholder interviews (individuals and groups)	Project document, budget, results framework, project inception report UNEP-CAR/RCU Task Manager
	5. Were key stakeholders including women and minority groups identified and involved in project development? Were any groups overlooked?	Desk review Guided and open stakeholder interviews Group interviews	Project document, project inception report UNEP, Executing and co-executing agencies, NPCs

Evaluation criteria	Evaluation question	Main data collection methods	Source
	6. Were the project's objectives and components clear, practicable and feasible within its timeframe?	Desk review	Project document, results framework, project inception report, annual work plans
	7. Were the capacities of executing agencies properly considered when the project was designed; and were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation?	Desk review Guided and open stakeholder interviews	Project document UNEP, Executing and co-executing agencies, partners
	8. Were counterpart resources (funding, staff, and facilities), enabling legislation and adequate project management arrangements in place?	Desk review Guided and open stakeholder interviews	Project document UNEP, Executing and co-executing agencies, partners
C. Nature of External Context			
	9. Has project implementation been facing a particularly favourable or unfavourable external (national and regional) environment and how has this affected execution? What steps were taken to mitigate the impacts?	Desk review Guided and open stakeholder interviews Group interviews	PIRs and annual progress reports, RPSC reports Co-executing partners, selected national stakeholders, NPCs PCU, UNEP-CAR/RCU
D. Effectiveness			
i). Delivery of outputs	10. Is the annual work plan realistic (regional and national)?	Desk review	Project annual workplans (national and regional), progress reports, PIRs, online dashboards, GEF tracking tool, RPSC meeting reports, project outputs Project website & newsletters RPC, UNEP-CAR/RCU, Co-executing partners, NPCs
	11. What is the current status of delivery of planned outputs (quantity, quality, usefulness, timeliness) and main factors that affected current status?	Review of secondary information Field visits Guided and open stakeholder interviews Group interviews	
	12. What is the likelihood that all outputs will be delivered in the remaining time? Are there any outputs that cannot be realistically delivered?	Desk review Guided and open stakeholder interviews Group interviews	Progress reports, PIRs, dashboards, GEF tracking tool, RPSC meeting reports, online dashboards RPC, UNEP-CAR/RCU, Co-executing partners, NPCs
ii). Achieveme	13. To what extent have direct outcomes been achieved to date and what are the key contributing factors? What is the likelihood	Desk review Review of secondary information	Progress reports, PIRs, dashboards, GEF tracking tool Project website & newsletters

Evaluation criteria	Evaluation question	Main data collection methods	Source
nt of Direct Outcomes	that all outcomes will be achieved? What is the evidence that the outcomes are directly related to the project intervention?	Field visits Guided and open stakeholder interviews Group interviews	UNEP, UNEP-CAR/RCU, Co-executing partners, selected national stakeholders/project participants, NPCs Reconstructed TOC
iii). Likelihood of Impact	14. What is the likelihood of achievement of the intended impacts and longer-term impacts? Has the project catalysed action or is facilitating scaling up and replication? Have there been any unintended negative or positive impacts?	Field visits Guided and open stakeholder interviews Group interviews	UNEP, UNEP-CAR/RCU, Co-executing partners, selected national stakeholders/project participants, NPCs Reconstructed TOC
E. Financial management			
	15. Is the financial reporting to date complete? Provide an overview of the actual spent (segregated by output if feasible) for all sources. What proportion of pledged co-finance was realised to date? Were proper standards and policies adhered to and was financial planning, management and reporting (by co-executing agencies) done in a timely manner?	Desk review Guided and open interviews	Project budget, annual work plans, expenditure and co-finance reports (co-executing agencies), audit reports RPC, UNEP-CAR/RCU, Financial officer, Task Manager
	16. Were there any financial irregularities and delays in disbursement; how was the project impacted?	Guided and open interviews	RPC, UNEP-CAR/RCU, Financial officer, Task Manager, NPCs
	17. How was the communication and collaboration between financial and project management staff?	Guided and open interviews	RPC, UNEP PCU staff, Financial officer
	18. Did the project leverage additional resources?	Guided and open interviews	RPC, Financial officer
F. Efficiency			
	19. Has the project been executed so far in a timely manner; if not, why and how did this affect achievement of outputs? How could the project extension have been avoided and what are the impacts of project delays or extension?	Desk review Guided and open interviews	Project annual work plans, progress reports, PIRs, expenditure reports, RPSC meeting reports, IWeco PCU mission reports RPC, Task Manager, Financial officer, NPCs, co-executing partners
	20. Has the project been cost-effective till date? Were events sequenced efficiently? What cost or time-saving measures were put in place?	Desk review Guided and open interviews	Project annual work plans, progress reports, PIRs, expenditure reports RPC, Task Manager, Financial officer, NPCs, co-executing partners

Evaluation criteria	Evaluation question	Main data collection methods	Source
	21. What efforts were made to build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects, etc. to increase project efficiency?	Desk review Guided and open stakeholder interviews	Project document UNEP, UNEP-CAR/RCU, NPCs, existing initiatives (e.g., CLME+, CReW)
	<u>Quality of Project Management and Supervision</u> 22. How effective was the supervision, guidance and technical backstopping provided by UNEP (Washington and CAR/RCU) to co-executing partners and governments? Highlight evidence of adaptive management.	Desk review Guided and open stakeholder interviews Group interviews	PIRs, progress reports, RPSC meeting reports Co-executing partners, NPCs, gov't reps
	23. What was the quality of project management performance of the co-implementing agencies (CARPHA, PCI Media Impact, UNDP)?	Guided and open stakeholder interviews	RPC, IWECO PCU, UNEP-CAR/RCU, Task Manager, IWECO PCU mission reports, PCU correspondence
	24. Are there administrative, operational or technical problems and constraints within UNEP's backstopping that influenced the effective implementation of the project?	Desk review Guided and open stakeholder interviews	PIR, progress reports, IWECO PCU correspondence RPC, UNEP-CAR/RCU, Financial officer, Task Manager
	25. How well are the project partnerships managed and functioning?	Desk review Guided and open stakeholder interviews	PIRs, progress reports, IWECO PCU mission reports, IWECO PCU correspondence RPC, IWECO PCU, PCI Media Impact, CARPHA, OECS
G. Monitoring and reporting			
	26. Is the project M&E plan to monitor results and track progress sound (including SMART indicators, baseline and time-bound targets, assignment of responsibilities)? Are results properly disaggregated?	Desk review Guided and open interviews	M & E plan, results framework, PIRs, progress reports, GEF tracking tools, M & E strategy M & E officer
	27. Was M & E budget adequate and resources made available in a timely manner? Including MTR and Final Evaluation	Desk review Guided and open interviews	M & E plan, project budget RPC, Financial officer
	28. Was the M & E system operational throughout the implementation period? Were the M & E results used to improve project performance and adapt to changing needs and circumstances?	Desk review Guided and open interviews	PIRs, progress reports, expenditure reports, annual work plans, project revisions

Evaluation criteria	Evaluation question	Main data collection methods	Source
			RPC, M & E officer, Task Manager, NPCs, co-executing agencies
	29. Have provisions been made for long-term monitoring after project closure?	Desk review Guided and open interviews	Project document, project outputs (Comp 2), M & E strategy M & E officer, NPCs, co-executing agencies
	30. Was all required reporting completed by CAR/RCU and co-executing partners in a timely manner (PIR reports, half-yearly progress and financial reports); were they realistic/accurate?	Desk review Guided and open interviews	PIRs, progress reports, expenditure reports RPC, Task Manager, M & E officer, Financial officer, co-executing agencies
H. Sustainability			
	<u>Socio-political sustainability</u> 31. Which social or political factors support continuation of project results (e.g. stakeholder awareness, ownership, interest and commitment among government and other stakeholders, socio-political circumstances, capacity development efforts).	Desk review Guided and open interviews Group interviews	Project document UNEP-CAR/RCU, co-executing agencies, national project participants/beneficiaries, NPCs, private sector, gov't reps Reconstructed TOC
	<u>Financial resources</u> 32. To what extent is the sustainability of project results and impact dependent on financial resources? Has project contributed to raising sustained follow-on financing from national governments and external donors?	Guided and open interviews Group interviews	RPC, UNEP-CAR/RCU, co-executing agencies, partners, national project participants/beneficiaries, NPCs, private sector, gov't reps Reconstructed TOC
	33. What are the financial risks that may jeopardise sustenance of project results and progress towards impact?	Guided and open interviews Group interviews	UNEP-CAR/RCU, co-executing agencies, partners, national project participants/beneficiaries, NPCs, private sector, gov't reps Reconstructed TOC
	<u>Institutional sustainability</u> 34. To what extent is sustaining the results and progress towards impact dependent on institutional frameworks and governance? Are there also bio-physical factors affecting sustainability?	Desk review Guided and open interviews Group interviews	Project document UNEP, UNEP-CAR/RCU, co-executing agencies, partners, NPCs, gov't reps Reconstructed TOC
	35. Are the institutional and governance structures and processes, etc. required to sustain project results robust enough?	Guided and open interviews, Group interviews	UNEP, UNEP-CAR/RCU, co-executing agencies, partners, NPCs, gov't reps

Evaluation criteria	Evaluation question	Main data collection methods	Source
	36. Are institutional capacity development efforts, which were started during the project, likely to be sustained?	Guided and open interviews Group interviews	UNEP, UNEP-CAR/RCU, co-executing agencies, partners, NPCs, gov't reps
	<u>Environmental sustainability</u> 37. Are there any environmental factors, positive or negative, that can influence the future flow of project benefits?	Desk review Field visits Guided and open interviews	Project document UNEP-CAR/RCU, co-executing agencies, partners, NPCs, national project participants/beneficiaries Reconstructed TOC
	38. Are there any project outputs or higher-level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?	Desk review Field visits	Project document result framework Reconstructed TOC
I. Factors and Processes Affecting Project Performance			
1.	<u>Responsiveness to Human Rights and Gender Equity</u> 39. To what extent has the project adhered to the UN Common Understanding on the human rights-based approach (HRBA), UNEP's Policy and Strategy for Gender Equality and the Environment? 40. To what extent project design, implementation and monitoring have taken into consideration: (i) possible gender inequalities in access to, and the control over, natural resources; (ii) specific vulnerabilities of women and children and minority groups to environmental degradation or disasters; and (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.	Desk review Field visits Guided and open interviews Group interviews	Project document, national project documents, documents on UN HRBA, UNEP Policy and Strategy for Gender Equality Co-executing agencies, NPCs, national project participants/beneficiaries
2.	<u>Country Ownership and Driven-ness</u> 41. What is the quality and degree of engagement of government / public sector agencies including official representatives in the project countries? 42. To what extent have the governments assumed responsibility for the project and provided adequate support to project execution including fulfilling co-finance pledges? 43. What is the level of country ownership of project outputs and outcomes?	Desk review Guided and open interviews	Co-finance reports, IWECO PCU mission reports, IWECO PCU correspondence RPC, UNEP-CAR/RCU, NPCs, national project participants/beneficiaries, gov't reps

Evaluation criteria	Evaluation question	Main data collection methods	Source
3.	<p><u>Communication and Public Awareness</u></p> <p>44. Does the project implement appropriate communication, outreach and public awareness campaigns? How effective have the various communication and public awareness activities been?</p> <p>45. How effective is: a) communication of learning and experience sharing between project partners and interested groups; 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.</p> <p>46. Were existing communication channels and networks used effectively, including meeting the differentiated needs of gendered or marginalised groups, and were any feedback channels established.</p> <p>47. Has a knowledge sharing platform been established and how effective is it?</p>	<p>Desk review</p> <p>Review of secondary information</p> <p>Guided and open interviews</p> <p>Group interviews</p>	<p>Communication strategy, newsletters, videos, social media, communication and public awareness materials, PIRs, progress reports, workshop/meeting reports</p> <p>Project website and social media</p> <p>Communications officer, co-executing agencies, partners, NPCs, national project participants/beneficiaries</p>
4.	<p><u>Stakeholder Participation and Cooperation</u></p> <p>48. Does the project facilitate adequate consultation and active engagement of stakeholders in project decision making and activities; what mechanisms are used and how effective are they? To what extent are gender and minority groups considered in stakeholder involvement and engagement?</p> <p>49. To what extent does the project consult and make use of skills, experience and knowledge of appropriate government entities, community groups, networks, private sector, local governments, and academic institutions?</p> <p>50. What is the quality of the support given to maximise collaboration and coherence between various stakeholders? How effective was the collaboration between the various project partners and stakeholders?</p>	<p>Desk review</p> <p>Guided and open interviews</p> <p>Field visits</p> <p>Desk review</p> <p>Field visits</p> <p>Guided and open interviews</p> <p>Group interviews</p> <p>Field visits</p> <p>Guided and open interviews</p> <p>Group interviews</p>	<p>RPSC meeting reports, National PSC meeting reports, meeting/workshop reports</p> <p>RPC, UNEP-CAR/RCU, NPCs, national project participants/beneficiaries</p> <p>Project document, meeting/workshop reports</p> <p>RPC, UNEP-CAR/RCU, NPCs, co-executing partners, national project participants/beneficiaries</p> <p>RPC, UNEP-CAR/RCU, NPCs, co-executing partners, national project participants/beneficiaries, private sector</p>

ANNEX C. Documents consulted

Project design documents

1. Project CEO approval document (reviewed version, dated 29 January 2018), with relevant communications
2. UNEP IWECO Project document
3. National sub-Project documents (Antigua & Barbuda, Cuba, Dominican Republic, Jamaica, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & The Grenadines, Trinidad & Tobago).

Meeting reports

4. Regional Inception Meeting report
5. Regional Project Steering Committee meeting reports (September 2016, February 2018, April 2019)
6. IWECO National sub-Project 1.4 – Biodiversity Mainstreaming in Coastal Landscapes within the Negril Environment Protection Area of Jamaica. Project Steering Committee Meeting, 21 November 2019, Rayon Hotel, Negril, Westmoreland
7. Meeting report: IWECO Regional Training Workshop. Building Capacity at the National Project Level in the areas of Environmental Monitoring, Community Engagement and Citizen Science, 5-7 November 2019, Christ Church Barbados.

Work plans and budget

8. Project Budget Excel sheets from 31 January 2018 (latest revised version)
9. Annual Work Plans and budgets
10. Logical framework and budget

M & E reports and tools

11. Half-yearly progress reports
 - a. Antigua & Barbuda: Jul-Dec 2018, Jan-Jun 2019, Jul-Dec 2019
 - b. Cuba: Jul-Dec 2018, Jan-Jun 2019, Jul-Dec 2019
 - c. Jamaica: Jan-Jun 2019, Jul-Dec 2019
 - d. Saint Lucia: Jan-June 2018, Jul-Dec 2018, Jan-Jun 2019, Jul-Dec 2019
 - e. Saint Kitts & Nevis: Jan-June 2019, Jul-Dec 2019
 - f. Trinidad & Tobago: Jan-June 2019, Jul-Dec 2019
 - g. CARPHA: Jan-June 2019, Jul-Dec 2019
 - h. PCI Media Impact
 - i. SGP: A review of the mid-term achievements and results from the implementation of the partnership agreement between UNDP and UNEP on the implementation of the IWECO regional project (March 2019, Update - January 2020)
12. Project Implementation Review reports: Jun 2017-Dec 2018, Jul 2018- Jun 2019
13. Expenditure reports:
14. Co-finance reports
15. Mission reports of the PCU members:
 - Mission Report, Jan Betlem, 28-29/06/2018, Mission to Trinidad and Tobago, Field Visits to Valencia area, and office meetings. Field Visits Saint Kitts and Nevis
 - Mission Report, Jan Betlem, 06-09/06/2019, Participating with 12th TAC meeting at CARPHA, Trinidad and Participating with SGP Workshop meeting, Panama
 - Mission Report, Jan Betlem, 14 May 2018 – 21 May 2018, Meetings with IWECO National Project staff, collaborating partner representatives, Government of Trinidad officers;

Participation with the 'We Care' day (which included the IWeco National Project launch) on Sunday 20 May 2018.

- Mission Report, Jan Betlem, 02/06/2018, Mission to Saint Vincent & the Grenadines
- Mission Report, Jan Betlem and Donna Sue Spencer, 13-16 May 2019, IWeco Regional Media Strategy Workshop, Arima, Trinidad and Tobago.
- Mission Report, Lorna Innis and Jan Betlem, 25 March – 30 March 2018, Mission to Saint Kitts and Nevis
- Mission Report, Jan Betlem, Mission to Saint Kitts & Nevis, 20, 21 & 22 June 2018
- Mission Report, Jan Betlem, Mission to Saint Kitts & Nevis, Support to National Coordinator IWeco Project Saint Kitts and Nevis & Launch of the National IWeco Project for Saint Kitts and Nevis, 24-27 February 2019
- Mission Report, Donna Henry-Hernandez, Mission to Dominican Republic, Santo Domingo, 14-17 January 2019

16. National projects online dashboards

Project Cooperation Agreements (PCA)

17. PCI Media Impact
18. CARPHA
19. OECS/CARPHA

CARPHA and OECS documents

20. CARPHA/EHSD, 12 March 2019. IWeco Work Plan, Procurement plan (Excel, submitted to IWeco PCU and the RPSC).
21. CARPHA, February 2019. Procurement Policy Manual.
22. UNEP/ IWeco PCU, 2018. Notes on PCA with CARPHA, version 3
23. Terms of Reference: Consultancy to Review and Strengthen Policy, Legislative and Institutional Capacity to Support Sustainable Land, Water Resources and Ecosystems Management in IWeco Participating States

Project outputs

Various technical reports

Other documents

24. Presentations to RPSC meetings
25. Terms of reference (PCU, project staff, RPSC, etc.)
26. Relevant correspondence (email)
27. IWeco Communications Strategy (PowerPoint presentation)
28. IWeco Project Regional Communications Strategy and Work Plan, August 2018
29. IWeco Monitoring and Reporting Approach (PowerPoint presentation)
30. Recent evaluations/reviews of similar projects (Pacific R2R, IWCAM, CREW)
31. CANARI 2020: Concept Note for strengthening nature-based enterprises and livelihoods in support of the Global Environmental Facility-Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWeco)
32. Report of community consultations and focus group discussions regarding the CREW and Adaptation Fund (AF) projects, Antigua, 20 June and 5 July 2016; Report of Town Hall meeting regarding IWeco and AF projects, Antigua, 14 August 2018.

Communication material

33. IWeco Newsletters
34. IWeco website
35. IWeco Cuba website (iweco.ceac.cu/es/nosimportaelfuturo) and Facebook page (www.facebook.com/IWeco.cuba)
36. IWeco Media Toolkit: Engaging Our communities – ‘A Media Relations and Social Media Toolkit’, September 2019
37. Project videos – the Clean Seas – Caribbean Breaking up With Plastics video produced by the PA/PE Partnership; two videos produced by the Trinidad & Tobago National sub-Project
38. Series of Communication Webinars (e.g., Communication and Youth Engagement; Photography and Visual storytelling; and Introduction to Participatory 3-D Modelling)
39. Three Introductory banners; banners produced for CWWA 2019 featuring the SLM focused interventions in Trinidad & Tobago, Saint Lucia and Saint Kitts and Nevis; and the award-winning IWeco and CLME+ collaborative banner prepared for the GEF International Waters Conference in 2018 (IWC9)
40. Participation in IWeco webinars

ANNEX D. Persons interviewed

(*in person, others virtual)

Name/Affiliation	Title and Institution	Email
REGIONAL PROJECT COORDINATION UNIT*		
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SAINT VINCENT & THE GRENADINES		
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ANNEX E. Assessment of the Project Design Quality³³

A. Nature of the External Context ³⁴		YES/NO	Comments/Implications for the evaluation design	Section Rating: 4
1	Does the project document identify any unusually challenging operational factors that are likely to negatively affect project performance?	i)Ongoing/high likelihood of conflict?	Yes. The project document (pro doc) includes a comprehensive risk analysis and description of risk mitigation strategies. One of the risks identified is the occurrence of adverse economic conditions and associated social destabilization.	The factors are identified in the risk table and results framework but are not discussed in any detail. Risk mitigation strategies are proposed.
		ii)Ongoing/high likelihood of natural disaster?	Yes. One of the risks identified is the occurrence of extreme events such as floods and hurricanes and other major natural disasters such as earthquakes.	
		iii)Ongoing/high likelihood of change in national government?	Yes. Change in political administration that result in reversal or change of agreed plans and policies has been identified as a potential risk.	
B. Project Preparation		YES/NO	Comments/Implications for the evaluation design	Section Rating: 5
2	Does the project document entail a clear and adequate problem analysis?	Yes, a clear and adequate analysis of the problems at the national and regional level is provided. A problem tree analysis with a summary of the root causes through to the problems to effects and impacts is presented in a diagram.	See evaluation framework question regarding relevance of the project to the needs of national and regional stakeholders	

³³ A number rating 1-6 is used for each section: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1

³⁴ For Nature of External Context, the 6-point rating scale is changed to: Highly Favourable = 1, Favourable = 2, Moderately Favourable = 3, Moderately Unfavourable = 4, Unfavourable = 5 and Highly Unfavourable = 6. (Note that this is a reversed scale)

3	Does the project document entail a clear and adequate situation analysis?		Yes. An adequate situation/baseline analysis at the national and regional levels (at the time of preparation of the pro doc) is presented.	See evaluation framework question regarding relevance of the project to the needs of national and regional stakeholders
4	Does the project document include a clear and adequate stakeholder analysis, including by gender/minority groupings?		Yes. Detailed information is provided in the Prodoc with regional stakeholders mapped per component and national non-governmental and community-based organisations in support of the national interventions. Gender is discussed but minority groupings are not mentioned.	See questions in evaluation matrix on stakeholder engagement. The MTR will examine if all key stakeholders were consulted during project design and will conduct a stakeholder analysis. The MTR will also examine information produced pertinent to gender and vulnerable groups and inclusion in activities, as well as linkages to M&E system design and training.
5	<i>If yes to Q4: Does the project document provide a description of stakeholder consultation during project design process? (If yes, were any key groups overlooked: government, private sector, civil society, gendered groups and those who will potentially be negatively affected)</i>		No. Stakeholder consultations were held during the design phase (as indicated in the CEO endorsement document), but no description is included in the CEO endorsed document. A description of key stakeholder groups is included in the CEO endorsed doc.	Additional research is needed to determine whether any key stakeholder groups were overlooked. A pertinent question is included in the Evaluation Matrix.
6	Does the project document identify concerns with respect to human rights, including in relation to sustainable development?	i) Sustainable development in terms of integrated approach to human/natural systems	Yes, the project recognises the link between human and natural systems and the impact of environmental degradation on human condition. It promotes an integrated approach to natural resources management that will reverse and prevent ecological/environmental degradation and improve livelihoods, human wellbeing and climate change resilience	See evaluation matrix section on Responsiveness to Human Rights and Gender Equity. This will be explored during visits to the countries.
		ii) Gender	Yes. Gender issues and mainstreaming are to be considered at the national and regional levels. Also, to be	Issues related to gender are embedded in the outputs of the project. Gender issues will be examined during interviews with national project teams and institutional partners.

			addressed in the national projects.		
		iii) Indigenous peoples	No. There are no indigenous peoples in the 10 countries being covered by IWECO.		
C	Strategic Relevance		YES/NO	Comments/Implications for the evaluation design	Section Rating: 6
7	Is the project document clear in terms of its alignment and relevance to:	i) UNEP MTS and PoW	Relevance to UN Env MTS and PoW is not explicitly discussed, but it is stated that the project is relevant to UN Env's ecosystem management priority.	See evaluation matrix section on Strategic relevance.	
		ii) UNEP/GEF/Donor strategic priorities (including Bali Strategic Plan and South-South Cooperation)	The pro doc describes the IWECO Project's consistency with GEF focal area strategies. It does not explicitly address the Bali Strategic Plan and South-South Cooperation.	See evaluation matrix section on Strategic relevance,	
		iii) Regional, sub-regional and national environmental priorities?	Yes	See evaluation matrix section on Strategic relevance,	
		iv. Complementarity with other interventions	Yes. Coordination of IWECO with other GEF financed initiatives and non-GEF initiatives is discussed in the pro doc.		
D	Intended Results and Causality		YES/NO	Comments/Implications for the evaluation design	Section Rating: 4
8	Is there a clearly presented Theory of Change?		The TOC diagram needs further details (assumptions, drivers, stakeholder partnerships, causal pathways from outcomes to intermediate states to impacts)	Evaluation of the ToC to be expressed through questions pertinent to causal pathways, assumptions, drivers, and stakeholder partnerships.	
9	Are the causal pathways from project outputs (goods and services) through outcomes (changes in stakeholder behaviour) towards impacts (long term, collective change of state) clearly and convincingly described in either the logframe or the TOC?		No. The intermediate states and impacts are grouped, preventing visualization of the individual pathways.	Reconstructed TOC includes adjusted assumptions and drivers and stakeholder partnerships	

10	Are impact drivers and assumptions clearly described for each key causal pathway?		No. Drivers and assumptions are given in the original TOC diagram, but these are grouped and not presented for each causal pathway. The results framework presents risks and assumptions for each outcome and output, but no drivers.	There are other drivers and assumptions that should be considered (see reconstructed TOC).	
11	Are the roles of key actors and stakeholders, including gendered/minority groups, clearly described for each key causal pathway?		Yes	See evaluation matrix- Stakeholder participation and cooperation	
12	Are the outcomes realistic with respect to the timeframe and scale of the intervention?		Two of the outcomes are not realistic during the life of the project. For example, Outcome C1.2: there is likely to be a time lag for the impact of stress reduction to be evident in improved ecosystem function and flow of ecosystem services and increased livelihoods; C3.1: policy and legislation strengthening could require a longer timeframe (but will vary across the countries). With respect to the geographic scale of the intervention, the impact of the National sub-Projects is likely to be quite localised unless there is significant replication and upscaling.	See evaluation matrix- Effectiveness criterion; reconstructed TOC	
E	Logical Framework and Monitoring		YES/NO	Comments/Implications for the evaluation design	Section Rating: 5
13	Does the logical framework ...	(i) Capture the key elements of the Theory of Change/ intervention logic for the project?	Yes	See evaluation matrix- Monitoring and evaluation	
		ii) Have 'SMART' indicators for outputs?	Not all the output indicators are SMART. In some cases, it may not be possible to attribute specific outputs and outcomes to the project (e.g.,	See evaluation matrix- Monitoring and evaluation	

			increase in fish catch, reduction in incidence of waterborne illnesses)		
		iii) Have 'SMART' indicators for outcomes?	No. Many outcome indicators are difficult to quantify e.g., change in human behaviour, increased awareness, and capacity). Particular tools are needed such as surveys.	See Evaluation matrix- Monitoring and evaluation	
		iv) Reflect the project's scope of work and ambitions?	Yes		
14	Is there baseline information in relation to key performance indicators?		Partially. E.g., Output 1.1.e: no quantitative baselines for pollution, biodiversity, and habitats Output C1.5: no quantitative baseline for change in revenue	See evaluation matrix- Monitoring and evaluation	
15	Has the desired level of achievement (targets) been specified for indicators of outputs and outcomes?		Yes	See evaluation matrix- Monitoring and evaluation	
16	Are the milestones in the monitoring plan appropriate and sufficient to track progress and foster management towards outputs and outcomes?		The milestones listed are appropriate, expressed as mid-term and final targets. However, since Project monitoring is done annually (PIR, APR), annual targets are desirable to provide more opportunities to identify and address problems in a timely manner.	See evaluation matrix- Monitoring and evaluation	
17	Have responsibilities for monitoring activities been made clear?		Yes	See evaluation matrix- Monitoring and evaluation	
18	Has a budget been allocated for monitoring project progress?		Yes	See evaluation matrix- Monitoring and evaluation	
19	Is the work plan clear, adequate and realistic? (e.g. Adequate time between capacity building and take up etc.)		Yes	See evaluation matrix- Effectiveness and Efficiency criteria	
F	Governance and Supervision Arrangements		YES/NO	Comments/Implications for the evaluation design	Section Rating: 6

20	Is the project governance and supervision model comprehensive, clear and appropriate? (<i>Steering Committee, partner consultations etc.</i>)	Yes	See evaluation matrix- Quality of project management and supervision	
21	Are roles and responsibilities within UNEP clearly defined?	Yes	Lateral links of project to be considered to various UNEP units, such as sub-regional office and UNEP-CAR/RCU.	
G	Partnerships	YES/NO	Comments/Implications for the evaluation design	Section Rating: 4
22	Have the capacities of partners been adequately assessed?	No. During the long gestation period of the project, significant changes took place regarding the capacities and priorities of several partners.	See evaluation matrix. In particular the stakeholder partnerships need to be carefully assessed in view of institutional changes.	
23	Are the roles and responsibilities of external partners properly specified and appropriate to their capacities?	Yes. At the time of developing the ProDoc, these were correct.	Performances of the roles and responsibilities to be researched and changes noted.	
H	Learning, Communication and Outreach	YES/NO	Comments/Implications for the evaluation design	Section Rating: 6
24	Does the project have a clear and adequate knowledge management approach?	Yes. It is covered in a separate component 4.	See Evaluation Matrix. Focus on access to information, production of knowledge products and their use, and operationalisation of pertinent networks.	
25	Has the project identified appropriate methods for communication with key stakeholders, including gendered/minority groups, during the project life? <i>If yes, do the plans build on an analysis of existing communication channels and networks used by key stakeholders?</i>	Yes. The pro doc (Section 3.10) provides a comprehensive description of the public awareness, communications and mainstreaming approach, including the PA/PE strategy, to be adopted. Component 4 also includes aspects of communication. A communication strategy was developed at the outset of the project involving partners.	See Evaluation Matrix. Partners and stakeholders will be interviewed on methodologies and results.	
26	Are plans in place for dissemination of results and lesson sharing at the end of the project? <i>If yes, do they build on an analysis of existing communication channels and networks?</i>	Yes. At the end of the project, Experience Notes, Case Studies, a Compendium of Best Environmental Resources Management Practices and other knowledge products will be developed and disseminated	Defined in Component 4.	

		using existing communication channels and networks.		
I	Financial Planning / Budgeting	YES/NO	Comments/Implications for the evaluation design (e.g. questions, TOC assumptions and drivers, methods and approaches, key respondents etc.)	Section Rating: 5
27	Are the budgets / financial planning adequate at design stage? (coherence of the budget, do figures add up etc.)	Yes	See Evaluation Matrix. Evaluation needs to include risk of under-spending due to late start of activities and coherence of financial implementation.	
28	Is the resource mobilization strategy reasonable/realistic? (E.g. If the expectations are over-ambitious the delivery of the project outcomes may be undermined or if under-ambitious may lead to repeated no-cost extensions)	No. Sustainability of financing has not been addressed yet.	See Evaluation Matrix	
J	Efficiency	YES/NO	Comments/Implications for the evaluation design	Section Rating: 3
29	Has the project been appropriately designed/adapted in relation to the duration and/or levels of secured funding?	No. The start-up phase was complex, and duration underestimated.	See Evaluation Matrix.	
30	Does the project design make use of / build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	Yes. In particular, the former IWCAM project.	See Evaluation Matrix. For the Mid-Term, a central task is the evaluation of inputs and processes to produce outputs.	
31	Does the project document refer to any value for money strategies (i.e. increasing economy, efficiency and/or cost-effectiveness)?	Yes. The document refers especially to the removal of barriers to promote investment in sustainable solutions.	See Evaluation Matrix. Assumptions to be tested under the mid-term evaluation.	
32	Has the project been extended beyond its original end date? (If yes, explore the reasons for delays and no-cost extensions during the evaluation)	Yes. Till August 2022 (results) and 2023 (management and reporting)	See Evaluation Matrix, under efficiency.	
K	Risk identification and Social Safeguards	YES/NO	Comments/Implications for the evaluation design	Section Rating: 5
33	Are risks appropriately identified in both the TOC/logic framework and the risk table? (If no, include key assumptions in reconstructed TOC)	No. Risks identified were incomplete. Those related to regional partners were not considered.	A great number of risks are included in the logic framework and are reflected in the reconstructed ToC.	
34	Are potentially negative environmental, economic and social impacts of the project identified and is the mitigation strategy adequate? (consider unintended impacts)	Yes. These are identified in the ProDoc.	See Evaluation Matrix.	

35	Does the project have adequate mechanisms to reduce its negative environmental footprint? <i>(including in relation to project management)</i>	Yes.	These mechanisms are linked to efficiency and effectiveness. See Evaluation Matrix.	
L	Sustainability / Replication and Catalytic Effects	YES/NO	Comments/Implications for the evaluation design	Section Rating: 5
36	Was there a credible sustainability strategy at design stage?	Yes. Building sustainability to project outcomes in alignment with national priorities and strategies and the GEF focal areas.	The sustainability strategy is based on a number of stakeholder partnerships to create and strengthen the enabling environment. This is covered in the Evaluation Matrix.	
37	Does the project design include an appropriate exit strategy?	No.	The project assumes that the outputs and outcomes have been generated by the end of the project	
38	Does the project design present strategies to promote/support scaling up, replication and/or catalytic action?	Yes. Central to design.	See Evaluation Matrix.	
39	Did the design address any/all of the following: socio-political, financial, institutional and environmental sustainability issues?	Yes. It addresses all of these.		
M	Identified Project Design Weaknesses/Gaps	YES/NO	Comments/Implications for the evaluation design	
40	Were recommendations made by the PRC adopted in the final project design? If no, what were the critical issues raised by PRC that were not addressed.	Yes. These were adopted.		
41	Were there any critical issues not flagged by PRC?	No.		
N	Gender Marker Score	SCORE	Comments	No rating.
	<p>What is the Gender Marker Score applied by UNEP during project approval? <i>(This applies for projects approved from 2017 onwards)</i></p> <p>UNEP Gender Scoring: 0 = gender blind: Gender relevance is evident but not at all reflected in the project document. 1 = gender partially mainstreamed: Gender is reflected in the context, implementation, logframe, or the budget. 2a = gender well mainstreamed throughout: Gender is reflected in the context, implementation, logframe, and the budget.</p>	N/A.	<i>Reflections on whether the gender score appears appropriate.</i>	

	<p>2b = targeted action on gender: (to advance gender equity): the principle purpose of the project is to advance gender equality.</p> <p>n/a = gender is not considered applicable: A gender analysis reveals that the project does not have direct interactions with, and/or impacts on, people. Therefore, gender is considered not applicable.</p>			
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OVERALL PROJECT DESIGN QUALITY SCORE

	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Nature of the External Context	4	0.4	1.6
B	Project Preparation	5	1.2	6.0
C	Strategic Relevance	6	0.8	4.8
D	Intended Results and Causality	4	1.6	6.4
E	Logical Framework and Monitoring	5	0.8	4.0
F	Governance and Supervision Arrangements	6	0.4	2.4
G	Partnerships	4	0.8	3.2
H	Learning, Communication and Outreach	6	0.4	2.4
I	Financial Planning / Budgeting	5	0.4	2.0
J	Efficiency	3	0.8	2.4
K	Risk identification and Social Safeguards	5	0.8	4.0
L	Sustainability / Replication and Catalytic Effects	5	1.2	6.0
M	Identified Project Design Weaknesses/Gaps	6	0.4	2.4
			TOTAL SCORE <i>(Sum Totals divided by 100)</i>	47.6/100 = 4.76, Satisfactory
1 (Highly Unsatisfactory)		< 1.83	4 (Moderately Satisfactory)	>=3.5 <=4.33
2 (Unsatisfactory)		>= 1.83 < 2.66	5 (Satisfactory)	>4.33 <= 5.16
3 (Moderately Unsatisfactory)		>=2.66 <3.5	6 (Highly Satisfactory)	> 5.16

ANNEX F. Proposed revised Output Indicators

COMPONENT 1
Number of investments in restoration measures (upper watershed protection, slope stabilization, riparian restoration, coastal area ecosystems)
Area of degraded area rehabilitated/planted/restored (land with vegetative cover in upper watershed, riparian solutions – particularly upstream or surface water sources and recharge zone, coastal forest and estuarine (mangroves/wetlands) armouring measures especially in high risk areas for storm inundation) (hectares)
Length of riparian zone rehabilitated (km)
Estimated soil loss/sediment load (t/ha/yr)
Rate of biomass accumulation (kg c/ha/year)
Area of protected areas (ha)
Volume of wastewater and oily wastes diverted (m3/yr) (Effluent management (water reuse, recycling) and pollution reduction measures for commercial/industrial entities, agricultural and settlement areas)
Pollutant loads (kg/yr)
Species richness and diversity studies – species count
Change in invasive species abundance (numbers or areal coverage) (Increasing native and endemic population species abundance and diversity, through biodiversity enhancement measures) Outputs: number of native trees planted/number of non-native trees removed; number/area of invasive species targeted and removed; area of ecosystem restored
Number of rainwater harvesting systems installed
Water supply reliability (number of days with/without water supply, by community/households per year; number of households in target community with improved water and sanitation access (outcome)
(Change in) number of waterborne illnesses within target community (outcome indicator)
Number of new commercial enterprises (Employment and revenue generation opportunities by communities and private sector associated with project activities (SGP)
Estimated revenue from recycling, small scale farming enterprises, fishing (US\$/yr) (disaggregated by gender and socio-economic status) (outcome)
Estimated annual revenues from eco-tourism activity (US\$/yr) (outcome indicator)
COMPONENT 2
Number of target sites with (improved) monitoring based on agreed protocols and installed instrumentation
Number of accurate data sets generated in support of project reporting
Number of indicators agreed and measurable at national level
Number of indicators accepted at regional level
Number of professionals trained in environmental monitoring (soil, water, forests, ecosystem goods and services, etc) and use of systems
Number of communities (or citizens) with operational capacity for environmental monitoring (citizen science)
Number of functional cooperations in research on water, land and ecosystems at interdisciplinary level
Degree of completion of Decision Support Systems (DSS)/Tools
COMPONENT 3
Number of countries adopting/mainstreaming sustainable land, water and ecosystems management into development frameworks and national policies
Number of policies, bill passed into law and/or amendments passed that incorporate sustainable land, water and ecosystems management
Number of new and/or upgraded national and regional-level strategic/action plans/ policies/ regulations developed that incorporate sustainable land, water and ecosystems management
Number of Inter-Agency Agreements adopted
Number of NICS established and number of meetings of the National Inter-Sectoral Committees (NIC)
Number of training workshops implemented at national and regional level
Number of stakeholders trained (disaggregated)
COMPONENT 4
Number of PA/PE strategies (regional and national) launched

Number of consultations with stakeholders (disaggregated)
Number and diversity of public awareness and knowledge products made available including experience notes and best practice guidelines and documentaries; number and diversity of PA/PE events and participation (number of persons)
Number of functional electronic platforms (website and social media) and their utilization (number of hits, etc)
Degree of information exchange through established platforms
Number of project stakeholders participating at conferences and number of professional and stakeholder exchanges within IWeco and with external projects (disaggregated)
Change in the level of awareness and in behaviour of stakeholders (to measure impact of PA/PE efforts)

ANNEX G. Outputs Results Table

(Note proposed amendments for Cuba, Saint Lucia, and T&T)

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
COMPONENT 1					
ANTIGUA AND BARBUDA					
(1) 1.1.1 Rapid SLM-related diagnostic analysis on the extent of land degradation related to wastewater and waste oil disposal.		<ul style="list-style-type: none"> - Published report on Assessment of land degradation and hydrological assessment. - Feasibility assessment for operation of wastewater treatment plant. - Watershed management plan. 	55	<p>The baseline data collection (levels of nitrate and oil pollution) has been carried out consistently for nitrates (synergy with another project). Oil has not been monitored, but specific equipment to do this was purchased.</p> <p>The hydrological assessment within the Cedar Grove Watershed is completed. The formulation of the Watershed Management Plan is being conducted. These also benefit from synergies with other projects.</p> <p>The feasibility assessment for wastewater plant expansion (technical operations and financial capacities) was submitted by Alpha Engineering and Design in October 2018 and was reviewed by direct stakeholders (who were satisfied). The baseline and feasibility assessment have not been presented yet to wider stakeholders. However, a workshop was done under the CReW project. The output is still achievable.</p>	MS
(2) 1.1.2 Sewage pre-treatment investment at McKinnons Wastewater Treatment Plant.	Volume of wastewater and oily wastes diverted (M3/year).	<ul style="list-style-type: none"> - Pre-treatment (sewage separator) facility commissioned and contributing to proper functioning of the WWTP. 	0	<p>No progress can be made on this output due to the fact that the GoA&B lost ownership of the project site. Not achievable at this point unless the private owner communicates formally the</p>	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
		- At least 20% of influent sewage treated to acceptable design requirements.		intention to transfer, but no investment was made by IWEco.	
(3) 1.1.3 Expanded capacity investment at McKinnon's Sewage Treatment Plant (including energy efficiency and renewable energy installations).	- Volume of wastewater treated (m3/day). - Pollutant loads (N, P & BOD (kg/yr).	- Documented technical specifications as to the expansion of the McKinnon's Sewage Treatment Plant - At least 200 m3/day wastewater treated and at 100% operating efficiency (<i>equivalent to at least 10 kg/yr BOD; 350 kg/yr N; 70 kg/yr P diverted</i>) - At least 25% decline in volume of untreated liquid waste from trucks deposited at the Cooks Landfill and other areas around the country.	10 (some specifications were documented). (5% in progress report July-Dec 2018 but no wastewater is being treated by the WWTP.)	The feasibility assessment recommended a 50kW turbine. The turbines were procured but are not to be installed on private land. Procurement for additional material has been halted. Some pipework was installed under the CReW project to connect to the wastewater treatment facility. Connections to other stakeholders on hold. This is not achievable.	N/A
(4) 1.1.4 Installed land degradation control measures including reforestation within the Cedar Grove Watershed (to include McKinnon's pond and Cooks area) to reduce sedimentation and pollution.	Area of lands rehabilitated (ha).	Total of at least 4 hectares of restorative measures including reforestation and bioengineering/drainage controls at McKinnon's Pond.	20 (0% for progress report July – Dec 2018). 0.8 ha	Soil sampling of the Cooks Land Fill site was already conducted under other projects and the conclusion is that the site is not appropriate for reforestation. Mangrove planting has not been done so far, nor any other control measures. However, this is the only output which indicated progress between the report July-Dec 2018 and the report July-Dec 2019. The project Coordinator assured that tree planting is continuing.	MS
(5) 1.2.1 Community co-benefits assessment of IWEco investments (at local project site and national level) for support under the GEF-SGP.	- Volume of recycled water and oily by-products reused. - Number of new communal enterprises for use of recycled water and oil by-products.	- Feasibility study for community-based livelihood initiative completed and inform design of small-scale project - Study on livelihoods of stakeholders and economic opportunities completed (waste haulers, waste-pickers, resource	0 0	The feasibility study for community-based livelihood initiative has not been done till date. The case study on livelihoods support has not been done. Farmers have not been engaged as yet for the new communal enterprise.	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	- Estimated annual revenues by local target community stakeholders.	users within impacted areas) – inform design of GEF-SGP assistance - At least 1 community-based support enterprise(s) proposals conceptualised under the GEF Small Grants Programme. - At least 20% increase among target community beneficiaries in revenue generated from co-benefit sharing.	0		
(6) 2.1.1 Monitoring protocol for assessment of environmental indicators at intervention sites.	Degree of environmental monitoring being implemented at target sites through improved monitoring protocols and instrumentation.	- Data collection protocol and field data capture system installed - Data collection and assessment at least twice per year.	40 (It is assumed that 40% of indicator achieved)	Some data and information have been compiled through the baseline study and feasibility assessment. The Data Management Unit has been conducting regular monitoring activities on selected sites (McKinnon, York community), through an established monitoring protocol. For wider reach, it would be the Dept. of Analytical Lab.	S
(7) 3.1.1 Policy guidelines and legislation to support sustainable financing for land degradation and pollution control.	Number of new and/or upgraded national strategic/action plans, policies, regulations.	- Regulations and fiscal policy guidelines to support sustainable land management and pollution control investments developed and adopted - Financial business plan for sustainable operation of wastewater and oil recycling facilities. - Core SLM policy and regulations under revision.	5 (Some work done on 1 item: the core SLM policy and regulations.)	The regulations and fiscal policy guidelines have not been developed. No work was done on the financial business plan, which is not anymore achievable.	MS
(8) 3.1.2 'Ridge to Reef' management mechanism through partnership with the SIRF Fund, National	- Number of investments in restoration measures. - Number of new and/or upgraded national	- Draft regulation and recommendations for establishment of pollution discharge register and registrar.	70 (3: Regulations SIRF Fund; SIRF Fund Board; By-laws	Progress is underway due to the passage of regulations for the SIRF Fund. Those for the SIRF Fund Board have been passed by the Parliament, and Board members were appointed.	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
Solid Waste Management Authority (NSMA) and the Central Board of Health.	strategic/action plans, policies, regulations.	<ul style="list-style-type: none"> - Mechanism for watershed ridge to reef based trading of water/wastewater services in place. - At least 10% of the farmers in adjacent areas accessing treated wastewater. - At least 1 private sector organisation MOU initiated. 	community enterprise.)	<p>The By-Laws were drafted for the establishment of a social (community) enterprise comprising of key partners in government, private sector and community groups, for the management and protection of the ecosystem in McKinnons from waste and other pollution. The By-laws await submission to the Office of the Attorney General.</p> <p>The partnership can continue. However, since no revenues will be generated by the WWTP, it is an open question how this would function.</p>	
(9) 3.2.1 Compliance framework to support sustainable land management and pollution control.	- Number of new and/or upgraded national strategic/action plans, policies, regulations.	Certification programme initiated for sustainable land management and pollution control practices (including efficient sewage disposal).	0	<p>Work on this output has not been started.</p> <p>This is still achievable.</p>	N/A
(10) 3.2.2 Certified training programme on improved environmental practices for land and water resource protection.	<ul style="list-style-type: none"> - Number of training workshops implemented. - Number stakeholders trained (disaggregated). 	<ul style="list-style-type: none"> - At least 2 training workshops on land and water resource protection within a tertiary institution - At least 30% of known liquid waste handlers/operators (sewage handlers) /practitioners certified and registered. 	0	<p>Work on this output has not been started.</p> <p>This is still achievable.</p>	N/A
(11) 4.1.1 Community and stakeholder consultations, technical exchanges and knowledge platforms.	<ul style="list-style-type: none"> - Number of consultations with stakeholders. (disaggregated). - Number of project stakeholders participating at conferences. 	<ul style="list-style-type: none"> - At least 2 broad-based stakeholder consultations held - At least 50% of target stakeholders participating in consultations on sewage and waste oil collection. 	80 (Numbers to be documented)	<p>A first KAP survey was implemented. One town hall meeting was held in 2018, with 23 participants (17 females, 6 males). The DoE launched its website, and this includes information on IWEco.</p>	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
(12) 4.1.2 Awareness-raising resources to support sustainable land management practices and effective pollution control measures.	- Number and diversity of public awareness products made available.	- Design proposals for public awareness resources completed - Production and dissemination of awareness-raising resources underway (via all available media: social, electronic, print, television), highlighting SIRC activities for wastewater management and oil recycling; land degradation issues.	10	Only minimal progress has been made. The PR strategy for the IWEco Project was completed. The project was launched during the DoE annual Arbour Month activities in November 2018, as well as other public awareness activities throughout that month. Some PSAs were done in collaboration with other projects, on the impact of improper disposal of wastewater, pollution and land degradation.	MS
CUBA					
Note: amendments to outputs and indicators are suggested by the MTR; comments are in blue font in parentheses					
1.1.1. Environmentally-sound land use plan for biodiversity conservation	Environmentally sound land use management plans.	1. Adoption and implementation of 4 environmentally sound land use management plans for priority watersheds, taking into account the variability of threats impacting them.	15 % for Component 1 (from Dec 2019 progress report) 30 (only one activity for this output)	The first proposal for environmental planning and land use (zoning) for the integrated management of the Arimao Basin has been developed (May 2020) as part of a Master's thesis. Achievable in remaining time.	U (MTR rating MS)
1.1.2. Innovative management investments for addressing environmental problems threatening biodiversity conservation.	<ul style="list-style-type: none"> Area of degraded land planted /restored (hectares; including number and types of trees) No. of Investments in restoration measures (wastewater treatment, soil treatment) Volume of wastewater treated (m3/day). Experimental test results on potential use of algae growth as a carbon sink. 	<ol style="list-style-type: none"> At least 500 hectares of degraded ecosystems planted / restored Assessment of options and at least 1 investment in wastewater At least 20% reduction in water pollutant loads at investment locations. (<i>targets 3,5 to 8 not feasible at midterm</i>) Assessment of treatment options and at least 1 investment in soil amelioration At least 10% reduction in level of soil contamination At least 10% decrease in estimated soil loss 	14% (mean of activities, range 10-15%)	<p>11 demonstration projects (interventions) have been developed and agreed with stakeholders. Restoration of the hydraulic network in the Guanabo river basin initiated.</p> <p>The Provincial Directorates for the Use and Conservation of Soils and the State Forest Service are developing the new 2020 reforestation plan, which includes IWEco objectives.</p> <p>Various technical studies undertaken.</p>	U-MS (MTR rating MS)

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	<ul style="list-style-type: none"> • Rate of biomass accumulation (Kg C/ha/year) • Pollutant loads (bacterial load; TSS; COD; BOD; other relevant parameters) (kg/year) • Level of soil contamination (nutrient traces mg/kg per year) • Estimated soil loss (t/ha/yr) <p><i>(These are used to set the baseline and to monitor the impacts of the investments; more appropriate under output 2.1.1).</i></p>	<ol style="list-style-type: none"> 7. At least 20 % reduction in visible signs of surface erosion 8. At least 10% improvement in soil fertility (nutrient concentrations) 9. Feasibility assessment and establishment of one experimental test site (laboratory) and one pilot algal sequestration investment 		<p>An SGP initiative has been implemented for cultivation of macroalgae by the Peñas Altas community in the Guanabo river basin.</p> <p>Too early in the project for impacts of the interventions.</p>	
<p>1.2.1 Farms practising good agricultural practices (GAP) for promotion of conservation and sustainable use of biodiversity with support from the GEF-SGP</p>	<ul style="list-style-type: none"> • Number of farms adopting GAPs/ sustainable biodiversity management • Acreage under GAPs <p>• Number of field visits by stakeholder/activities to encourage uptake.</p> <p>• Established collaboration with farmers' cooperatives for promoting sustainable management of biodiversity.</p> <p>• number of farms in usufruct receiving support for practicing PGSP</p> <p><i>(The deleted indicators are processes, which underpin achievement of the output)</i></p>	<ol style="list-style-type: none"> 1. Establishment of at least 3 forest farms to demonstrate sustainable practices 2. At least 6 field visits / promotional activities by stakeholders. 3. Collaboration established with at least 1 farmers' cooperative on a pilot basis with a view to further expansion. 4. At least 10 farms in usufruct receiving support for practicing PGSP. 5. At least 4 farms with a combined surface area of approximately 40 hectares where GAPs are being applied 	<p>11% (mean of activities, range 10-15%)</p>	<p>Farms have been identified for demonstration of sustainable practices and collaboration initiated with farmers' cooperatives.</p> <p>Two workshops were held to review best practices, and experts and students are engaged in evaluating best practices. A manual is being produced on GAPs.</p> <p>With SGP support, in Santiago de Cuba 52 farmers are using biogas technology to reduce pollution from farms.</p> <p>Achievable in the remaining time.</p>	<p>U (MTR rating S)</p>

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
<p>2.1.1. Baseline data for the four sub-project demonstration areas and Suite of indicators and monitoring protocols for the four sub-Project demonstration areas</p> <p><i>(Apparent duplication with 2.2.1. The two outputs clarified, with 2.1.1, relating to development of the monitoring protocols and programmes and 2.2.1. to implementation of the monitoring programme and the data generated)</i></p>	<p>Suite of indicators with associated monitoring protocols (Indicators streamlined to encapsulate elements of a monitoring programme)</p>	<ol style="list-style-type: none"> 1. Completed assessment of current environmental state of target basins and coastal areas 2. Finalised suite of monitoring indicators selected 3. Monitoring protocol for the 4 sub-Project demonstration areas established 4. Reliable data generated (moved to 2.2.1) 	<p>97 (range on activities 90-100%)</p> <p>(component level 59%)</p>	<p>Monitoring indicators identified for the demonstration areas; three monitoring guides and protocols for surface and marine-coastal waters and biodiversity were developed.</p> <p>Laboratory and other equipment have been procured for the CEAC lab to support the environmental monitoring programme.</p> <p>IWEco Cuba is harnessing the work of and strengthening CiMAB (LBS Protocol Regional Activity Centre) and other national agencies for monitoring.</p>	<p>MU (MTR rating HS)</p>
<p>2.2.1. Comprehensive biodiversity monitoring program for the four sub-Project demonstration areas (taking into account climatic variability and relevant environmental and socio-economic factors)</p>	<p><i>Number and types of datasets generated for the approved indicators (biodiversity, water quality, etc.) and marker species</i></p> <p><i>Number of spatial products and publications (Indicators streamlined to reflect implementation of approved monitoring programme to collect data; assessment and publication)</i></p>	<ol style="list-style-type: none"> 1. Completed biodiversity database – at least 50% populated 2. Suite of indicator/marker species validated for monitoring and under use in initial assessments 3. Water quality monitoring programme encompassing the 4 watersheds and data generated 4. At least 20 research protocols and topics established, and research papers generated 5. Initial suite of maps and spatial products related to climate change vulnerability generated 	<p>27% (mean of activities, range 0-30 %); more progress since Dec 2019</p>	<p>Environmental baseline studies completed for the 4 areas based on existing data and information.</p> <p>Training in monitoring provided to project participants including 26 students. IWEco Cuba is building on work being done by community members on agro-forestry, and soil and biodiversity conservation in the project areas.</p> <p>Climate change modelling for Cienfuegos Watershed completed.</p> <p>Several technical publications produced.</p>	<p>U (MTR rating S). Activities progressed in 2020</p>

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
3.1.1. Strengthened legal and regulatory frameworks for integrated ecosystem, watershed and coastal area management	<ul style="list-style-type: none"> Legal and regulatory review study completed Number of consultations leading to corrective gender-sensitive policy revisions for improving the legal and regulatory frameworks for IWCAM. Adopted new regulations <p><i>Number of new and/or upgraded national and regional-level strategic/action plans/policies/regulations developed and adopted. (Original indicators are process/activities. A streamlined indicator that reflects the output is proposed)</i></p>	<ol style="list-style-type: none"> At least 2 consultations undertaken and draft policy design in progress Draft new gender-sensitive regulations and/or amendments 	<p>50% (mean of activities, range 5-95%)</p> <p>37% at component level in progress report</p>	<p>Several consultations including in the context of the Caricosta Congress 2019 (Santiago de Cuba).</p> <p>The legal and regulatory frameworks have been identified and are being updated. Legal experts are engaged in developing relevant legislation that will feed into a new national environmental law to be completed in 2022.</p>	U (MTR rating MS)
3.1.2. Institutional framework for integrated ecosystem, watershed and coastal areas management	<ul style="list-style-type: none"> Institutional framework analysis and recommendations study completed and adopted Number of consultations (agency and community) Adopted inter-agency agreements <p><i>Number of Inter-agency agreements adopted.</i></p>	<ol style="list-style-type: none"> Institutional capacity review and capability assessment At least 2 joint agency-stakeholder consultations Draft recommendations toward improved institutional coordination and cooperation 	<p>5% (Mean of activities, range 0-5%); more progress made since Dec 2019</p>	<p>Scheduled to start in 2020</p>	<p>↓</p> <p><i>(MTR comment : should not have been rated in 2019 since schedule</i></p>

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	<i>(Original indicators are process/activities. A streamlined quantifiable indicator that reflects the output is proposed)</i>				<i>d to start in 2020. Progress has been made since Dec 2019)</i>
3.1.3. Procedures for the resolution of inter-institutional and inter-jurisdictional conflicts	Number and scope of new procedural instruments prepared Number of consultative dialogues. <i>(Deleted indicator is process/activity)</i>	1. At least 4 consultations held 2. Proposed institutional arrangements under review toward preparation of new/strengthened procedures	0	Scheduled to start in 2020	<i>U (should not have been rated in 2019 since scheduled to start in 2020. Progress has been made since Dec 2019)</i>
Sub-component 3.1.4. Coordination and information sharing on sub-Project status and developments among sub-Project partners and stakeholders	<ul style="list-style-type: none"> Web-based information exchange platform (RIWEco) installed operational GIS platform installed operational and geographic information and products generated for the 4 project areas Number of persons trained in use of RIWEco 	<ol style="list-style-type: none"> RIWEco established and operational Enhanced GIS capacity installed to support project knowledge sharing At least 100 trained and actively using the knowledge management platform Suite of spatial information products generated for the four sub-Project demonstration areas 	31% (mean of activities, range 10-50%)	<p>RIWEco (data management system) built and tested but not yet online due to technological limitations, in particular, delay in acquiring the internet servers (US embargo issue).</p> <p>GIS training provided to technical experts (number?)</p> <p>All targets achievable by end of project.</p>	U (MTR rating S)

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	<ul style="list-style-type: none"> Number of active users of RIWEco 				
Sub-component 3.2.1. Capacity building programmes and trained personnel for project implementation, sustainability and replication	<ul style="list-style-type: none"> Number of trained professionals in ICZM and ecosystems management at Master's level <i>including through online diploma programme.</i> Number of professionals trained in environmental monitoring (soil, water, biodiversity) and use of systems. (disaggregated by gender and socio-economic status) Number of trained sub-Project partners and stakeholders (disaggregated by gender and socio-economic status) 	<ol style="list-style-type: none"> At least 20 trained professionals with Master's degrees in ICZM At least 30 trained professionals in ICZM on the 5th edition of the Master's Degree Programme in ICZM At least 10 trained professionals based on the Distance online Diploma course on Management of Biodiversity from an IWCAM Approach Increase by at least 20% the number of trained partners and stakeholders (over baseline) Number of people familiar with the work of the project increased by 20% over start of the project (baseline) (disaggregated by gender and socio-economic status) 	47 (average of activities, range 20-90%)	<p>The Master's program in ICZM was strengthened in the Universities of Cienfuegos, Havana, and Oriente. 18 students were enrolled during the first semester, including Master's and doctoral levels.</p> <p>The distance learning diploma course in ICZM was created in the open source learning platform of the Univ. of Cienfuegos.</p> <p>Experts from the four provinces participated in several technical training courses including GIS.</p> <p>Equipment acquired including computers and laboratory equipment for the Univ. Cienfuegos and CEAC laboratory.</p> <p>All targets achievable by end of project.</p>	U (MTR rating S)
Sub-component 4.1.1. Knowledge networks for national and international dissemination of sub-Project information and replication	<ul style="list-style-type: none"> IWEco national website supported by RIWEco functional. Number and diversity of public awareness and learning materials made available. Number of project stakeholders participating in conferences and number of presentations given. 	<ol style="list-style-type: none"> Establishment of IWEco Cuba website within six months of sub-Project inception. Range of publications that are widely disseminated and easily accessible to stakeholders Participation of project stakeholders at 2 major national conferences. Participation of project stakeholders at 2 international conferences. 	23% (mean of activities, range 15-50%)	<p>Excellent progress. A communication strategy has been launched, and several branding and audio-visual products prepared. The IWEco.Cuba website was launched (iweco.ceac.cu/es/nosimportaelfuturo) and Facebook page created (www.facebook.com/IWEco.cuba)</p> <p>Project personnel presented the project at the Caricostas Congress and the XII International Convention on Environment</p>	U (MTR rating HS)

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	<ul style="list-style-type: none"> Number of stakeholder consultations (disaggregated). <i>(Indicators streamlined)</i> 	5.1 major project stakeholder consultation at the end of the first year of project implementation.		<p>and Development (held in Cuba in July 2019).</p> <p>Several stakeholder consultations and PA/PE events have been held including in the Guanabo demonstration area with students.</p>	
DOMINICAN REPUBLIC					
This National sub-Project is delayed due to financial, administrative and bureaucratic issues. It is hoped that this situation has now been resolved and the sub-Project is expected to start by mid-2020. However, at the time of the Mid-Term Review, all outputs had a level of achievement of 0%.					
JAMAICA					
(1) 1.1. Planning hydrological restoration of the Negril Environmental Protection Area.	Number of investments in restoration measures.	<ul style="list-style-type: none"> Technical assessment and recommendations toward to inform habitat rehabilitation report (by third quarter of year 1). Hydrologic model(s) outputs to guide habitat restoration management and sustainable use of freshwater resources in the Negril EPA Approved hydrological zone definition (by habitat restoration requirements) Accepted zonation plans (by third quarter of year 1) 	0	<p>Due to challenges in procuring consultants, implementation has been delayed. The ToR for a hydrological assessment of the wetland ecosystem were first published in January 2019. No appropriate proposals were received. The ToR was re-scoped and split into two. A (Jamaican) consultancy firm has now been identified for one set of ToR. The cost is above J\$30m, so the contract needs to be cleared by the National Contracts Commission following government policy. This delays the process with about 6 weeks.</p> <p>On 20 Feb 2020, the Interim Project Manager informed the PSC meeting that negotiations should be finalised by 27 Feb. 2020.</p>	N/A
(2) 1.2 Land use and management plan for the Negril Environmental Protection Area.	Area of degraded Morass rehabilitated.	- Areas identified to be targeted for restoration and investments guided, based on priority zones Requirements.	0	Due to challenges in procuring consultants, implementation has been delayed. The consultancy on wetlands assessment was slated to commence in May.	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
		<ul style="list-style-type: none"> - Adopted and approved Negril EPA wetland land use management plan. - Watershed/land use management plan and associated priority areas - At least 2 consultations for inputs and feedback attended by at least 80% of the relevant stakeholder groups (participation disaggregated by gender and socio-economic status). - Commitment amongst policy makers to implementation of the Negril EPA. 	10 (some stakeholder consultations have been held)	<p>A consultancy to research land tenure was being procured at the time of the PSC meeting, 20 Feb 2020.</p> <p>Information gathered from the various consultancies to be incorporated into the Management Plan.</p>	
(3) 1.3 Baseline data compilation (including identification of priority problems and selection of indicators).	Area of degraded Morass rehabilitated.	<ul style="list-style-type: none"> - Biophysical and ecosystems diagnostic studies completed, and data sets generated. - Water mass balance determination of water requirements for each zone. - Biophysical (spatial) database for biodiversity conservation and monitoring created and at least 50% populated with project data. - Ecosystems (spatial) database created and at least 20% populated with project data. - 100% of key project personnel trained in management and use of databases. 	0	A sub-activity consists of Guidelines for planning for the deceased with special focus on Negril. NEPA prepared a first draft document with regard to this sub-activity and public consultations were planned for February 2020.	N/A
(4) 2.1 Pollution control and development of a monitoring protocol and system for	- Degree of environmental monitoring being implemented at target sites through improved	<ul style="list-style-type: none"> - Adopted environmental monitoring plan for the Negril EPA. - Monitoring instrumentation installed and providing data. 	5	The Protected Areas branch of NEPA is implementing components of the Negril Marine Park Zoning Plan.	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
assessment of project indicators.	monitoring protocols and instrumentation. - Number of indicators agreed and measurable at national level. - Number of communities with operational capacity for environmental monitoring.	- 100% of key project personnel trained in operation of the monitoring system. - Reliable datasets generated.		Buoys have been established to indicate the non-motorised zone.	
(5) 2.2 Habitat/ecosystem rehabilitation investments for conservation of internationally significant, endemic and migratory species.	- Area of degraded areas restored through reforestation and re-vegetation. - Estimated rate of biomass accumulation (Kg C/ha/year). - Number of investments in restoration measures. - Species counts (target ecologically important species and invasive species.)	- Restoration of at least 80 hectares at target locations to meet required ecological functioning; vegetation corridors for species movement (hectares). - Improved flow rates and/or hydrologic recharge rates by at least 10% over baseline (m3/sec). - At least 10% biomass accumulation over baseline. - At least 1 shallow lagoon established to serve ecosystem functioning needs within the Royal Palm Reserve. - Plant nursery established for native species. - Seed bank established and production of seed stock for restoration. - Initiation of IAS eradication programme.	0	With regard to the consultancy for ecosystem restoration, ToRs were first published in April 2019, but no proposals were received. These ToRs have now been split into two. The consultancy to complete the assessment of the West Indian Whistling Duck populations slated to start in February 2020.	N/A
(6) 3.1 Local institutional and community capacity building.	- Number of communities with operational capacity for environmental monitoring, including reporting land access conflicts.	- Review of land tenure arrangements and recommendations. - At least 1 stakeholder consultation to review findings and recommendations.	0	NEPA lists the additional office space and OICT arrangements as 60% achieved. This is also listed under component 5.	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
		- Draft regulatory instruments and land tenure proposals for addressing land tenure conflicts and prescriptive rights.		At the PSC meeting, 20 Feb 2020, the Interim Project Manager mentioned that all planned activities had been achieved.	
(7) 3.2 Built capacity for managing wetland protected areas.	- Number of professionals trained in environmental monitoring (soil, water) and use of systems. - Number of stakeholders trained (disaggregated by gender and socio-economic status).	- Training needs assessment and recommendations. - At least 40% of targeted stakeholders trained.	0	A corporate social responsibility/ public-private partnership strategy and implementation framework for the local project area and national response is to be designed by December 2020.	N/A
(8) 4.1 Knowledge building, lessons learnt and research activities.	- Number and diversity of public awareness and learning products made available. - Number of consultations with stakeholders (disaggregated).	- KAP survey to assess state of public awareness and inform public awareness programme design - Adopted public awareness programme. - At least 60% of community reached by the project education and awareness programme. - Suite of awareness resources developed. - Interpretive ecological facility refurbished and operating as a field resource centre. - Establishment of a self-financing mechanism for the visitor centre. - At least 500 visitors to the centre (including tourists). - At least 50% of schools within wider geographic area visiting the centre. - Partnership agreements with at least 2 private sector partners for support to awareness-raising.	10 (activities initiated)	Public awareness activities were implemented around World Wetlands Day, 2 February 2020. Communication plan in development.	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
(9) 4.2 Best environmental practice investments by farmers and landowners (to address unsustainable land use within the wetland ecosystems), supported by GEF-SGP.	<ul style="list-style-type: none"> - Number of stakeholders trained (disaggregated). - Estimated revenue from alternative livelihood activities (US\$/year). 	<ul style="list-style-type: none"> - Training needs assessment report and recommendations completed. - Training resources on best environmental practices (BEP). - At least 4 farmer training activities. - At least 3 consultations with landowners. - At least 50% of farmers in Negril EPA trained in sustainable agriculture and alternative livelihood programs (disaggregated by gender and socio-economic status). - At least 30% of targeted private landowners employing BEP (disaggregated by gender and socio-economic status) (number to be determined following project inception). - Increase in revenue to farmers from alternative streams by at least 15% over baseline. 	0	<p>A meeting was held in December 2019 with UNDP/SGP to discuss their assistance in project implementation.</p> <p>Regarding the Knowledge, Attitudes, Practice and Behaviour (KAPB) assessment, a contract was signed with a consultant on 10 January 2020.</p> <p>Staff:</p> <ul style="list-style-type: none"> - The post of Project Manager is being re-advertised. - A Project/Technical Officer has been recruited. This person is based in Negril. - The M&E officer is being recruited. - Communication Officer has been re-assigned from the Hope/Yallahs Rivers Project. - A procurement officer was hired in February. <p>A management audit was done on stakeholders.</p>	N/A
SAINT KITTS AND NEVIS					
(1) 1.1.1 Land degradation control measures along the banks of the College Street Ghaut.	<ul style="list-style-type: none"> - Area of riparian zone rehabilitated (ha). - Estimated soil loss (t/ha/yr). 	<ul style="list-style-type: none"> - At least 2 km (linear) or 2 ha infrastructural works installation within the ghaut riparian zone. - Reduction in sediment loading from ghaut by at least 10%. - Reduction in sand mining from the College Street Ghaut by at least 20% over baseline. 	38	<p>Rapid water and land-related diagnostic analysis completed for Saint Kitts and for Nevis. College Street Ghaut Watershed information and management needs fed into National Watershed Management Plan (in development).</p> <p>Clean up and clearing of excessive vegetation occurred in the second half of 2019 in preparation for land degradation control works (20% completed). Land</p>	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
				degradation control works in the Ghaut commenced late in 2019 after delays in the hiring of the contractor and procurement and shipping of the gabion baskets (Gabion baskets received in October). The works which were originally planned to be completed in 2019 will now move into 2020 with an aim to complete by the end of the first quarter. Planning activities for re-planting of vetiver grass as well as trees has begun.	
(2) 1.1.2 On-site grey water treatment investment to treat effluent from private and commercial properties in greater Basseterre area.	- Volume of wastewater and oily wastes diverted (m ³ /year) - Pollutant loads (kg/year). - Number of waterborne illness reports within target community.	- Feasibility assessment for appropriate on-site wastewater treatment. - Commencement of initial installation works.	5		N/A
(3) 1.1.3 Retention pond at Bayford's Estate.	Pollutant loads (kg/year)	- Feasibility assessment and commencement of initial work to construct retention pond.	0		N/A
(4) 1.1.4 Restoration and reforestation plan for abandoned areas within operational quarries.	Area of degraded land replanted (ha).	- Restoration and reforestation plan agreed and published.	0	Discussions were initiated with the Nevis Historical and Conservation Society (NHCS) for restoration works at the abandoned quarry at Hicks Estate, for continued reforestation activities at Coconut Walk at New River, preliminary study and clean-up of one wetland in Nevis as well as public education and outreach. The project coordinator is working with the NHCS to prepare a workplan and budget for a 2-year sub-Project to begin early in 2020 (grant amount approx. US\$150,000 over two years).	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
(5) 1.1.5 Restoration and reforestation investments within non-productive quarry areas (guided by criteria outline in the restoration plan); undertake economic analysis of mangroves/wetlands and prepare management plans.	Area of degraded land reforested and restored (hectares).	- 50% of identified areas restored/reforested – approx. 70 ha.	2		N/A
(6) 1.1.6 Artificial reefs deployed at New River, Indian Castle, Dogwood and Long Haul.	Number of investments in restoration measures.	- Feasibility (reef survey) assessment for artificial reefs (e.g. made of old car tires) installation at prioritised sites.	25	A partnership was forged with the Department of Marine Resources (DMR) to undertake the coral reef survey of key reefs on the eastern landscape of Nevis. The DMR provides all of the diving expertise and the boat for the work and the project will fund fuel for the boat, oxygen tanks for the dives and catering for the divers. Preliminary dives to establish the exact location of the reef and to determine the transect that will be surveyed were completed in November 2019. The actual survey commenced in December and was expected to be completed by end January 2020. Funds originally allocated to the coral reef survey were insufficient; some funds from other activities were utilised.	N/A
(7) 1.1.7 Beach restoration investment at Indian Castle.	- Area of degraded beach restored (ha). - Estimated soil loss (t/ha/yr).	- Reduction in volume of sand extractions by at least 20% over baseline. - Reduction in estimated associated soil loss by at least 10% over baseline.	0		N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
(8) 1.2.1 Cost-benefit and feasibility study for sustainable sand extraction for St Kitts and Nevis.		<ul style="list-style-type: none"> - Cost-benefit analyses for 5 different extraction scenarios on each island. - Recommendations for sustainable aggregate extraction adopted. 	0	The Project Coordinator drafted and engaged stakeholders on a request for proposal (RFP) for the Minerals Sector study. The RFP was issued on December 2, 2019.	N/A
(9) 1.2.2 Information resources for plumbers/building contractors, septic service providers, homeowners and business people on St Kitts aware of importance of grey water treatment.		<ul style="list-style-type: none"> - At least 50% of targeted stakeholders engaged in community consultations (plumbers/building contractors, septic service providers, business owners). - Initial KAPB (knowledge, attitudes, practice, behaviour) study completed, and findings used in project implementation. 	0		N/A
(10) 1.2.3 Investment in community-based water supply and sanitation for disadvantaged communities (priority on those with substandard hygienic infrastructure) to be supported by the GEF-SGP.	<ul style="list-style-type: none"> - Water supply reliability / Number of households in target community with improved water and sanitation access. - Number of waterborne illness reports within target community. 	<ul style="list-style-type: none"> - Development of standard and protocol for water quality data collection and linkages to human health. - Gender audit related to access to safe water and challenges – inform small-scale intervention. - Initiation of at least 1 small-scale communal intervention under GEF-SGP on enhancing water security and sanitation. 	0		N/A
(11) 2.1.1 Suite of IW and LD, and BD-related indicators of process, stress reduction, & environmental and socioeconomic status mainstreamed into national accounts.	<ul style="list-style-type: none"> - Number of indicators agreed and measurable at national level. - Number of professionals trained in environmental monitoring (soil, water) and use of systems. 	<ul style="list-style-type: none"> - Assessment report on national progress towards indicators integration with recommendations for enhancement (based on IWCAM work). - National indicators register approved by Ministry of Sustainable Development. 	5	The Project Coordinator reviewed and amended the indicators framework (Annex 3.1 from the project document). Baseline data collection commenced in the third quarter of 2019 and will be completed in the first quarter of 2020.	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
		<ul style="list-style-type: none"> - Initiation of national reporting alignment process with environmental indicators. - At least two awareness-raising/training events targeting policy and technical personnel. 			
(12) 2.1.2 A monitoring protocol for periodic assessment of identified environmental indicators (ground and surface water quality in particular) at intervention sites with participatory engagement of stakeholders.	- Degree of environmental monitoring being implemented at target sites through improved monitoring protocols and instrumentation.	<ul style="list-style-type: none"> - Project monitoring framework. - Field instrumentation/ monitoring installed at target intervention sites and generating data. - Project personnel trained in operation of instrumentation and interpretation of data. - Data sets generated on land degradation (surface erosion, beach profiles). 	2		N/A
(13) 3.1.1 National reviews of water and wastewater legislation and institutional arrangements (and recommendations of necessary reforms).	Number of new and/or upgraded national and regional-level strategic/action plans/policies/ regulations developed.	- Policy/legal review process commenced.	0		N/A
(14) 3.1.2 New and/or revised legislations, policies and regulations on water supply and sanitation, land degradation control (related to unsustainable mining).	<ul style="list-style-type: none"> - Number of ratified policies, bill passed into law and/or amendments passed. - Number of new and/or upgraded national and regional-level strategic/action plans/policies/ regulations developed. 	<ul style="list-style-type: none"> - Initiation/continuation of work on water and land use policy. - Draft legislation and regulations formulated. - Draft sand-mining and quarrying ordinances developed. - Framework for licensing system for quarry operators. 	0		N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
		- At least 2 public and a high-level policy maker awareness seminars/workshops convened.			
(15) 3.1.3 Revised NCEMA (federal legislation) with provisions for quarrying and sand mining.	Number of ratified policies, bill passed into law and/or amendments passed.	- Final review process of NCEMA completed (ensure coverage of quarrying and sand mining).	0		N/A
(16) 3.1.4 Watershed basin master planning framework to guide investment planning processes.	Number of ratified policies, bill passed into law and/or amendments passed.	- Watershed management planning framework adopted.	0		N/A
(17) 3.1.5 Watershed Management Plan for College Street Ghaut (as a sub-component of overall National Water Resources Management Plan).	Number of ratified policies, bill passed into law and/or amendments passed.	- College Street Watershed Management Plan prepared and ratified.	0		N/A
(18) 3.2.1 Functioning National Environmental Committee/Commission.	- Number of meetings of the national inter-sectoral Committee (NEC).	- Terms of Reference and Rules of Procedure for NEC developed. - NEC formally constituted. - At least 2 meetings of the NEC – engaged in national project implementation guidance.	50 (PC gave this “0”)	The second meeting of the National Project Steering Committee (PSC) was held on November 27, 2019. The project coordinator provided a summary of the 2019 activities as well as the 2020 workplan and budget. A thorough discussion was had, and the committee fully endorsed the 2020 workplan and budget.	N/A
(19) 3.2.2 Programme for cross-sectoral sensitization and awareness-raising for all relevant stakeholders (water,	- Number and diversity of public awareness and learning products made available.	- Comprehensive national PA/PE programme in support of the project. - Range of printed and electronic media products. - At least 4 special seminars held.	47		N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
sustainable land and ecosystem management).					
(20) 3.2.3 Programme for training and built capacity to support watershed management, SLM & ecosystems management for relevant government, private sector agencies and civil society organisations.	- Number of professionals trained in environmental monitoring and use of systems. - Number of communities with operational capacity for environmental monitoring (disaggregated).	- Needs assessment based on existing and planned initiatives completed. - Harmonised capacity building programme designed and under implementation. - At least 4 training activities. - Resource materials.	0		N/A
(21) 3.2.4 & 3.2.5 Training manual for best quarry layout and extraction practices. Training programme for quarry operators (on site layout, extraction practices and restoration/ reforestation).	- Number of professionals trained in environmental monitoring and use of systems. - Number of communities with operational capacity for environmental monitoring (disaggregated).	- Quarry management training manual produced to international standards. - At least 60% of target quarry operators trained.	0		N/A
(22) 3.2.6 Training programme on sand/aggregate substitution.	Number of stakeholders trained (disaggregated).	- KAPB survey at start of project implementation (assess issues associated with poor mining practices). - At least 25% increase in awareness level on St Kitts and Nevis.	0		N/A
(23) 4.1.1 Contributions to suite of best practices and lessons in improved quarry	- Number and diversity of public awareness and learning products made available.	- Documentation of best practices, readily available as reference in a compendium.	5 (PC had put "0")	The Project Coordinator has started discussions with a local environment youth group to see how the project can support community environmental monitoring, community tree planting days and public	N/A

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
management and land restoration.				education and outreach activities in the target area. The project supported the annual international coastal clean-up (ICC) activity spearheaded by the Department of Environment on September 26, 2019. Over 150 Form 4 and 5 students participated in this event.	
(24) 4.1.2 Technical exchange visits between professionals, civil society organisations to share knowledge directly over the duration of the project.	Degree of information exchange through established platforms.	- At least 1 technical exchange by at least 6 local professionals in another the Caribbean country.	14	The Project Coordinator attended the 2019 Caribbean Water and Wastewater Association (CWWA) annual conference held in Saint Kitts. The project also supported the attendance of 9 local participants. The Project Coordinator gave a presentation during a technical seminar dedicated to IWEco. The session was very well-attended and the presentation well-received. The Project Coordinator attended the regional GEF IWEco training seminar on environmental monitoring, community engagement and citizen science held in Barbados from November 5-7, 2019.	N/A
(25) 4.1.3 At least 2 major technical conferences and symposia to showcase the innovative solutions.	- Number of project stakeholders participating at conference events.	- Core stakeholders participate in at least 1 major event to present findings from national project (at least 5 persons to participate).	0		N/A
(26) 4.1.4 Research articles, books, other awareness materials through various media.	- Number and diversity of public awareness and learning products made available.	- At least 1 significant research article (peer reviewed and/or non-peer reviewed) from the national project.	0		N/A
SAINT LUCIA					
Note: amendments to outputs and indicators are suggested by the MTR Team; comments are in blue font in parentheses					

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
1.1.1. A rapid SLM and SFM-related diagnostic analysis for the Soufriere Watershed and environs (using a community participatory approach) conducted to inform the definition of the innovative interventions (based as appropriate on the outputs and lesson learnt of the GEF-IWCAM project and other relevant interventions).	(i) biophysical and socio-economic baseline information specific to the site and immediate environs (ii) identification of policy relevant indicators <i>(More appropriate in Component 2)</i>	<ul style="list-style-type: none"> Detailed baseline information available to inform project implementation Policy relevant monitoring system developed <i>(More appropriate in Component 2)</i> 	100	Diagnostic analysis for the Soufriere Watershed completed.	S
1.1.2. Reforested and rehabilitated lands and riverbank protected and restored along critical reaches in the upper Fond St. Jacques /Migny area.	<p>- Area of degraded land planted / restored (including number and types of trees). - Area of natural forests conserved (ha). - Estimated soil loss/ sediment load (t/ha/year). - Rate of biomass accumulation (kg C/ ha/ Year).</p> <p>(i) area planted /restored (including number and types of trees); (ii) ground cover occurrence; (iii) soil loss; (iv) sediment loading; (v) soil fertility (vi) impacts on water</p>	<ul style="list-style-type: none"> Restoration of at least 6 ha reforested with native species at upper Migny 20 ha under mixed agroforestry systems and 4 km of riparian strips 20 % reduction in visible evidence of sheet, rill and gully erosion (MTR comment: too early to see impact as trees have to become established). 10 % reduction in measured total suspended solids (TSS - related to sediment load) <i>(MTR comment: too early to see impact as trees</i> 	51 (mean of % on activities, range 10-95%)	<p>Excellent progress on this output. Rehabilitation interventions done on more than 100 farms and 3 km of riverbank. Over 9,000 trees have been planted and a plant nursery established.</p> <p>Plans began on the establishment of a community native forest park on land to be donated by farmers. Negotiations are continuing with the community and selected farmers to donate land to establish this park. One farmer is considering providing an acre to the community.</p>	S <i>(PIR has one rating for both outputs combined of S. MTR rating is HS for this output).</i>

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	<p>intake; (vii) number and diversity of trees planted; (viii) water quality in terms of sediment loads (soil loss rates); biomass accumulation; (ix) no hectares of natural forests conserved and/or rehabilitated</p> <p><i>(Indicators streamlined. Those crossed out are included in the two retained above. The others are more appropriate in Component 2. To be monitored on the longer term as impact of the interventions but baselines should be established)</i></p>	<p><i>have to become established).</i></p> <ul style="list-style-type: none"> • Improvements in soil fertility in 20% of samples by end of project <i>(End of project target)</i> • At least 3 investments (in timber and non-timber products) in target watershed areas incorporating mix of riverbank soil/slope stabilization measures/techniques 			
1.2.1. Increase in revenue generation within target communities for selected stakeholder groups through integration in global value chain for agricultural products	(i) Estimated revenues (US\$/year); (ii) number of new enterprises	<ul style="list-style-type: none"> • Increase in actual revenue earnings by at least 25% at end of project through integration in global value chain for agricultural products, for most directly engaged stakeholders (End of project) • Increase by 20 % the number of new enterprise investments 	15 (mean of % on activities, range 10-20%)	<p>Planning is ongoing. Five livelihood options have been selected by the technical officers in consultation with the local community and MOUs have been developed for technical assistance. Due to COVID-19 and other challenges, this is delayed. Unlikely to be completed in the remaining time (until October 2020). Under the SGP, in one area (Qualibou Caldera) a new value chain was established to enable farmers to sell fruits from trees that help reduce erosion; the women entrepreneurs won the 2018 Youth in Entrepreneurship for Saint Lucia. Also, under the SGP, the Fond St. Jacques Development Committee will develop</p>	MU <i>(MTR rating is MS, with the contribution of the SGP initiatives and in view of delays caused by COVID and NPC resignation)</i>

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
				some sites for an agro-tourism park and to build the capacity of community members.	
2.1.1. Suite of project-specific IW and LD-related indicators of process, stress reduction, and environmental and socioeconomic status indicators utilised to assist objective assessment and monitoring of impacts of the project.	Effective use of regionally/internationally recognised methodologies (<i>how is effective use measured? It is presumed that selection of the indicators and monitoring will be based on recognised methodologies</i>) Number of indicators endorsed at steering committee level; Monitoring programs (including community-based monitoring) being implemented; <i>Number of persons with operational capacity for environmental monitoring.</i>	<ul style="list-style-type: none"> All indicators identified based on Convention reporting requirements and GEF Tracking Tools and compiled in Project Tracking Tool Core stakeholders trained on use of tool 	10 (35% in July 2019 PIR)	<p>Slow progress. Awaiting CARPHA to start activities on the environmental indicators compendium. The SLU project could have advanced this output since many indicators already exist; this could feed into the compendium.</p> <p>Monitoring not yet implemented by the project and is anticipated to be implemented through an MOU with a local NGO (but this will not be sustainable post-project unless financial resources are available).</p>	S (<i>MTR rating MU</i>)
2.1.2. Project specific thematic (LD, IW, socioeconomic) data sets available and presented in interim and final reports and data products	<i>Data on agreed indicators being collected and used in assessments; number of assessments</i> Data Sets on: (i) proportion of canopy gaps; (ii) proportion of exposed soil polygon; (iii) proportion on polygons showing land slippage; (iv) water quality (esp suspended solids); (v) proportion of recovery of riparian zones; socioeconomic index (e.g. employment status); (vi)	<ul style="list-style-type: none"> Routine Data collection system in place by middle of Yr.1 Data assessment at least twice per year 	60% (<i>not consistent with progress reported</i>)	<p>Delayed. To be implemented through an MOU with a local NGO.</p> <p><i>(MTR comment: Should be linked to 2.1.1; Consideration should be given to embedding this activity in the Ministry post-project, for sustainability)</i></p>	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	SFM index. <i>(Do these represent all the indicators to be monitored? Suggest to keep the output indicator generic, as proposed above)</i>				
3.2.1. Technical personnel and farmers within the watershed trained in prescribed SLM practices and implementation of the interventions toward future replication and mainstreaming within national frameworks.	<i>Number of technical personnel and farmers trained in SLM practices</i> (i) Number of on farm training activities convened; (ii) number of persons trained <i>(the first indicator is an activity or process, the second is expanded as suggested above)</i>	<ul style="list-style-type: none"> At least 30 % of target audiences are trained in the tools, techniques, and technologies advanced. at least 1 national technical workshop convened 	18 (mean of % on activities, range 5-35%)	Training provided to farmers and technical personnel in SLM, farm assessments, etc. Retired forests officers will be contracted to design demonstration plots to be used for training. Programme for exchange visits designed. (delayed by COVID-19, resignation of NPC).	U <i>(MTR rating S)</i>
4.1.1. Suite of best practices for effective SLM documented based on project interventions and lessons learnt documented	No. and type of practices documented	Compilation of best practices initiated	33 (mean of % on activities, range 0-100%)	Slow progress. Work plan being prepared by the Environmental Education Unit within the Department of Forestry. In the meantime, the necessary services are outsourced	MU (combined outputs)
4.1.2. Sensitisation and awareness raising programs conducted incorporating local/regional lessons learnt and relevant media products on SLN, IW, SFM and ecosystem management in general	<i>Number and diversity of public awareness events and PA/PE products made available.</i> No. of media events undertaken to showcase improvements in SLM; <i>(above indicator proposed)</i>	<ul style="list-style-type: none"> Commencement of replication of SLM practices nationally through the Forestry and Agricultural Extension Offices through outreach to farmers and practitioners Evidence of improvement in waste disposal practices (particularly with respect to collection of plastic bottles for 	27 (mean of % on activities, range 20-30%)	Too early for replication (delayed by COVID-19, resignation of NPC), but valuable lessons and best practices should encourage and facilitate replication. Good progress in PA/PE. Several awareness raising activities were conducted at the local and national levels. Weekly radio time slot obtained. Stakeholders Symposium held to sensitise Ministry staff and other stakeholders.	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	<p><i>that encompasses all types of events and products)</i></p> <p>level of private sector involvement (<i>how is 'level' quantified? Suggested: Number of private sectors represented; number of persons from private sector engaged</i>)</p> <p>Evidence of behavioural change as a result of awareness raising</p>	<p>recycling and collection of waste oil as well)</p> <ul style="list-style-type: none"> at least 2 high-profile media events featuring project 		IWEco summer camp held in August 2019 with 100 children from the community.	
SAINT VINCENT & THE GRENADINES					
Due to issues related to use of an appropriate project bank account, funds could not be transferred till February 2020. This situation has now been resolved and the National sub-Project is expected to start by mid-2020. However, at the time of the Mid-Term Review, all outputs had a level of achievement of 0%.					
TRINIDAD AND TOBAGO					
Note: amendments to outputs and indicators are suggested by the MTR; comments are in blue font in parentheses					
Output 1 (Sub-component 1.1.1). A (rapid) diagnostic environmental analysis for the project area and surrounding watersheds	<p>Comprehensive <i>diagnostic</i> report <i>with recommendations on all impacts and concerns such as increased vegetative cover, improved water quality at outfall points, increased presence of wildlife (tracks, droppings, camera traps) and increased local employment.</i></p> <p><i>(The wording is not clear. Does this deal with the expected impacts of the project? It is too early for impacts. The output relates to environmental analysis, which sets the baseline of</i></p>	<ol style="list-style-type: none"> 1. Planning consultations - inputs from community groups, research organisations, ecotourism enterprises, agriculturists to guide project inception 2. Consultative report with recommendations 3. Technical and economic feasibility analysis and recommendations 	40	Midterm targets achieved. Several studies and assessments completed. Community outreach meetings held in collaboration with SusTrust, IAMovement, TTEITI.	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
	<i>environmental conditions. Suggested amendment).</i>				
Output 2 (Sub-component 1.1.2) Restoration and reforestation at selected sites in project area	<ul style="list-style-type: none"> Restoration and reforestation plan produced Area of degraded land reforested and restored (hectares) <p>visible signs of surface erosion—rill and gully erosion—(not quantifiable. Suggest to use the area affected by erosion)</p>	<ol style="list-style-type: none"> Approved restoration and rehabilitation plan At least 20 hectares restored/reforested At least 20% reduction in visible evidence of sheet, rill and gully erosion at remediation sites (<i>baseline needed</i>) 	40	<p>In collaboration with SGP, 10 ha of degraded quarry land was replanted with vetiver grass and mixed forest species, with involvement of 27 community members (champions) who were trained in quarry rehabilitation techniques; plant nursery established.</p> <p>40 ha target at end of project may not be feasible, but rehabilitated sites will serve as demonstration sites, with valuable experience and lessons being generated.</p> <p>Erosion reduction achievable if the live check dams (12) continue to function.</p>	S
Output 3 (Sub-component 1.2.1). Opportunities for economic livelihoods analysis and related enterprise generated through GEF-SGP.	<ul style="list-style-type: none"> SGP project launch and successfully implemented (It is implicit that the SGP projects will be launched in order to achieve the output) Estimated annual revenues (US\$/yr) (disaggregated by gender and socio-economic group) number of new enterprises (disaggregated by gender and socio-economic group) 	<ol style="list-style-type: none"> Consultations and adopted proposal for a community-based small-scale initiative and commencement of implementation At least 10% increase in annual revenue among target stakeholders (disaggregated by gender and socio-economic group) 	50	<p>On-going development of plant nursery, farmer's market, handicraft workshop. Livelihood opportunities were identified, and training provided to community members in handicraft, Taungya system, etc. Achievable by end of project but should be ramped up. Collaboration with CANARI in enterprise development should be considered.</p>	S
Output 4. (Sub-component 2.1.1). Monitoring protocol for periodic assessment of	<ul style="list-style-type: none"> All existing data collated and assessed Number and types of datasets generated 	<ol style="list-style-type: none"> Compilation report on environmental condition at quarry sites in project area based on available 	50	<p>Ongoing. Basic indicators such as species count, growth rates, plant mortality, irrigation frequency, area rehabilitated,</p>	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
identified environmental indicators (vegetation recovery) at intervention sites with participatory engagement of stakeholders.	<ul style="list-style-type: none"> Monitoring protocol & instrumentation installed Number of indicators agreed 	<p>information. Gaps in data/information identified (<i>MTR comment: This should be under 1.1</i>)</p> <ol style="list-style-type: none"> All indicators for project monitoring adopted (identified based on UNCCD Convention reporting requirements and GEF Tracking Tools) Project monitoring framework (including appropriate instrumentation) installed Suite of accurate data generated Core stakeholders trained on application of framework 		etc.) are being monitored. Local communities trained in collecting data.	
Output 5 (Sub-component 3.1.1). Quarry rehabilitation guidelines for input into the Gov't TT Land Restoration and Rehabilitation Plan to support enforcement of legal requirements of the Environmental Management Act Chapter 35:05 including the Certificate of Environmental Clearance Rules, and the Water Pollution Rules, effectively	<p>Environmental Conditions for quarries mandated by the EMA enforced</p> <p>Rehabilitation guidelines incorporating experiences and good practice generated by the national project (<i>Indicator modified to match revised output</i>)</p>	<p>At least 10% of quarries operate within EMA compliance framework</p> <p><i>(Target is not aligned with revised output. No mid-term target suggested since the project is past mid-term. End of project target is completion and endorsement of the guidelines by relevant authorities)</i></p>	60	A draft "Guideline for the Preparation of Rehabilitation Plans" was completed in December 2018 and circulated for stakeholder review. Expected to be finalised in Aug 2020. Compliance visits conducted by EMA Permit Monitoring Officers; Several assessment and compliance reports generated from site visits.	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
enforced in quarries in the project area <i>(Enforcement is outside the project's scope. This output is not aligned with the component outcome. Suggested amendment)</i>					
Output 6. (Sub-component 3.2.1). Training programme and resources, and built capacity among professionals and technical staff in relevant lead agencies, primary CSO and individual stakeholders	<ul style="list-style-type: none"> Number of training workshops convened; number of persons trained (disaggregated by gender and socio-economic status) Best quarry management manual produced to international standards and available for training <i>(The NPC has confirmed that this manual is the same as output 3.1.1- quarry rehabilitation guidelines)</i> Training events held; level of attendance <i>(Included in the first two indicators)</i> 	<ol style="list-style-type: none"> At least 60% of core target audiences are trained in the tools, techniques and technologies advanced At least 1 national technical workshop convened Best quarry management manual produced to international standards and available for training At least 30% of selected quarry operators trained. 	40% (mean of % completion for the three activities, range 20%-75%)	<p>Environmental and quarry site officers were exposed to the practical components of quarry rehabilitation. To continue throughout remaining time.</p> <p>Negotiations conducted with TTEITI to jointly host a workshop on benefits of quarry rehabilitation for quarry operators, but postponed due to COVID. Achievable by end of project.</p> <p>Stakeholder meetings held for Draft Quarry Rehabilitation Guidelines.</p>	S
Output 7 (Sub-component 4.1.1). Best practice guidelines / code of practices for practitioners and awareness resources for wider audiences	<ul style="list-style-type: none"> Approved/endorsed guidelines by target users Country visits <i>(moved to 4.1.2)</i> <i>Number and diversity of public awareness and learning products available.</i> 	<ol style="list-style-type: none"> At least 2 best practice guidelines published in various media formats and used by stakeholders. At least 2 technical exchanges between countries within the Caribbean At least 1 technical exchange between other SIDS regions 	50%	Ongoing. Achievable in remaining time. PA/PE campaign launched. Videos and other PA/PE materials prepared and disseminated. A video (Regeneration) was produced and will be launched at the TT film festival in June 2020. The project also supported the launch of the online regional educational and knowledge sharing platform 'The Vetiver Network	S

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
		(target a maximum of 5 persons to participate) <i>(More appropriate in 4.1.2).</i>		West Indies' (TVNWI) in April 2019, in partnership with 'The Vetiver Network International' (TVNI).	
Output 8 (Sub-component 4.1.2). Technical exchange visits between professionals, civil society organisations to share knowledge directly over the duration of the project	<ul style="list-style-type: none"> Participation and major conference events Publications and media products widely disseminated Number of project stakeholders participating in conference events; number of events Number of exchange visits 	<ol style="list-style-type: none"> Core stakeholders participate in at least 1 major event to present findings from national project (target max. of 5 persons to attend such events). At least 2 technical exchanges between countries within the Caribbean. At least 1 technical exchange between other SIDS regions (target a maximum of 5 persons to participate). 	20%	<p>Technical exchanges with Saint Kitts and Nevis and Saint Lucia tentatively scheduled for June-August 2020 placed on hold due to COVID-19.</p> <p>Achievable in remaining time</p>	S
COMPONENT 2					
(2.1.1) Regional environmental indicators compendium	<ul style="list-style-type: none"> National register/compendium of agreed indicators at national level Suite of regionally accepted indicators Complement of trained professionals 	Progress assessment (and recommendations) across region on mainstreaming indicators	15 (No indicators agreed or accepted yet)	<p>This output is to be achieved through close collaboration between CARPHA/EHSD and UNEP-CAR/RCU.</p> <p>CARPHA has initiated the first step and ToR for the needs assessment at national level are being finalised, planned to be published in Feb 2020. CARPHA informs that a significant reduction in available funds for this activity has presented challenges in the conceptualisation of the study. In addition, the assistance provided by the IWeco PCU hired consultant to finalise a costed workplan and draft a procurement plan (June/July 2019) has delayed the work. It is expected that the needs assessment will be completed by mid-2020.</p>	

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
				<p>Subsequently, the activities coordinated by UNEP-CAR/RCU have been delayed as well: (a) Convening a regional workshop to review the indicators frameworks; (b) Publishing and dissemination the resulting compendium.</p> <p>ToR for a consultancy for development of the Regional Environmental Indicators Compendium was finalised in 2020.</p> <p>Social media campaign to sensitise the public on IWeco activities. During the period July 1, 2019- December 31, 2019 a total of one hundred and twenty-one (121) social media posts were created and posted by the Communication Officer in Saint Lucia, to the IWeco Project's social media pages. A summary of the posts is seen below: i. Facebook – Thirty-six (36) posts; ii. Instagram – Forty-three (43) posts; and iii. Twitter- Forty-two (42) posts.</p> <p>The content covered in the posts included but were not limited to:</p> <ul style="list-style-type: none"> • IWeco activities; • Sargassum; • Plastic pollution; • Water Conservation; • Carbon Sequestration; • Natural Climate Solutions; • Environmental Issues; • Single Use Plastics/ Reusable Plastics; • Soil Management; • Marine Life; 	

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
				<ul style="list-style-type: none"> • Plastic Free Christmas and • Lead in Paint/ Lead Poisoning. <p>The Communication Officer also attended the international Sargassum Expo in Guadeloupe as well as a training workshop in Barbados. These provided material for her posts as well as ideas for the development of short PSAs to be produced during the first quarter of 2020.</p>	
(2.1.2) Scientific research to support monitoring at national projects	Degree of cooperation in research on water, land and ecosystems at interdisciplinary level.	<ul style="list-style-type: none"> • 8 research protocols for National sub-Projects • Research Partnership agreements developed and effected for all collaborating agency partners • 8 country research protocols under implementation • At least 8 scientific publications prepared 	5	<p>Research Partnerships Meeting held in November 2018. A regional training workshop on ecosystem valuation and carbon sequestration was held in May 2019.</p> <p>Work to develop a research protocol is being done with Saint Kitts and Nevis.</p> <p>Template for the IWeco Small Grant research proposal developed and call for proposals initiated. Funding was allocated for three small grants of US\$10,000 to facilitate research in areas specific to thematic areas identified during the meeting of the research partnership in Nov 2018. These thematic areas are as follows:</p> <ol style="list-style-type: none"> 1. Plastic pollution and micro plastics in the environment. 2. Toxic chemical substances including heavy metals, chemicals, lead in paints antifouling 3. Sargassum blooms in the Caribbean 4. Nutrients and Ocean acidification. <p>Research agreements were finalised in 2020 with Trent University and</p>	

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
				<p>UWI/CERMES for research on toxic chemicals and Sargassum, resp.</p> <p>Social media campaign to sensitise the public on IWeco activities.</p>	
(2.1.3) Strengthened field monitoring and assessment capabilities	<ul style="list-style-type: none"> - Degree of environmental monitoring being implemented at target sites through improved monitoring protocols and instrumentation. - Progress towards accurate data sets in support of project reporting. - Number of professionals trained in environmental monitoring (soil, water). - Number of communities with operational capacity for environmental monitoring. 	<ul style="list-style-type: none"> • Monitoring systems installed and functional providing data in all 8 countries • 8 training modules/packages prepared based on national needs • Training delivered to system operators within local collaborating agencies • Trained operators (professionals and communities) for systems. 	12	<p>The draft diagnostic needs assessment tool was completed during the first 6 months of 2019. It was project-focused and sought to identify equipment needs for labs in the IWeco participating states. Further discussion with laboratory and Technical personnel resulted in a revision of the draft to make it more detailed, to facilitate collection of data that would satisfy CARPHA's regional surveillance mandate. This document is comprehensive and as such the information will be useful to all CARPHA member states. It was shared with PCU in March 2020.</p> <p>The approach towards administering the DNA tool involved a compilation of a list of all the laboratories in participating IWeco countries. The list was further narrowed down to labs with potential to be used by the IWeco national project, in countries where more than one lab was identified. For participating countries with no national project, focus will be on laboratories that support water, soil or other environmental related parameters.</p> <p>Public Health Surveillance Training focused on Water Quality and Impacts on Health. Some countries provided with customised</p>	

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
				<p>support for development of water quality surveillance system.</p> <p>ToR finalised for a consultancy for the development of a Public Private Partnership to reduce marine pollution from pleasure vessels (yachts) and Tourism centres.</p> <p>Social media campaign to sensitise the public on IWeco activities.</p>	
(2.1.4) Decision support system (DSS) tools	Progress towards functional Decision Support Systems/Tools.	<ul style="list-style-type: none"> • 8 needs assessments for each country • Training modules (regional level) developed • Contribution to installation and operation of national information systems in at least 4 countries • Decision support systems/ tools (DSS) operational and project data integrated for at least 4 countries • Training programmes for operators implemented in at least 4 countries. 		To be done by UNEP-CAR/RCU. Delays in execution of some of the National sub-Projects have caused this output to also be delayed.	
COMPONENT 3					
(3.1.1) Review of status of national and regional-level policy, legislation, plans and strategies for improved water, land and ecosystems management.	<ul style="list-style-type: none"> - Number of ratified policies, bills passed into law and/or amendments passed. - Number of new and/or upgraded national and regional-level strategic/action plans, policies and regulations. 	<ul style="list-style-type: none"> - Regional review of status of policy, legislative implementation across 10 countries (update from existing sources as available) - At least 4 countries have initiated processes for review/ strengthening of existing legislative instruments and/or development of new legislative instruments. 	0	MOU signed between CARPHA and OECS in early 2020. Activities not started yet.	

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
		- At least 2 policy/regulatory instruments ratified in respective countries.			
(3.1.2) New and/or upgraded/strengthened regional and national-level policies, legislation, regulations, frameworks, action plans and strategies for improved water, land and ecosystems management.	- Number of new and/or upgraded national and regional-level strategic/action plans, policies and regulations.	- At least 4 countries have commenced the review and upgrade of relevant national plans - At least 2 relevant strategic action plans ratified in respective countries - 1 regional policy consultation and draft regional IWRM framework/ action plan	0	Draft ToR developed in 2020 for a consultancy to develop a Regional Action Framework for Integrated Water Resources Management for the Caribbean Region. Activities not started yet.	
(3.2.1) Strengthened national participatory consultative and coordination mechanisms	Number of meetings of the National Inter-Sectoral Committees (NIC).	- Functional NIC endorsed at senior policy level (could be existing mechanism). - Support to at least 1 NIC meeting per country with high-level policy makers.	0	This component has not started as yet.	
(3.2.2) Training and capacity building programmes to support implementation of water, land and ecosystems management across government, private sector agencies and civil society organisations.	- Number of training workshops implemented at national and regional level. - Number of stakeholders trained (disaggregated).	- Regional-level capacity needs assessment completed (based on existing knowledge). - Capacity building programme (harmonized) developed including resource material. - Support to at least 10 national and regional training activities.	0	This component has not started as yet.	
COMPONENT 4					

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
Note: amendments to outputs and indicators are suggested by the MTR; comments are in blue font in parentheses					
(4.1.1) Public awareness / Public education (PA/PE) Strategy for the regional and national project components.	Completed regional and national PA/PE Strategies.	PA/PE Strategy for the overall project and 10 National PA/PE programmes for each country, informed by a needs assessment.		Regional communications strategy prepared. Only four countries produced PA/PE campaigns (Cuba, Grenada, Saint Lucia, TT), which were launched by all except Grenada. Media Relations & Social Media Communications Toolkit produced, and will assist countries in their campaigns	
(4.1.2) Knowledge, Attitude and Practice (KAP) assessments during the project.		KAP survey in all countries, at project start-up, at mid-term and near project closure.		Omitted at the regional level, based on recommendation of the PA/PE Partnership	
(4.1.3) Newsletters, Best practice guidelines, Lessons learnt outputs and Communities of Practice.	Content contributed to existing web-based platforms <ul style="list-style-type: none"> • Documented best practices (as reference compendium) available • Project showcased at special events <i>(no. of events)</i> • Published experience notes <i>(number)</i> 	<ul style="list-style-type: none"> - 10 quarterly IWECO Project newsletters published. - Content contributed to existing web-based platforms. - At least 6 best practice guidelines (part of reference compendium) published and presented at least 3 regional and international events. 		<p>Partial achievement of mid-term targets. 6 bilingual newsletters published. Direct emailing to approximately 300 persons, with IWECO Project partners asked to circulate to their respective networks; posting to IWECO's social media - Facebook, Twitter and Instagram; printing of 500 copies in English and 300 copies in Spanish and opportunistic distribution at regional and national meetings and by PCU and CEP staff when they go on mission; and recently distribution to the CAMPAM listserv. Recruitment of Communication specialist was delayed. Issues with PCI Media.</p> <p>Best practice guidelines delayed. The PCU is preparing guidelines for circulation before the RPSC4 and is planning an online webinar series that will include approach</p>	

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
				to documenting lessons learned and good practice. Communities of practice not yet set up.	
(4.1.4) Innovative communications and learning tools.	- Number and diversity of student educational resources available and in use. - Number <i>and diversity</i> of consultations with stakeholders (TECHNICAL SEMINARS, LECTURE SERIES, WORKSHOPS (disaggregated)).	- At least 2 school educational resource toolkits (including games) developed and disseminated. - At least 2 environment-themed songs (and videos) by popular music personalities (English and Spanish) targeting school audiences. - Citizen science-based programmes (following the IWCAM CBRA toolkit; use of participatory 3-D GIS, and others) rolled out in at least 4 countries.		Targets partially achieved. Expected to accelerate as more results are produced. Videos produced (Breaking up with Plastics, Clean Seas video, Trinidad quarry rehabilitation). Citizen science training (monitoring workshop) held. Local communities being trained in monitoring (Saint Lucia, TT)	
(4.1.5) Project website (according to IW:LEARN guidelines) and media products.	- Degree of information exchange through established platforms. - Number and diversity of public awareness products made available. - Number of consultations with stakeholders (disaggregated).	- IWEco project website operational (with social media plug-ins). - range of printed and electronic media products (including jingles, videos, film, digital, print media, travelling exhibition display for project). - support to at least 1 special promotional blitz in each country (supported by the private sector in association with commemorative days). - support to in-country seminars, lecture series.	100	All mid-term targets met. Comprehensive bilingual website, but other existing material (Information and education materials, Knowledge documents) should be uploaded.	
(4.1.6) Professional exchanges; participation at regional and international fora.	- Number of project stakeholders participating at <i>regional and international for a and number of fora conferences</i> .	- Participation of stakeholders in at least 5 major regional and global events/conferences (average 5 persons representing the project attending each event) (GEF IWC,		Mid-term targets partially achieved. Project personnel and stakeholders participated in several regional and international events. Only two technical	

Output	Indicator	Planned Midterm Targets	Level of achievement at midterm (%) (from Dec 2019 progress reports)	Status at 31 December 2019 & Comments (from Dec 2019 progress reports)	Rating (from June 2019 PIR)
<i>(MTR comment: merge with 4.1.7)</i>	- Number and diversity of public awareness products made available.	community of practice (COP), IWLEARN). - Number of published experience notes through IWLEARN - At least 3 technical exchanges between professionals across SIDS regions to share experiences and develop competencies.		exchanges occurred across SIDS regions (with Pacific R2R project).	
(4.1.7) Hosting of the GEF International Waters Conference and participation support to upcoming GEF-IWCs, and regional dialogues on environment and development.	- Number of project stakeholders participating at conferences. - Number consultations with stakeholders (disaggregated). - Number of participants at regional dialogues/ workshops.	- Hosting of the IWC7 Conference. <i>(MTR comment: this was held in Barbados in 2013 before IWeco started)</i> - At least 5 professionals and targeted stakeholders participated at IWC8. - Variety of Caribbean regional dialogues/ workshops.		IWC7 was held in Barbados in 2013, in which IWCAM participated. This was before IWeco started. The next GEF IWC biennial conference (IWC 10) will be held in late 2020 in Uruguay. IWC 11 will be in 2022. With IWC 10 scheduled to take place in the LAC region, IWC 11 is likely to be held in another region. IWC 8 was held in May 2016. IWeco participated in the GEF IWC9 in Morocco in November 2018. Project personnel participated in a number of regional events.	
(4.1.8) Hosting two GEF-IWeco Partnership Conferences.	- Number of consultations with stakeholders (disaggregated). - Number of project stakeholders participating at conferences.	1st GEF-IWeco Partnership Conference hosted.	100	Mid-term target exceeded, with at least 3 events supported. support to Convention Secretariat for CEP COP 15, SPAWCOP 10 and LBSCOP 4 in 2019, CWWA HLF (2018).	

ANNEX H1-H6. Ratings for the National sub-Projects

Annex H1. Ratings for the Antigua and Barbuda sub-Project

Criterion	Summary Comments	Rating
Strategic relevance	Financing methodologies for environmental management and the establishment of community social enterprises that produce revenue are an essential part of the package to achieve integrated resource management. This sub-Project would also develop guidelines for small community led green businesses.	HS
Project design	The project was designed for a clear problem at hand, to be implemented in synergy with other internationally funded projects in the same area and building on earlier work. The overall design is consistent with IWeco and includes a number of elements related to SLM, IW and Ecosystem management. The actions proposed fit in IWeco's timeframe.	S
External context	In 2017 Hurricane Irma impacted Antigua and Barbuda severely and co-financing to the project became less readily available. It also changed the thinking towards long-term financing for resilience. Tourism is a main earner for Antigua and relevant to this project is the development of the Runaway Resort and Marina at the project site.	Unfavourable
Effectiveness	Little progress towards the outputs has been made. Some stakeholder consultations were held in June/July 2016 regarding environmental projects in McKinnon. In August 2018, a Town Hall meeting was held. Work was done on planning the SIRF Fund, SIRF fund board and by-laws of the community enterprise. In September 2017, the government transferred ownership of the land for the project site (approximately 5 acres, which were earlier formally allocated to the DoE) as part of a larger lease (approximately 24 acres) to a private developer (Co-Ventures & Developers Limited). The project was halted, pending a final decision.	HU
Financial management	By the end of 2019, the co-financing amounted to US\$50,297 (1.9%) and GEF funds spent amounted to US\$48,024 (4.0%). No GEF expenditures were reported for Q2, Q3 and Q4 of 2019, demonstrating that the project really came to a halt from Q1/2019 (some co-financing continued). In September 2019, the UN Auditors also advised to continue this policy. They observed no irregularities but noted weaknesses in financial management.	S
Efficiency	Low efficiency, as shown by very slow progress. DoE implements many projects at the same time.	U
Monitoring and reporting	Some environmental monitoring is being done, funded under another project. Reporting has been slow at times. There is not an open and collaborative relationship between IWeco PCU, and DoE and the sale of the land was reported a year after it became known.	U
Sustainability		
Socio-Political	In view of overarching tourism interests, sustainability of project results is questionable. There is no commitment to long-term sustainability of the wastewater treatment plant.	Highly Unlikely

Criterion	Summary Comments	Rating
Financial	SIRF should have provided stability. A community enterprise was to be established to sell grey water to farmers, but this is no longer possible in light of the loss of the project site	Unlikely
Institutional	Antigua and Barbuda has many projects with GEF and UNEP. On 11 Dec 2019, UMOJA records showed that A&B had a total of 11 GEF projects with open advances. Institutional structures are in place that can help to sustain IWECO's results	Likely
Factors affecting performance		
Preparation and readiness	Technical capacity is sufficient, although due to staff changes, institutional memory is low. Capacity at DoE has much increased: Engineer team, legal team, all needed technical staff available.	MS
Quality of Project Management and Supervision	Backstopping/guidance by PCU has been really good. But a sore point is the length of time elapsed between 2015 (project approval) and 2017 (start). There is a project management committee (for all projects) at the DoE. This functions as Steering Committee (PS Health, rep Ministry of Housing & Lands, Ministry of Agriculture, Ministry of Finance, UNDP Focal Point); no NGOs. There are NGOs on the Technical Advisory Committee. Meetings of both committees are held every month. There has been no contact with CARPHA.	S
Stakeholder participation and cooperation	Some community meetings have been held. The original plan (of DoE) was to allocate SGP funding to contribute to the upgrade of the WWTP. SGP is on the Technical Advisory Committee. According to SGP Report, there are three IWECO/SGP activities which are currently ongoing. Based on the title these are not directly related to the National sub-Project.	MU
Responsiveness to Human Rights and Gender Equity	Social enterprise has not been started as yet.	N/A
Country ownership & driven-ness	High-level of ownership in terms of design, but environmental resource management is subject to tourism pressures.	MU
Communication and Public Awareness	This has not been launched so far for the project. But general educational activities have taken place.	MS
Overall rating Antigua and Barbuda sub-Project		Highly Unsatisfactory (severe shortcomings)

Annex H2. Ratings for the Cuba sub-Project

Criterion	Summary Comments	Rating
Strategic relevance	There is much focus by the Gov't on sustainable land and forest management and biodiversity protection. The sub-Project is contributing to these objectives and to improving the livelihoods of local communities (farmers) in four areas. It contributes to overall project objectives.	HS
Project design	Overall design is consistent with the umbrella project. Amendments were made at the start of the sub-Project to streamline it. The MTR noted some weakness in design of the sub-Project (e.g., some of the indicators do not align well with the planned output, some of the mid-term and end of project targets not realistic).	S
External context	The US embargo has affected procurement of equipment and delayed certain activities and outputs. Some activities have been delayed due to COVID-19.	Unfavourable
Effectiveness	One of the main aims of the Cuba sub-Project is institutional strengthening and professional capacity building. In the first 18 months focus was on stakeholder consultations, planning, capacity building, and baseline studies and assessments. A Master's programme in ICZM was initiated at three universities (including an online Master's programme at the University of Cienfuegos). Some laboratory and ICT equipment has been procured and installed at the CEAC and in its environmental laboratory as well as at the University of Cienfuegos. The demonstration projects were about to start in the first quarter of 2020. The SGP in Cuba is contributing to IWeco objectives.	S
Financial management	No irregularities reported. The expenditure coefficient (percentage of allocated funds spent) was 17% in April 2020. This is partly due to the initial focus on planning, capacity building, and environmental assessments based on existing data and information, with low level of field activities. UNOPS has been contracted to handle procurement and about 80% was completed as at December 2019.	S
Efficiency	The sub-Project is building on other projects and initiatives in the country and engaging local communities already involved in other relevant activities. It is also harnessing/strengthening the substantial existing technical and professional capacity and the CEAC environmental lab, which is supported by the IAEA and which also benefited from IWCAM. Delays due to COVID are outside the project's control	HS
Monitoring and reporting	All semi-annual and expenditure reports are up to date. Semi-annual reports are comprehensive and of high quality. Co-finance report submitted.	HS
Sustainability		
Socio-Political	High prospects for socio-political sustainability through, for example, engagement and building capacity of local communities, building the capacity of professionals, aligning the sub-Project with national programmes on soil/ forest conservation and livelihoods and with the 2030 National Agenda.	Highly Likely
Financial	There are good prospects for financial sustainability through support from other donors (e.g., IAEA) and Gov't programmes as well as revenue to be generated through sub-Project interventions.	Likely

Criterion	Summary Comments	Rating
Institutional	Involvement of a range of institutions in the sub-Project and Institutional strengthening as well as institutionalizing the capacity building programmes at the universities will contribute to institutional sustainability. The sub-Project is also helping to improve inter-agency coordination and cooperation in integrated land, water, and biodiversity management in the country.	Likely
Factors affecting performance		
Preparation and readiness	Cuba has a high-level of technical institutions and professional human capacity that were ready to be mobilised. However, some institutions needed to be strengthened, which is being addressed by IWeco (procurement of equipment, etc.). The sub-Project is building on IWCAM, SGP and other initiatives and on the extensive existing technical data and knowledge base in the country. Developing the demonstration projects took much time and effort. Staff turnover was an initial setback.	S
Quality of Project Management and Supervision	A robust and coherent project management structure has been established and is well-embedded in the CEAC, where the NPC is a senior staff member. A coordinator for each of the four sub-Projects has also been appointed. The sub-Project's management team is continually adapting to challenging operational circumstances in the country.	HS
Stakeholder participation and cooperation	A highly participatory approach has been adopted, with mobilization and engagement of government ministries, universities (staff and students), technical institutions, local communities, and other stakeholders. The sub-Project has mobilised many national experts, harnessing the country's substantial technical and professional capacity.	HS
Responsiveness to Human Rights and Gender Equity	The project responds to human rights related to a safe and healthy environment, food, livelihoods, etc. Many of the sub-Project participants and beneficiaries including graduate students are women.	HS
Country ownership & driven-ness	The sub-Project was developed in consultation with the country and is driven by national needs expressed at the time. A high-level of country ownership and driven-ness is noted.	HS
Communication and Public Awareness	The sub-Project successfully developed and launched its PA/PE campaign, and several PA/PE events have been held, IWeco branding implemented, documentary video produced, the sub-Project website launched, and a Facebook page created. The sub-Project has good visibility in Cuba. The Cuba team is largely bilingual. Communication is constrained by poor internet connection.	HS
Overall rating for the Cuba sub-Project		Satisfactory (minor shortcomings)

Annex H3. Ratings for the Jamaica sub-Project

Criterion	Summary Comments	Rating
Strategic relevance	The sub-Project has high strategic relevance to Jamaica and to GEF. The Negril Great Morass forms the core of the Negril Environmental Protection Area (nearly 41,000 ha) and is one of the largest natural wetlands and coastal ecosystems in the region. It has very high value for biodiversity (significant species and high endemism), carbon storage in peat and water management. The project assists the Government of Jamaica to meet obligations under CBD, REDD+, Vision 2030 Jamaica/SDGs and national reporting. Additionally, an initiative to establish an awareness raising centre with locations in Montego Bay and in the Morass, would, if materialised, be a game-changer for environmental education to tourists and local people alike.	HS
Project design	The Executing Partner, NEPA, is the organisation mandated for biodiversity conservation and sustainable use. NEPA is also in charge of the management of the Negril EPA. It had performed well in the predecessor project of IWEco, IWCAM and was selected “by default”. However, it is not the best-established organisation for the specific area, so special attention is to be given to collaboration and engagement with other national and local stakeholders. There have been complaints of availability of fiscal space. According to many in Negril, NEPA is the wrong choice for coordinating the project because it concentrates more on planning than on environmental protection. The project seems dominated by studies to provide management recommendations. The actual infrastructure work takes a second stage.	MU
External context	Tourism development, including eco-tourism but also infrastructure to enhance sustainability of tourism is the important issue in the background. Negril has only one secondary sewage treatment plant, which is not enough by any means. Sewage water is probably the most polluting factor in Negril, polluting coral reefs and beaches. The Negril business sector is very supportive of the project, because its ecosystem functions will protect and serve their properties and businesses.	HS
Effectiveness	The delivery of the nine outputs, till date, is extremely behind schedule. NEPA admitted that as an institution, it is not ready made for implementing projects. Within the agency, there is a time-lag between a project being signed and mobilization (about 3-6 months is needed to establish a Project Executing Unit – PEU). Since the project was designed, and costed in 2014-15, items were priced too low, in particular for hiring staff, but also due to genuine inflation. Activities changed as well. One consultancy related to the hydrological assessment had to be split into two consultancies. Further, there have been huge difficulties procuring staff.	U

Criterion	Summary Comments	Rating
Financial management	No irregularities have been observed. By 31 December 2019, only US\$108,519 of GEF funding was spent (3.5%). The first quarter of 2020 saw US\$36,554 spending, making the total US\$145,073 (4.7%). On 30 June 2019, only US\$5,649 of co-financing was spent. The low spending is a great concern. The co-financing was budgeted at over US\$10m. However, the actual co-financing will be much lower than planned since a contributing project financed by the UN Adaptation Fund (US\$5.6m) was cancelled. TEF, which has committed US\$3.7m, will help finance Components 3 & 4 based on a marketing and management plan. NEPA is trying to reduce costs, since the project is under-budgeted.	MS
Efficiency	The efficiency of the sub-Project is very low, considering spending, activity progress and stakeholder engagement.	U
Monitoring and reporting	NEPA informed the consultants that monitoring of the project is done through an Excel spreadsheet.	MS
Sustainability		
Socio-Political	If the oceanarium and the visitor centre get off the ground, socio-political sustainability is assured. The morass provides clear ecosystem services to Negril and this is recognised by the business sector.	Likely
Financial	Through ecotourism activities, and livelihood for local communities, financial security should be achievable.	Likely
Institutional	One aim of the project is to build the capacities of stakeholders to manage the EPA; including managing the facilities there for tourism. Institutional continuity lies with the Chamber of Commerce (many different types of businesses) and the JHTA (only hotels). NCC is strong and is used to implement projects.	Likely
Factors affecting performance		
Preparation and readiness	Significant problems recruiting staff and consultants. It also took a very long time to set up a PCU.	U
Quality of Project Management and Supervision	NEPA decided to implement project management from its Headquarters in Kingston instead of from an office in the area. The Project Branch falls under the NEPA Planning, Projects, Monitoring, Evaluation and Research Division.	MU
Stakeholder participation and cooperation	There is a stakeholder advisory committee, but CBOs and other stakeholders are just now being engaged. There is a list of stakeholders, used for sensitization activities. A stakeholder mapping was not done. The Communication Officer attends some community meetings and is in touch with the CDCs. UDC, which owns much of the land and used to manage the cottages, is now being integrated in the PSC.	U
Responsiveness to Human Rights and Gender Equity	Not considered yet.	
Country ownership & driven-ness	Proposal was developed by the Jamaican government and it is in charge. But in light of the project just starting, country ownership seems to be low at present.	MS
Communication and Public Awareness	This is the only National sub-Project with a dedicated communication officer. An activity was carried out a week after 2 Feb (World Wetland Day) with engagement of communities. On 9	S

Criterion	Summary Comments	Rating
	Feb 3,000 NEPA staff participated in local events, part sponsored. A communication strategy is now prepared. Web page exists, but with just one information sheet on IWEco (time of writing report). Plans to stimulate re-use of the Royal Palm Reserve. A farmer field school is being prepared. Activities with other schools to carry on messages: 2 schools in North of EPA and 2 in South. There are two billboards on the border/entrances of the EPA. Work is being done with local media (JIS West, Gleaner and Bess FM). The Chamber of Commerce has a new booklet which includes info on IWEco.	
Overall rating for the Jamaica sub-Project		Unsatisfactory (major shortcomings)

Annex H4. Ratings for the Saint Kitts and Nevis sub-Project

Criterion	Summary Comments	Rating
Strategic relevance	Best practices in quarry management, sustainable land management, and coral reef restoration.	S
Project design	The objectives are consistent with IWEco's overall objective, but the sub-Project has too many outputs and too wide a variety of activities. Some combining and restructuring would be helpful to show more focus.	MS
External context	COVID-19 is halting the project at a critical time. It started a year late and had gotten rolling.	MU
Effectiveness	An evolving approach is being used. Two NGOs were brought in (NHCS and CYEN) to include communities better. The sub-Project is well-run now.	S
Financial management	Financial reporting is excellent, including on co-financing.	HS
Efficiency	After a slow start, the project is now well underway.	MS
Monitoring and reporting	Environmental Health Department and the Department of the Environment both already conduct monitoring of (recreational/near shore) water in Saint Kitts. In Nevis, the Environmental Health Department is not well set up for this. The NPC brought in CARPHA on this particular need: CEHI had developed a water quality monitoring plan more than 20 years ago. The NPC contacted EHSD to assist in upgrading this plan, add best practices for recreational waters, implement training, establish equipment needs.	S
Sustainability		
Socio-Political	Legislation is being developed on quarrying and sand mining, together with the Ministry of Public Works and different entities and lead by DoE. These entities seldom get together to manage an issue in a cohesive way. This could be promising for sustainability and be an excellent example for the region.	Highly Likely
Financial	Since the project is well-embedded in government, financial sustainability is expected for the successful results.	Likely

Criterion	Summary Comments	Rating
Institutional	The project fosters collaboration between various government institutions related to mining, quarries, areas of special concern and environment. The fact that the Dept. of Environment clearly takes the lead is a major impact. Long run sustainability is dependent on a stronger coordinating and enforcement role by the Dept of Environment.	Highly Likely
Factors affecting performance		
Preparation and readiness	Recruitment of the NPC took a long time.	MU
Quality of Project Management and Supervision	PCU is very supportive to the NPC. PSC meetings have alternated between Saint Kitts and Nevis; two meetings were held in the first year. Most direct decisions are taken between the National Focal Point, the Department of the Environment and the Project Coordinator. The DMR has been instrumental supporting the coral reef survey. Proper evaluation done of applicants for the Minerals Sector Study (5 proposals received; scoring committee of three people).	HS
Stakeholder participation and cooperation	Stakeholder participation and cooperation is growing at the levels of the government, as well as NGOs.	HS
Responsiveness to Human Rights and Gender Equity	Invitations for workshops and meetings will take this into account.	NA
Country ownership & driven-ness	The country (Government) benefits from a high-level of country ownership.	S
Communication and Public Awareness	Groundwork on public awareness/education has been done. But the NPC did not want to start until there was more achievements to showcase. But talks on schools done, press releases, participated in fairs. There is a draft communication plan for work with CYEN and NHCS. Photos are shared by social media. This will become more active later in the project.	S
Overall rating for the Saint Kitts and Nevis sub-Project		Moderately Satisfactory (moderate shortcomings)

Annex H5. Ratings for the Saint Lucia sub-Project

Criterion	Summary Comments	Rating
Strategic relevance	Degradation of the Soufriere Watershed through poor agricultural practices and extreme weather has reduced ecosystem services and the wellbeing of local communities. IWEco is helping to improve the poor biophysical conditions in the area and increase livelihoods, which is a priority for the country. It also contributes to overall project objectives.	HS
Project design	Overall design is consistent with the umbrella project. No major weakness in design of the national project although some of the mid-term and end of project targets are not realistic (% reduction in erosion, % increase in revenue). The project timeframe is too short.	S
External context	Some activities delayed due to COVID-19; extended dry season resulted in loss of replanted trees	Unfavourable
Effectiveness	Good progress made in land rehabilitation/reforestation and in PA/PE. Little progress in the livelihoods and revenue generation aspect although options were identified and planning initiated (good progress under the SGP). Slow progress in indicators/monitoring activities (waiting for CARPHA). Progress towards outcomes already evident (e.g., stress reduction through reforestation, strengthened capacity).	S
Financial management	No irregularities observed. The expenditure coefficient of 34% (April 2020) indicates slow execution in terms of spending. This is partly due to delays caused by resignation of the former NPC and COVID, which are outside the project's control. Only one expenditure report submitted. No co-finance report submitted.	S
Efficiency	The project is integrated in the work of the Forest and the Agriculture Departments and is building on other projects and initiatives in the project area. It is also engaging many farmers as project participants and beneficiaries. Delays due to resignation of the NPC and COVID are outside the project's control	S
Monitoring and reporting	Only 2 semi-annual progress reports and one expenditure report available (2019). No other reports from PCU	U
Sustainability		
Socio-Political	Good prospects for socio-political sustainability, as indicated by, for example, Gov't support for the project (pledge at OECS Ministers meeting), engagement of local farmers in project execution and as direct beneficiaries. Risk that the need for income generation by farmers could undermine ecological sustainability	Highly Likely
Financial	Integration of the project in the Forestry Department's programmes will contribute to financial sustainability through the national budget. Good potential for revenue generated through project interventions (e.g. agro-tourism park), private sector (farmers, etc.) and donors.	Likely
Institutional	The project is well integrated into the programmes of the Forestry and Agric. Depts. The current NPC is a staff of the Forestry Dept.	Highly Likely
Factors affecting performance		

Criterion	Summary Comments	Rating
Preparation and readiness	High technical capacity as well as knowledge and experience from previous projects including IWCAM already reside in the Gov't. There are previously existing SGP initiatives	S
Quality of Project Management and Supervision	Management and supervision are satisfactory. The IWEco NFP is the Director of Forestry, who provides overall supervision. Resignation of the former NPC has hampered progress and it took 6 months before the new NPC was recruited from among the Forestry Dept. staff	S
Stakeholder participation and cooperation	Execution is through a highly participatory approach with local farmers, government departments, and other stakeholders.	HS
Responsiveness to Human Rights and Gender Equity	The project responds to human rights related to a safe and healthy environment, food, livelihoods, etc. Many of the project participants and beneficiaries are women	HS
Country ownership & driven-ness	The Soufriere Watershed is of high importance to the country as a whole and to local communities. High level of ownership and driven-ness	HS
Communication and Public Awareness	The project has launched its PA/PE strategy and held many PA/PE events, obtained a national radio slot, etc. Need to increase awareness at the national level and high political level	S
Overall rating for the Saint Lucia sub-Project		Moderately Satisfactory (moderate shortcomings)

Annex H6. Ratings for the Trinidad & Tobago sub-Project

Criterion	Summary Comments	Rating
Strategic relevance	There is much focus by the Gov't on rehabilitation of abandoned quarries in the country and to promote sustainable quarrying practices. The sub-Project is contributing to this objective and to improving the livelihoods of local communities. It also contributes to overall project objectives.	HS
Project design	Overall design is consistent with the umbrella project. Amendments were made at the start of the sub-Project to streamline it. The MTR noted some weakness in design of the sub-Project (e.g., one planned output on enforcement is not feasible, indicators vague). Some of the mid-term and end of project targets may not be realistic (% reduction in erosion, % increase in revenue).	S
External context	Some activities delayed due to COVID-19; lack of interest by some private quarry operators.	Unfavourable
Effectiveness	Good progress made in quarry rehabilitation/reforestation and in PA/PE. Little progress in the livelihoods and revenue generation aspect although training was provided to local communities and plans are in place to ramp up this aspect. Progress towards outcomes already evident (e.g., stress reduction through reforestation, strengthened capacity).	MS
Financial management	No irregularities reported. The expenditure coefficient of 46% (April 2020) indicates acceptable execution in terms of spending. Expenditure and co-finance reports have been submitted.	S
Efficiency	The project is building on other projects and initiatives in the country, harnessing experienced national NGOs, and engaged the SGP. It is also engaging the private sector and local communities. Delays due to COVID-19 are outside the project's control	S
Monitoring and reporting	The NPC has submitted quarterly progress reports (although required semi-annually), which are of a high quality. All expenditure and co-finance reporting up to date.	HS
Sustainability		
Socio-Political	Good prospects for socio-political sustainability, as indicated for example, by the development of a quarry rehabilitation manual to support strengthening and enforcement of quarrying regulations, engagement of local communities in project execution and as direct beneficiaries, and recognition of the sub-Project by an award to the NQCL based on the sub-Project's achievements. The Extractive Industries Transparency Initiative in Trinidad and Tobago (TTEITI) is pushing for enforcement. There is a risk if income generation for local communities is not realised.	Highly Likely
Financial	The sub-Project has already helped to catalyse follow-on financing from another donor (IDB Lab). There are also good prospects for financial sustainability through the private sector and for revenue generated through project interventions. Other Gov't Dept, a commercial bank, and another private company (Ready mix) have expressed interest in being involved.	Likely
Institutional	The project is well integrated into work of the EMA that is supporting the Gov't in implementing and enforcing quarry regulations and is also supported by the Ministries of Planning and	Highly Likely

Criterion	Summary Comments	Rating
	Energy. The NQCL, one of the project's key partners, is a State agency.	
Factors affecting performance		
Preparation and readiness	There are previously-existing SGP and other initiatives on which the sub-Project builds. The two NGOs engaged in project execution are very experienced in various thematic areas that are relevant to the sub-Project.	S
Quality of Project Management and Supervision	Management and supervision are satisfactory. The NPC is very efficient and is supported by a project manager from the EMA core staff.	HS
Stakeholder participation and cooperation	A highly participatory approach has been adopted, with mobilization of local communities, private sector, government agencies, university, and others. The SGP is a key partner.	HS
Responsiveness to Human Rights and Gender Equity	The project responds to human rights related to a safe and healthy environment, food, livelihoods, etc. Most of the project participants and beneficiaries are women.	HS
Country ownership & driven-ness	The sub-Project was developed in consultation with the country and is driven by national needs expressed at the time. High level of ownership and driven-ness at the local level; could be improved at high political levels, especially with early successes achieved so far.	S
Communication and Public Awareness	The project has launched its PA/PE strategy and held many PA/PE events, produced documentary videos, etc. Need to increase awareness at the high political level.	S
Overall rating for the Trinidad & Tobago sub-Project		Satisfactory (minor shortcomings)

ANNEX I. Decision tree for likelihood of impact



ANNEX J. Consultants' response to major comments

Paragraph and Recommendation Number	Reviewer (institution and initials of individuals) ³⁵	Comment	Consultants' response
Project Identification Table, page 6	DoE/A&B (DBL)	Note the project start date for UNEP (20 Sep 2016). DOE received funds 19mths later. The MTR may be midterm for UNEP but is not midterm for the countries; hence the reasons why most of the mid-term targets are not being met.	The original project period was 20 Sept 2016 – 19 Sept 2021 with the MTR conducted in early 2019. Since the PCU was only established by late 2017, the effective project period was revised to end by 19 Sept 2022 with the MTR to be conducted in early 2020. Regarding the National sub-Project in Antigua, the PCA runs from 8 Dec 2017 – 31 March 2022, with first payment received 16 April 2018. In this case, early 2020 is the mid-term point.
Para 33	CARPHA/EHSD	Like most organisations, there have been some staff changes at CEHI & CARPHA, however staff changes have not diminished its ability to meet its mandate. Collectively, staff at CARPHA has more than five (5) decades of experience in executing work similar to the IWEco project. We suggest this comment be removed because our current capacity allows us to undertake similar technical work, for example the GIZ funded Caribbean Aqua-terrestrial Solutions Project.	The governance structure of the EHSD within CARPHA is not the same as the structure of CEHI prior to integration into CARPHA. It is the view of the MTR consultants based on various stakeholder discussions that the capacity of the Saint Lucia-based institution has changed over the past 5-10 years. At the last RPSC meeting (July 2020) CARPHA recommended that a working group be established with representatives from the countries and other partners to provide it with technical guidance in executing its activities.
Para 47	DoE/A&B (DBL)	This statement is inaccurate please adjust: The DOE became aware of a possible land transfer, upon which Cabinet was alerted but was assured that the project land was not part of this. The Cabinet further provided a directive to ensure that the land remained	This proposed adjustment is not fully in agreement with the information presented in Annex 1 "Land Dispute and Progress Report", provided with the Progress report January – June 2019. However, edits have been made to provide more explanation.

³⁵ If no initials are mentioned, the response is a team response.

Paragraph and Recommendation Number	Reviewer (institution and initials of individuals) ³⁵	Comment	Consultants' response
		<p>a part of the project site. The DOE checked the land registry and the land was still in the name of the state by December 2018.</p> <p>After meetings with the Land's Department to ensure that there would be no further issue with the land going forward, the DOE was informed a few days later in March 2019 that the land had been transferred to the developer. The DOE began discussion with the survey department and the developer.</p> <p>By August when the transfer back to the DOE was not yet completed, the DOE felt that notwithstanding the cabinet directive the developer may not want to transfer the land and the project may truly be at risk. And it is at that time the project was formally notified.</p>	<p>The "Annex 1" document also includes an extract of the Land Register, dated 6 March 2019, stating that the pertinent parcel of approx. 24 acres was transferred to "Co-Ventures and Developers Ltd" on 12 September 2017.</p>
Para 48, final bullet	DoE/A&B (DBL)	<p>The oil issue is discussed in the project document but this is not a risk factor. Since 2015 when the project was approved and prior to implementation this issue was addressed and is no longer a threat to the area. The project activities were amended to address this development.</p>	Text modified to reflect this information.
Para 51	DoE/A&B (DBL)	<p>Please include the lag in time for the project approval which impacted Co-financing for Antigua and Barbuda. Further the project budget had very little funds for project</p>	Addressed in paragraph 44.

Paragraph and Recommendation Number	Reviewer (institution and initials of individuals) ³⁵	Comment	Consultants' response
		coordination and therefore depended on the country after a major hurricane to get the project up and running with its own finances for staff.	
Para 51, third bullet	DoE/A&B (DBL)	Since the development of the project, the SIRF Fund has also been developed and social enterprises are still important. The project can still contribute to the objective of innovative financing.	The MTR team has not found evidence that viable social enterprises are being formed under the project.
Para 51, fourth bullet	DoE/A&B (DBL)	This is inaccurate. The sites are physically different locations. We can differentiate the locations along the waterway. If the entire waterway is upgraded it will cost over 15M USD. The AF is providing 3M, the SCCF 1.6M for the upper water shed and woods pond. The AF is middle of the water way and McKinnon's pond is the end (IWeco site). If water retention systems are built along the waterway it will prevent the sewage to reach the pond through natural treatment systems.	Text has been modified.
Para 51, fifth bullet	DoE/A&B (DBL)	This is not the case please revise: The DOE received the contract for the project in 2017 a few months after a Category 5 hurricane hit the country. The Country, including the DOE, was focused on this and not the project. The funds arrived only in April 2018 and then a MTR was called just 14 months later. The MTR was midterm for UNEP where the project began in 2016 but for the	<p>The MTR was scheduled for early 2020, approximately 2 years after DoE received the first disbursement and approximately 2 years before the end of the sub-Project (March 2022).</p> <p>The outputs, planned mid-term targets and their timing are described in detail in Annex G.</p>

Paragraph and Recommendation Number	Reviewer (institution and initials of individuals) ³⁵	Comment	Consultants' response
		DOE, we only had a few months to get the team together before a MTR was done. The project outputs are consistent with the timeline we received the funds. We are therefore requesting a review of this section since it is grossly inaccurate and sends the incorrect message.	
Para 53	UNDP (AN)	Pls detail the expected collaboration	Sentence removed.
Para 65	Dom. Republic (TLL)	Historical background provided regarding the sub-Project in Dom. Republic	Text modified to reflect additional information.
Para 74	NEPA/Jam	Staff recruitment mostly complete by July 2020.	Footnote added.
Para 76 / Para 82, first bullet	NEPA/Jam	The project has partnered with GEF/SGP to fund a project proposal which will be executed in the Negril area.	Text modified to reflect the additional information. "GEF/SGP" deleted in para 81, first bullet.
Para 82, second bullet	NEPA/Jam	The technical officer will be based in Negril. Suitable office space is currently being sourced which will be able to accommodate multiple team members for extended periods of time.	This comment strengthens the recommendation.
Para 82, third bullet	NEPA/Jam	A revision of the timelines and a review of stakeholder engagement is currently being conducted. A mid-term review of the IWECO Jamaica project will focus on identifying corrective actions needed for the project to achieve maximum impact.	Information included in text.
Para 82, fourth bullet	NEPA/Jam	The project is currently tasked with the following activities which relate to the Royal Palm Reserve.	Recommendation has been re-articulated to reflect much of this information.

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		<p>- Activity 4.1.2 (<i>Establish an interactive, interpretive research and knowledge sharing centre within the Negril Royal Palm Reserve.</i>) and</p> <p>- Activity 4.1.3 (<i>Develop a marketing and management plan for the Negril Royal Palm Reserve including resource mobilization component to support sustainability of research activities.</i>)</p> <p>The TOR for Activity 4.1.3 has already been developed and scheduled to be advertised in August 2020; it includes guidance to prospective bidders to consider linkages with the proposed Oceanarium slated for Montego Bay. The output of this activity will inform the execution of Activity 4.1.2.</p> <p>Whilst the Agency is not averse to the proposal, a guidance document on the proposed attraction is required. The proposal should also meet GOJ procurement guidelines and requirements for transparency and accountability. In order to facilitate this there is also a need for both signatories of the cooperative agreement (NEPA CEO & UNEP) be in agreement as this is a change of the scope of the agreement previously signed.</p>	

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		There is also a need for a discussion regarding the budget for activity 4.1.2, as well as the project output and associated impact post project execution.	
Para 93 Para 99, second bullet Para 110 Para 116, first bullet	CARPHA	Whilst CARPHA is pleased that the consultants have identified a sister regional agency to undertake the work we would still recommend that a transparent procurement system be applied and a justification for sole sourcing.	In the GEF CEO Endorsement project document, the regional agency (CANARI) is identified as one of the IWECO project partners. CANARI has been already engaged in project activities (RADAR assessment for the Trinidad sub-Project and in the PA/PE Partnership). Clarified in para 93.
Para 94	CARPHA	The delay has been on the part of the national project to identify their indicators and relevant national support agencies. Indicators are normally dealt with at the start of the project and we must remember that Saint Lucia signed their PCA in October 2017, one year prior to CARPHA's signing of their PCA in August 2018. There were delays experienced as a result of the consultant assigned by PCU to revise the CARPHA's work plan and procurement plan.	Text relating to Saint Lucia sub-Project edited. CARPHA/EHSD submitted a work plan and a general budget on 12 March 2019 (over 6 months after the PCA was signed). On 13 March, PCU requested (again) a proper procurement plan and modifications to the work plan. Although promised by the Head of EHSD on 14 March, these never came. Therefore, PCU hired a qualified consultant (18 working days over 5-week period) to assist CARPHA in the production of these items; this could not have caused delays.
Para 96	CARPHA	Does the reporting period for the mid-term evaluation end in December 2019? Or does it include activities in early March 2020 when Saint Lucia and much of the CARICOM region were impacted by the global pandemic.	As stated in the report, the MTR covers the period Sept 2016- 31 December 2019 but major developments in 2020 for which the MTR team has verifiable information are covered as well. Note that an important evaluation criterion is achievement of planned mid-term targets, as also stated in the report. The MTR report also recognises the impact of the COVID-19 pandemic.
Para 99, fourth bullet	CARPHA	Significant progress has been made in 2020 by CARPHA.	No progress report received from CARPHA after Dec 2019 (at the time the MTR report was written). Interviews

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			conducted in March and April 2020 did not highlight close collaboration of CARPHA with the Saint Lucia sub-Project linked to indicators and monitoring. Further, the Saint Lucia semi-annual progress report mentions that they were awaiting inputs from CARPHA to advance the activity on indicators and monitoring. Collaboration between CARPHA and the countries needs to be strengthened in the remaining time.
Para 119-123	UNDP/SGP (CDB)	Updated project information inserted by reviewer	Changes accepted.
Para 130	CARPHA	<p>This is not reflected in the body of work referenced in Annex G. Given that the PCU started the IWECO Project in September 2016, Antigua & Saint Lucia signed their PCAs in September and October 2017 respectively; CARPHA received funds from the project in October 2018. It is clear that all parties did not have three (3) years to execute work activities. What metric was used to account for varying start times & expected outputs in the three (3) year span (September 2016- December 2019) considered by the mid-term evaluation?</p> <p>We agree that there were delays, however these were mainly associated with the work carried out by a consultant hired by the PCU to revise CARPHA's work & implementation plan as well as the procurement plan.</p>	<p>The planned mid-term targets are clearly stated in Annex G. The PCU was only established in late 2017. It took indeed longer to establish a PCA with CARPHA (including OECS) than with the Governments of Antigua and Barbuda and Saint Lucia.</p> <p>The metric used to time the MTR is as follows: the original IWECO project period was 20 Sept 2016 – 19 Sept 2021 with the MTR to be conducted in early 2019. Since the PCU was only established by late 2017, the effective project period was revised to end by 19 Sept 2022 with the MTR to be conducted in early 2020. Regarding CARPHA, the PCA runs from 24 August 2018 – 31 May 2021. Also, in this case, early 2020 is the mid-term point.</p> <p>We cannot understand CARPHA's comment how delays in the many mid-term targets can be caused by one consultant hired to assist CARPHA for 18 working days over a 5-week period.</p>

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		<p>Indicators are normally dealt with at the start of the project and we must remember that all countries (except Dominican Republic) were signed onto the project before CARPHA. Perhaps this should be recognized as an operational flaw rather than the shortcoming of CARPHA as the country National Projects started work before CARPHA was engaged. While there have been some delays there have been significant gains (see Annex G) to blame CARPHA for all delays is confusing given that we were deliberately signed onto the project after the countries.</p>	<p>One of IWEco's major outputs is the indicators compendium, development of which is led by CARPHA in close collaboration with the countries to ensure that national indicators are also considered. The fact that some of the National sub-Projects started before CARPHA's component is an advantage since the countries should have had a head start in identifying indicators. The consultants did not find any evidence for the statement that CARPHA was "deliberately signed onto the project after the countries." In early November 2017, CARPHA was invited to develop a Project Collaboration Agreement between CARPHA & UNEP and a draft was submitted in December 2017. However, in early 2018, the budgets of IWEco for Components 2, 3 and 4 were revised for approval at the PSC meeting in February 2018. As the budgets for the National sub-Projects were not subject to change (Component 1) these PCAs could advance. Regarding CARPHA, a follow-up meeting on the PCA took place in April 2018 after the PSC meeting and the agreement was signed in July/August.</p>
Para 131	CARPHA	<p>In what way will UNEP CAR/RCU augment the national research in Dominican Republic and Cuba? CARPHA does not have a mandate to operate in these countries. The PCU hired consultant (Jan Voordouw) who produced CARPHA's costed workplan and procurement Plan reduced CARPHA's budget for its member countries under the project by USD\$75k to accommodate work in Dominican Republic and Cuba (USD\$37,500 each). Dominican Republic and</p>	<p>Methodologies to augment national research will be implemented by both CARPHA and UNEP-CAR/RCU, which are co-executing this sub-component. Details should be worked out between the two parties.</p> <p>Budget for all countries, including the DR and Cuba, were included in the costed workplan during collaborative work sessions between the consultant and CARPHA, and subsequently submitted by CARPHA to PCU.</p>

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		Cuba are in UNEP-CAR/RCU and PAHO's jurisdiction.	
Para 133	CARPHA	<p>The existing information referred to is more than ten (10) years old and considered outdated. It is necessary to conduct a holistic analysis of the current status quo to inform the purchase of diagnostic equipment in excess of \$120,000 USD. The IWeco project is seen as a perfect opportunity to update and support the establishment of environmental surveillance in IWeco participating countries and the Caribbean region. Proper verification of capacity, systems et cetera will support sustained impactful use beyond the life of the project. Survey questionnaire: CARPHA's experience with conducting such activities in this region over many years indicates that this is not an effective approach for the following reasons.</p> <ol style="list-style-type: none"> 1. Responses to surveys are generally low. 2. There is little opportunity to conduct a verification of true needs. 3. There is no opportunity to verify alignment to national priorities or national endorsement at the highest level. 	Information included in footnote.
Para 136	CARPHA	The consultants have indicated in this document that one of the limitations in this assessment is the fact that the evaluation	The limitation was misunderstood by CARPHA. The limitation is not that the cut-off point is Dec 2019 but that the period July-Dec 2019 is not covered in the latest

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		cut-off point is December 2019. Therefore, this does not capture the significant progress that CARPHA has made over the last eight (8) months. Verification of activities over the last eight (8) months would negate this recommendation.	available PIR, which covers only up until June 2019. However, information for this period was obtained from the half yearly progress reports up until Dec 2019 (these feed into the PIR) and interviews, etc. The report states that major achievements in 2020 that the consultants were made aware of (at the time that the report was being prepared) were considered. Interviews conducted in March and April 2020 with staff of the EHSD and CARPHA HQ revealed that several activities were initiated, and further, CARPHA's progress report for July-Dec 2019 shows that the implementation status of activities with expected completion dates between Dec 2019 and Feb 2020 were only between 0-35%. Important to note that the evaluation is based on achievement of planned mid-term targets in the logframe, not only on activities. Activities undertaken in 2020 (such as finalisation of ToRs and research agreements) that CARPHA brought to the attention of the consultants after CARPHA reviewed the first draft, are now mentioned in the MTR report. However, had these ToRs and agreements been finalised in 2019 or earlier the associated activities would have been more advanced.
Para 137	CARPHA	Our delays were in early 2019. Thereafter, subsequent delays associated with this activity may be attributed to the iterative process of legal and institutional review between the two (2) agencies at the technical and administrative levels. This is all part of the necessary due diligence associated with MoUs between regional organizations.	The MTR teams have received different information from stakeholders.

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Para 180	CARPHA	<p>The PCA does not make any reference to a costed work plan.</p> <p>All Project staff was in place at the end of January 2019 and taking into account the need for staff orientation, it was an accomplishment to have a work and implementation plan developed and submitted by March.</p> <p>A procurement plan was submitted but it was not in the format that the PCU wanted, but this was not communicated prior to contracting the Consultant to prepare a revised Procurement Plan.</p>	<p>This is a common project management tool, which the PCU stated it requested from CARPHA.</p> <p>The budget submitted on 12 March 2019 cannot be characterised as a procurement plan and PCU communicated that immediately (13 March 2019). On 14 March 2019, EHSD promised to work on a procurement plan but nothing was submitted subsequently. Note that CARPHA's Procurement Unit was never consulted before July 2019; and its manual was not used.</p>
Para 200	CARPHA	<p>CARPHA was engaged after the countries were engaged in the Project, and further delayed by the consultation to develop a costed work plan and Procurement Plan. It should be noted that templates were not provided to CARPHA prior and that the dissatisfaction with the submitted formats were not discussed with CARPHA, in advance of hiring the consultant.</p>	<p>Regional interventions by CARPHA, OECS, and UNEP-CAR/RCU were all delayed.</p> <p>The statement regarding the work plan and procurement plan have been responded to above.</p>
Para 234	CARPHA	<p>CARPHA is a regional agency established by a decision of the CARICOM Heads of Government in July 2011. As a result of that decision CARPHA replaced CEHI in 2013. The constant reference to an agency that has not existed in seven (7) years (and prior to</p>	<p>CEHI is mentioned in paragraphs 125, 131, 231, 232, 262 and Recommendation 6. CEHI is mentioned in the context of it having been the original lead executing agency during project design and having been restructured as the CARPHA/EHSD Dept at project inception, which had major implications for the project execution and budget, etc. This</p>

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		project implementation) is inappropriate. These references should be removed from the document.	is clear in the report and all these references are appropriate.
Para 255	CARPHA	We agree there is need for greater communication across the board. This is commendable that there is recognition of activities outside of the reporting period. It is a pity that this was not done across the board. CARPHA as well as the OECS have made significant gains over the last eight (8) months and this has not been recognized in the document.	Noted. Interviews were done in March and April 2020 and did not indicate such. No reports beyond December 2019 have been provided to the MTR team. However, activities in 2020 (such as finalisation of ToRs and research agreements) that CARPHA brought to the attention of the consultants after CARPHA reviewed the first draft, are now mentioned in the MTR report. Had these ToRs and agreements been finalised in 2019 or earlier the associated activities could have been more advanced.
Recommendation 1	NEPA/Jam	The IWeco Jamaica mid-term review will help to guide this process.	Included in footnote.
Recommendation 1	CARPHA	This statement is unclear. Is this a reference to CARPHA as the Co-Executing Agency with UNEP CAR/RCU or a wider pool of Project Partners? CARPHA disagrees with this Recommendation, because (1) This decision does not take into account the significant progress made in the last 8 months; (2) Following this recommendation risks further delays.	This refers to the regional and national co-executing partners. Other partners can be consulted as needed. The MTR stands by the recommendation, which promotes good adaptive management to address the challenges and ensure success in the second half of the project. It is the usual practice following a mid-term evaluation to review activities and outputs and implement necessary adaptive management measures, especially when execution has encountered delays and other challenges. All IWeco co-executing partners will participate in this exercise, not only CARPHA.

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Recommendation 2	NEPA/Jam	This is critical to sustaining the gains made by this project. One way is through the Green Business Initiative.	Added to para 78 and Recommendation 2
Recommendation 3	NEPA/Jam	The "Regional Centre for Climate Change Resilience and Oceanarium" is a good idea, but certain changes in the Project Corporation Agreement may be needed in order to facilitate this. Both signatories of the cooperative agreement (NEPA CEO & UNEP) need to be in agreement as this is a change of the scope of the agreement previously signed.	Footnote added to recommendation.
Recommendation 6	CARPHA	<p>This is not a valid statement, CARPHA continues to actively engage with labs across the region. All country focal points were contacted to provide information on laboratories that would be supporting their indicator monitoring activities. The labs were then contacted with respect to facilitating the diagnostic needs assessment. This all occurred in 2019 and was included in the report.</p> <p>All travel and workshop budgets under the Project have been retained by UNEP CAR/RCU</p> <p>The Research Partnership was never deactivated. CARPHA has research agreements with 2 partners currently and will facilitate</p>	<p>The MTR team has not seen any evidence for this. A list of medical laboratories was received from CARPHA HQ. No information on laboratories has been forthcoming from EHSD. Text has been edited to reflect this.</p> <p>CARPHA and UNEP have a contract (PCA) with a budget, as agreed to execute the activities. Modifications can be proposed through the normal channels.</p> <p>Text modified.</p>

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		<p>engagement with others depending on the technical support needs of the countries.</p> <p>CARPHA disagrees because (1) This recommendation does not take into account the significant progress made in the last 8 months; (2) Following this recommendation risks further delays; (3) the Partnership has not been de-activated and the partnership engagement is ongoing (research agreements signed with Trent University and UWI CERMES). Based on the needs expressed by the countries, relevant partners will be further engaged. This process was already started (Trinidad has requested support from UWI St. Augustin and discussions have begun to support beach profiling in St. Kitts with support from CEAC).</p>	
Recommendation 7	CARPHA	Disagree because the Research Partnership has not been de-activated and the partnership engagement is ongoing (see above). Therefore, this is not applicable to CARPHA.	Text modified.
Recommendation 8	CARPHA	<p>This is captured in the TOR for the Compendium.</p> <p>Disagree because the TOR for this was developed to capture all that is stated here and the consultancy for the work is in the final stages of procurement.</p>	It is good that CARPHA is already well-advanced regarding this recommendation.

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Recommendation 9	CARPHA	This recommendation is baffling. Engagement with CEAC was ALREADY initiated as part of the in-country research and is ongoing. CARPHA has the necessary skill, experience and network to facilitate engagement with Members of the Research Partnership as well as other regional labs in support of the research needs of the countries.	CARPHA's progress reports do not provide details of this engagement and during the interview in March, CARPHA personnel informed the consultants that not much had happened with this country (CARPHA's mandate does not cover Cuba) although the Cuba NPC was being considered to provide training. The consultants recently learned from the Cuba NPC that some interaction occurred with respect to pollution under SDG 14. However, during a visit to the CEAC environmental laboratory in March by the IWECO RPC and one of the MTR consultants, lab personnel indicated that there was no interaction with CARPHA under IWECO although there was some under IWCAM. It is commendable that CARPHA has already initiated engagement and it is hoped that this will be strengthened as recommended.
Recommendation 10	UNDP (AN)	If it is not included in the ProDoc already, a pilot or a full initiative will be difficult to fund. I would suggest to work on a recommendation to prepare a financial strategy to find/mobilize extra resources.	Recommendation modified to reflect a scale-down activity to support the countries, which is required as soon as possible to enable them to move forward. While a financial strategy can be prepared if the PCU wishes, this will take a longer time. Countries need the support now.
Recommendation 11	CARPHA	This recommendation is troubling. CARPHA has the necessary skills, experience and network to facilitate engagement with Members of the Research Partnership as well as other regional labs in support of the research needs of the countries. Why does the UNEP-CAR/RCU want to become involved in this way?	This recommendation relates to indicators and monitoring (not specifically research needs), which CARPHA is leading at the regional level but also providing guidance to the countries. This recommendation comes from the MTR consultants, not from UNEP-CAR/RCU. UNEP-CAR/RCU, through its role with respect to the LBS Protocol and its work on assessment and monitoring at the regional level (Cartagena Convention Area) including the indicator-based SOCAR, plus its ability to work with non-CARPHA member States and being the IWECO lead executing agency provide strong justification for its involvement. Further, the urgent

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			need for harmonisation of indicators and monitoring in the region is widely acknowledged, and relevant regional organisations have an essential role in sustaining the project results. The MTR consultants have found support among stakeholders for involving a wider team in order to achieve the expected results in the time left (this idea is not incompatible with CARPHA's recommendation at the last RPSC meeting to set up a working group to provide it with technical guidance – see below for further feedback from the consultants on CARPHA's recommendation).
Recommendation 13	CARPHA	What is the modus for facilitation of the interaction? We would agree if this refers to the provision of resources to support regional communications outputs and necessary in-country interactions.	The four Components (1-4) are mutually supportive, with the regional Components (2, 3, and 4) supporting certain aspects of the National sub-Projects in Component 1 and the latter providing inputs to the regional Components. Therefore, interaction among the regional partners and the countries is implicit and should not require additional resources. The lessons learned, good practices, and experiences are very process and analysis oriented and distilled as execution proceeds, sometimes resulting in adaptive management; as such they should be documented along the way and not require additional resources to produce. This is expected of all co-executing partners.
Recommendation 16	UNDP (AN)	Could the recommendation be more specific on the expected collaboration from UNDP/SGP?	Text on collaboration removed.
Former Recommendation 17 (deleted)	UNDP (AN)	A disclaimer on this fact must be included in the report, indicating that the interviews were carried out virtually and what are the limitations of this approach	This is already included under Limitations in Section B (Methods). The recommendation has been deleted.

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Additional recommendation	CARPHA	<p><i>CARPHA proposes the following as a Recommendation:</i></p> <p>CARPHA should establish a working group that would comprise representatives from the PCU, EAs, the Research Partnership and the Countries, to provide guidance for implementation of technical activities under component 2.</p> <p>This was proposed by CARPHA at the PSC Meeting in July 2020 and was endorsed by representatives from UNEP CAR/RCU and UNEP Washington.</p>	<p>This recommendation was articulated during the RPSC meeting on 1-2 July 2020. It was not articulated by stakeholders during the many interviews. The MTR consultants would like to draw attention to CARPHA's comments on Recommendations 11 and 13, and the consultants' responses (see above). CARPHA questions why UNEP-CAR/RCU should be involved (Rec 11) and it appears that it would agree to interaction with the countries if additional resources are made available (Rec 13). Further, in its comment in para 33 (above), CARPHA states that staff changes have not diminished its ability to meet its mandate and its current capacity allows it to undertake similar technical work. That CARPHA wants to set up a working group with representatives from UNEP-CAR/RCU and the countries, among others, is perplexing. The MTR consultants do not take up this recommendation in their report; it will be included in the RPSC meeting report.</p>

ANNEX K. Brief CVs of the consultants

Sherry Heileman has been an independent environmental consultant for more than 15 years. Sherry has a Ph.D. degree in Marine Biology and Fisheries (University of Miami Rosenstiel School of Marine & Atmospheric Science, Florida) and an M.Phil. degree in Zoology/Fisheries biology from the University of the West Indies in Trinidad. She is a citizen of Trinidad & Tobago and has worked extensively in the Wider Caribbean including at the Institute of Marine Affairs in Trinidad and the National Autonomous University of Mexico as well as on various projects in the region as an independent consultant. She also worked with UNEP (Nairobi) on global environmental assessment programmes. Her expertise includes development and evaluation of multi-country donor-funded environmental projects, integrated marine ecological/environmental assessments, transboundary diagnostic analysis (GEF International Waters projects), monitoring and reporting, and integrated natural resources management. She has considerable experience working with international organisations on donor-funded (mainly GEF) regional and global environmental projects (project design, mid-term review, terminal evaluation, coordination, technical studies, etc.) in the Caribbean, Latin America, Sub-Saharan Africa, Europe, and Southeast Asia. Relevant GEF projects in the region with which she worked include the IWCAM Project (indicators mechanism), the Caribbean LME Projects (CLME and CLME+), and the Artibonito River Basin Project. She also worked with UNESCO-IOC as the coordinator of the LMEs component of the GEF/UNEP Transboundary Waters Assessment Project (TWAP). More recently she led the development of the State of the Cartagena Convention Area report (SOCAR) under the UNEP-CAR/RCU. She is bi-lingual and currently based in Panama.

Johannes (Jan) VOORDOUW is a well-rounded development professional who has worked in the Wider Caribbean region for over 30 years. He is a dual national (Jamaica/Netherlands), multi-lingual and an ecologist by training. Since 2015 as an independent consultant, Jan Voordouw specialises on project and programme evaluation, institutional development, community participation and media development. He previously worked with the relief and development social enterprise *Cordaid* (Haiti director), the regional communication for development organisation *Panos Caribbean* (Executive Director and Director of Programmes) and *UNEP's Caribbean Environment Programme* (Programme Officer).

He has conducted end-of-project evaluations (*disability programmes, neighbourhood development, international volunteer placement*), formative evaluations (*urban issues*), mid-term reviews of national as well as regional projects and programmes (*environmental resource management, climate change adaptation and mitigation, disability inclusive development*), lessons-learned exercises (*disaster mitigation, community violence reduction*) as well as the design of M&E frameworks (*national development plan, forestry, security and justice*). He has also been involved in baseline research, in particular regarding health and youth programmes.

Jan Voordouw has also carried out a variety of strategic planning activities at local community, national and regional levels. Further, he has extensive experience in managing organisations, financial management, governance, budgeting and reporting, as well as administrative accountability (audits). Jan Voordouw has a M.Sc. from the Agricultural University of Wageningen, Netherlands. Currently he serves on the Boards of Caribbean Evaluators International (Marketing and Communication) and the Alliance française de la Jamaïque (Treasurer). See also www.janvoordouw.com