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## **United Nations Development Programme**

### **Government of the Republic of Trinidad and Tobago**

# **Terminal Evaluation of UNDP/GEF Project: Capacity Development for improved management of Multilateral Environmental Agreements for Global Environmental Benefits. (CCCD Project)**

(GEF Project ID: 5847; UNDP PIMS ID: 5372)

## **Final Report**

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## SYNOPSIS

**Title of UNDP supported GEF financed project:** Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits (CCCD Project)

**UNDP Project ID:** PIMS 5372

**GEF Project ID:** 5847

**Evaluation time frame:** 11 July 2017 to 31 May 2021

**CEO endorsement date:** 25 June 2015

**Project implementation start date:** 11 July 2017

**Project end date:** 11 July 2021

**Date of evaluation report:** 8 August 2021

**Region and Countries included in the project:** Latin America and the Caribbean: Trinidad and Tobago

**GEF Focal Area Objective:** GEF5 Cross-cutting capacity development strategy objective: CD4 To strengthen capacities to implement and manage global convention guidelines

**Implementing partner and other strategic partners:**

Executing Entity/Implementing partner: Ministry of Planning and Development (MPD)

**Terminal Evaluation team members:** Mr. Roland Wong, International Consultant  
Ms. Michelle John, National Consultant

**Acknowledgements:**

The Evaluators wish to acknowledge with gratitude the time and effort expended by all project participants and stakeholders during the course of the CCCD Project Terminal Evaluation. In particular, we wish to thank the UNDP Trinidad and Tobago, the Ministry of Planning and Development (MPD) and all the persons met virtually, for their time to provide their opinions on the impact of this Project. We sincerely hope that this report contributes to an accelerated improvement in the national implementation of Multilateral Environmental Agreements (MEAs) in Trinidad and Tobago, and the strengthening of integrated approaches to environmental management.

## EXECUTIVE SUMMARY

This Terminal Evaluation (TE) report assesses the design and formulation, implementation, results (at goal, objective, outcome, outputs levels), targets (against the indicators in the Project Result Framework, hereinafter referred to as the PRF), GEF additionality, catalytic effect, and progress to impact of the “Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits (hereinafter referred to as the CCCD Project or the Project). It also evaluates the project’s relevance, effectiveness, efficiency, sustainability, country ownership, gender equality, and cross cutting issues.

The Project received the CEO endorsement on 25 June 2017 with operations commencing on 11 July 2017 and the Project’s inception workshop being held on 17 July 2018. The MidTerm Review (MTR) report was completed on 15 October 2020, 9 months before the completion of the Project. In light of the late Project start and the restrictions imposed by the COVID-19 pandemic, an extension was requested in February 2020. This was granted until 11 July 2021.

The time frame of the TE assessment is from the Project’s inception in 11 July 2017 until May 2021. The TE and this report follow the *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects*, copyrighted by UNDP in 2020 as well as UNDP guidelines “Evaluation during COVID-19” (updated to June 2021).

### Project Summary Table

Project Details		Project Milestones	
Project Title	Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits (CCCD Project)	PIF Approval Date:	October 2014
UNDP Project ID (PIMS #):	5372	CEO Endorsement Date (FSP)/ Approval date (MSP):	25 June 2015
GEF Project ID:	5847	ProDoc Signature Date:	11 July 2017
UNDP Atlas Business Unit, Award ID, Project ID:	TTO10, 00083861, 00092135	Date Project Manager hired:	17 April 2018
Country/Countries:	Trinidad and Tobago	Inception Workshop Date:	17 July 2018
Region:	LAC	Mid-Term Review Completion Date:	15 October 2020
Focal Area:	GEF5 Cross-cutting capacity development	Terminal Evaluation Completion date:	8 August 2021
GEF Operational Programme or Strategic Priorities/Objectives	Strategy objective: CD4 to strengthen capacities to implement and manage global convention guidelines	Planned Operational Closure Date:	11 July 2021
Trust Fund:			
Implementing Partner (GEF Executing Entity):	Ministry of Planning and Development (MPD), formerly Ministry of Environment and Water Resources (MEWR)		
NGOs/CBOs involvement:			
Private sector involvement:			
Geospatial coordinates of project sites:			

Financial Information		
PDF/PPG	At approval (US\$ million)	At PPG/PDF completion (US\$ million)
GEF PDF/PPG grants for project preparation	0.050	0.050
Co-financing for project preparation		
Project	At CEO Endorsement (US\$ million)	At TE (US\$ million)
[1] UNDP contribution:	0.050	0.042
[2] Government:	1.150	0.950
[3] Other multi-/bi-laterals:	0.000	0.000
[4] Private Sector:	0.000	0.000
[5] NGOs:		
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	1.200	0.992
[7] Total GEF funding:	1.208	0.427
[8] Total Project Funding [6 + 7]	2.408	1.419

## Project Description

This CCCD Project was designed to overcome the capacity barriers hampering the implementation of MEAs in Trinidad and Tobago. Specifically, as per the Project document, these can be categorised as follows:

- (i) those related to the capacity of individuals involved in implementing MEAs with the need to increase their skills and knowledge;
- (ii) those related to the organizations involved in implementing MEAs with the need to improve their structures, coordination and collaboration mechanisms and procedures; and
- (iii) those related to the enabling environment for implementing MEAs with the need to develop effective supporting policy, legal, institutional and financial frameworks. Within this context, the project will address some of those critical issues.

The goal of the CCCD Project was to “strengthen the ability of the Government of Trinidad and Tobago to create, leverage and maintain synergies for the national implementation of MEAs and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements”. The objective of the CCCD Project was to “implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits”.

The strategy was to be achieved through two outcomes along with respective Outputs:

- Outcome 1: The institutional framework is strengthened and more coordinated and able to address global environmental concerns
  - Output 1.1 Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs
  - Output 1.2 Environmental legislation and policy framework aligned with MEAs obligations
  - Output 1.3 An operational inter-sectorial coordination mechanism in place to oversee the implementation of MEAs
  - Output 1.4 Improved contributions from the CSO sector, Faith Based Organizations, Academia, and private sector to implement MEAs

- Outcome 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago
  - Output 2.1 Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations
  - Output 2.2 Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago

In summary, the Project was expected to bring about a strengthened and coordinated institutional environmental framework through the development of capacities as well as to foster an effective funding mechanism to implement MEAs in Trinidad and Tobago. Total resources required for the Project are USD 2,407,800, of which USD 1,207,800 are GEF funds, with expected in kind co-financing contributions from the Government of the Republic of Trinidad and Tobago (GORTT) and the UNDP in the sums of USD 1,150,000 and USD 50,000, respectively.

## Project Results

Actual outcomes of the CCCD Project are summarized in Table A in comparison with intended outcomes.

**Table A: Comparison of Intended Project Outcomes from the ProDoc to Actual Outcomes**

Measure	Rating	Achievement Description
Progress towards results	Goal and Objective Achievement Rating  S	Implementation delays and low disbursements hampered the Project's progress towards achieving its development objective of implementing capacity-building activities. Nevertheless, some of these challenges were overcome via the adoption of appropriate adaptive management measures, particularly those relating to the capacity building exercises. By this measure, progress was made in the achievement of some of the stated outputs.
	Outcome 1: The institutional framework is strengthened and more coordinated and able to address global environmental concerns  MS	Despite the implementation challenges posed by the COVID-19 pandemic, progress in Outcome 1 was made in the following areas: <ul style="list-style-type: none"> <li>• institutional alignment via the development of a framework for the monitoring of the targets<sup>1</sup> set in the National Biodiversity Strategy and Action Plan (NBSAP);</li> <li>• strengthening of the Focal Point Network, to enhance co-ordination;</li> <li>• alignment of the National Climate Change Policy (NCCP) with other MEAs.</li> </ul>
	Outcome 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago  MS	Achievements on Outcome 2 were limited due to the lag in operations of the Green Fund of Trinidad and Tobago (GFTT) and the impact of the COVID-19 pandemic. This resulted in a revision of indicators in an effort to make them more realistic and achievable within the Project timeframe.
Progress Implementation and Adaptive Management	S	The pandemic resulted in a change in the manner in which the capacity building aspect of the Project was undertaken. There was a shift from a face-to-face mode of delivery to one where use was made of online tools to build capacity. While this process took time to some extent and affected implementation, progress was reported. In an effort to ensure informed adaptive management was carried out, a voluntary MTR was also undertaken to assess the progress toward the achievement of outcomes and to identify course correction.

<sup>1</sup> Identified as the Aichi targets of the Convention on Biological Diversity (CBD), which will allow for improved monitoring and reporting within the relevant government and non-governmental entities.

Measure	Rating	Achievement Description
Sustainability	MU	While institutionalisation of the results is seen as a mechanism to ensure sustainability, additional consultations among agencies are required to identify the root causes of fundamental challenges faced, regarding fulfilment of MEAs obligations. “Buy in” from key decision makers must also be guaranteed. Post-project, continued efforts in areas such as capacity building, communication (particularly with CSOs), further development of the MEAs FPN, institutional strengthening and resource mobilisation are required. Sustainability can be further enhanced via the identification of a lead agency to coordinate and champion issues relating to MEAs implementation in Trinidad and Tobago.

The CCCD Project has carried out a number of processes and implemented products including:

- A comprehensive review of policy and legislation related to MEA implementation was conducted to make recommendations for improved alignment with MEA obligations;
- Training programmes on MEAs were conducted for key stakeholders, namely, government agencies, Civil Society Organizations (CSOs), private sector, Green Fund Executing Unit (GFEU) and the Green Fund Advisory Committee (GFAC);
- Training of Trainers Workshop, which was executed to enable key participants from Government Agencies, CSOs and the GFEU to deliver training on MEAs to their peers and stakeholders;
- Mid-Term Review completed. This was a voluntary Mid-Term Review (MTR) completed for the project during the period of May-October 2020;
- Completion of a mapping exercise to identify which roles and responsibilities currently reside within the key governmental institutions and statutory bodies with respect to the MEAs, and how these can be strengthened;
- Completion of a mapping exercise of CSOs to increase their understanding of how their existence and activities contribute to the achievement of obligations under MEAs;
- Awareness raising regarding MEAs in Trinidad and Tobago among several organizations and institutions;
- Strengthening of MEA-related mechanisms such as the MEA National Focal Point Network (FPN), and synergies between government entities and CSOs/NGOs;
- Training on negotiation skills for government agencies and CSOs for improved involvement in meetings, conferences and other decision-making events related to MEAs; and
- Development and implementation of a programme to improve project and organizational capacity of CSOs.

Several patterns were beginning to emerge as to the effects that the Project is having and could potentially grow, in the near future. In terms of overall outcomes or effects, beyond products and processes, the following can be highlighted thus far:

- Capacity building (online training) is being implemented through:
  - CSO mentorship and training programme;
  - negotiations skills training;
  - training of Media on MEA reporting;
  - online, self-paced MEAs training course;
- Awareness raising through:
  - booklets, guides and banners that have been developed on various topics related to MEAs;



- an MEAs website dedicated to Trinidad and Tobago that is currently being developed to further disseminate information including a separate forum for the FPN;
  - toolkits that are being developed for dissemination via social media and the MEA website;
  - members of the Steering Committee, who are also members of the MEAs FPN, having received all material produced thus far via electronic delivery; and
  - production of policy briefs on key climate change issues in conjunction with an affiliated project;
- Policy updates through:
    - legislation that has been drafted to incorporate MEA reporting requirements;
    - synergies identified resulted in the revision of the Tourism Policy to align it with MEAs obligations; and
    - further interventions that are being made to align specific legislation (e.g. Air Pollution Rules) and policies (e.g. Improving Forest and Protected Areas Management of Trinidad and Tobago [IFPAMTT]) to MEAs.

## Conclusions

The CCCD Project was designed to address those capacity barriers identified in Trinidad and Tobago, which hinder the proper implementation of Multilateral Environmental Agreements (MEAs). Its primary objective was to implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increased national and global environmental benefits. In keeping with this, the goal of the Project was to build in-country capacities to better manage global environmental concerns and issues based on Trinidad and Tobago's particular priorities and needs through MEAs and their implementation tools.

The findings of the GEF-funded National Capacity Self-Assessment (NCSA) project, which has been ongoing in Trinidad and Tobago since 2004, along with those of other assessments, provided a strong *raison d'être* for the development of this project. The NCSA allowed for an evaluation of Trinidad and Tobago's issues, needs and priorities as they relate to capacities in the environmental arena and linkages to the Multilateral Environmental Agreements (MEAs) to which the country is party to. The design of the Project is based upon several baseline analyses, mainly for Outcome 1, such as the NSCA, which for example, addresses institutional strengthening. This was positive for Outcome 1 from the perspective of design and implementation.

While the Project has had many delays during its implementation, several products have been achieved, with some results already evident. The remaining operational period of the Project should be utilized to not only implement these products/activities but to also generate sustainability by dissemination of the information the Project has generated. It would also be important to establish mechanisms to ensure the continuity of not only the capacity building activities, but additionally, the strengthening of consultative and management structures and mechanisms, integration of MEAs' provisions within national policy, legislative, and regulatory frameworks, and the identification of financial tools for convention implementation, over the long term in Trinidad and Tobago.

## Recommendations

Rec #	TE Recommendation	Entity Responsible	Time Frame
1	A champion organization is required to ensure sustainability and find solutions to existing problems, particularly those relating to information collection. See Para 122 for more details.	MPD and UNDP	
2	Find resources to continue building the technical and organisational capacity of CSOs so that they can take a more significant role vis à vis environmental management and MEAs implementation in Trinidad and Tobago. See Para 123122 for more details.	MPD and UNDP	
3	To further enhance the collaborative processes between the various stakeholders, strengthen communication and information sharing using the champion agency. See Para 124122 for more details.	MPD and UNDP	
4	Follow-up with the continuation of the work started in the areas of training, education and outreach on MEAs obligations beyond the Project. See Para 125122 for more details.	MPD and UNDP	
5	Generate synergies between current projects that deal either with MEAs and MEA-related environmental policy and processes at the technical as well as at the decision-making processes levels. See Para 126 for more details.	MPD and UNDP	
6	GEF should consider the inclusion of a force majeure clause for projects and provide some leeway in the granting of extensions under conditions such as the COVID-19 pandemic. See Para 127 for more details.	UNDP and GEF	
7	The budget of a project should reflect the resources required at design including sufficient resources to manage a project and to draw the capacities needed for consultancies. See Para 128 for more details.	MPD and UNDP	
8	A capacity building project should have a result-based design with indicators that reflect the desired impacts of the project. See Para 129 for more details.	MPD and UNDP	
9	Timing of a project needs to be in accordance with what a project is trying to achieve. See Para 130122 for more details	MPD and UNDP	
10	Attempt to link similar in future CCCD projects which are being implemented with GEF support in several nations, in particular in countries in the same region and sub-region, in order for them to learn from each other. See Para 131122 for more details	UNDP and GEF	
11	For projects to promote a gender equality approach, a gender action plan should be set that fully addresses the different needs of men or women from design and from implementation onset. See Para 132 for more details	UNDP and GEF	

## Lessons Learned

- Lesson #1: While the project was successful in bringing together governmental agencies and CSOs in keeping with efforts to strengthen integrated approaches to environmental management in Trinidad and Tobago, workshops alone are not sufficient to sustain such relationships. Outside of this, there must be a concerted effort driven by a champion agency coordinating activities to ensure that the interest generated by the project can be sustained after it has ended.
- Lesson #2: The mentoring of CSOs must be sustained beyond project end in order that they can make an effective contribution to the implementation of MEAs obligations in Trinidad and Tobago. See Para 134122 for more details.
- Lesson #3: To achieve the synergistic implementation of MEAs in Trinidad and Tobago collaborative efforts between and amongst governmental agencies also have to be enhanced. See Para 135 for more details.
- Lesson #4: Sensitization of key policy and decision makers is crucial to enhance their understanding of the obligations of the MEAs to which Trinidad and Tobago is a signatory, and what is required at the national level to fulfil these so that their full implementation can be achieved. See Para 136122 for more details.
- Lesson #5: For the GFTT to effectively fund MEAs implementation in Trinidad and Tobago, it is necessary to address other fundamental issues such as staffing levels, complexity of the application

*process, beyond capacity development of its staff for this to be realised.* See Para 138122 for more details.

## Evaluation Ratings<sup>2</sup>

**Table B: Evaluation Ratings Table**

1. Monitoring & Evaluation (M&E)	Rating <sup>3</sup>
M&E design at entry	5
M&E Plan Implementation	5
Overall Quality of M&E	5
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	
Quality of UNDP Implementation/Oversight	5
Quality of MEWR Implementing Partner Execution	5
Overall quality of Implementation/Execution	5
3. Assessment of Outcomes	
Relevance	2 <sup>4</sup>
Effectiveness	4
Efficiency	5
Overall Project Outcome Rating	4
4. Sustainability	Rating <sup>5</sup>
Financial sustainability	2
Socio-political sustainability	3
Institutional framework and governance sustainability	2
Environmental sustainability	4
Overall Likelihood of Sustainability	2

<sup>2</sup> Evaluation rating indices (except sustainability – see Footnote 3, and relevance – see Footnote 4): 6=*Highly Satisfactory (HS)*: The project has no shortcomings in the achievement of its objectives; 5=*Satisfactory (S)*: The project has minor shortcomings in the achievement of its objectives; 4=*Moderately Satisfactory (MS)*: The project has moderate shortcomings in the achievement of its objectives; 3=*Moderately Unsatisfactory (MU)*: The project has significant shortcomings in the achievement of its objectives; 2=*Unsatisfactory (U)*: The project has major shortcomings in the achievement of its objectives; 1=*Highly Unsatisfactory (HU)*: The project has severe shortcomings in the achievement of its objectives.

<sup>3</sup> Evaluation rating indices: 6=*Highly Satisfactory (HS)*: The project has no shortcomings in the achievement of its objectives; 5=*Satisfactory (S)*: The project has minor shortcomings in the achievement of its objectives; 4=*Moderately Satisfactory (MS)*: The project has moderate shortcomings in the achievement of its objectives; 3=*Moderately Unsatisfactory (MU)*: The project has significant shortcomings in the achievement of its objectives; 2=*Unsatisfactory (U)*: The project has major shortcomings in the achievement of its objectives; 1=*Highly Unsatisfactory (HU)*: The project has severe shortcomings in the achievement of its objectives.

<sup>4</sup> Relevance ratings: 1=Not relevant; 2=Relevant

<sup>5</sup> 4 = *Likely (L)*: negligible risks to sustainability;

3 = *Moderately Likely (ML)*: moderate risks to sustainability;

2 = *Moderately Unlikely (MU)*: significant risks to sustainability;

1 = *Unlikely (U)*: severe risks to sustainability; and

U/A = *unable to assess*.

## ABBREVIATIONS

<b>Acronym</b>	<b>Meaning</b>
APR	Annual Project Report
BAU	Business-as-usual
BCRC	Basel Convention Regional Centre - Caribbean
CANARI	Caribbean Natural Resources Institute
CCCD	Cross-cutting Capacity Development
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CO	Country Office (UNDP Country Office)
CSOs	Civil Society Organisations
CU	Commissioning Unit
DNRE	Department of Natural Resources and the Environment
ECTT	Energy Chamber of Trinidad and Tobago
EMA	Environmental Management Authority
EOP	End of Project
EPPD	Environmental Policy and Planning Division
FPN	Focal Point Network
GEF	Global Environment Facility
GFAC	Green Fund Advisory Committee
GFEU	Green Fund Executing Unit
GFTT	Green Fund of Trinidad and Tobago
GORTT	Government of the Republic of Trinidad and Tobago
IMA	Institute of Marine Affairs
IP	Implementing partner
M&E	Monitoring and evaluation
IFPAMTT	Improving Forest and Protected Areas Management of Trinidad and Tobago
MALF	Ministry of Agriculture Lands and Fisheries
MCCC	Ministerial Committee of Climate Change
MEAs	Multilateral Environmental Agreements
MEAU	Multilateral Environmental Agreement Unit
MEEI	Ministry of Energy and Energy Industries
MFCA	Ministry of Foreign and CARICOM Affairs
MPD	Ministry of Planning and Development
MTR	Mid-term Review
NCCP	National Climate Change Policy
NCSA	National Capacity Self-Assessment
NGOs	Non-governmental Organisations
PIMS	Project Information Management System
PIR	Project Implementation Report
PM	Project Manager
PMO	Project Management Office

PMU	Project Management Unit
PRF	Project Results Framework
PSC	Project Steering Committee
RTA	Regional Technical Advisor
SC	Steering Committee
SDGs	Sustainable Development Goals
SGP	Small Grants Programme
SPAW	Specially Protected Areas and Wildlife
T&T	Trinidad and Tobago
TCPD	Town and Country Planning Division
TE	Terminal Evaluation
THA	Tobago House of Assembly
ToR	Terms of Reference
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDP-CO	United Nations Development Programme Country Office
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
UTT	University of Trinidad and Tobago
UWICED	University of the West Indies Centre for Environment and Development
WASA	Water and Sewage Authority
WB	World Bank
WHO	World Health Organization

## 1. INTRODUCTION

1. This report summarizes the findings, analyses and recommendations of the Terminal Evaluation Mission conducted during the May to June 2021 period for the UNDP-supported GEF-financed Project entitled: “**Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits**” (hereby referred to as the CCCD Project or the Project) that received a US\$ 1,207,800 grant from the Global Environmental Facility (GEF). The Project’s goal was to “strengthen the ability of the Government of the Republic of Trinidad and Tobago (GORTT) to create, leverage and maintain synergies for the national implementation of MEAs and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements”. The Project’s objective was to “implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increased national and global environmental benefits”.

### 1.1 Purpose of the Evaluation

2. This Terminal Evaluation (TE) for the CCCD Project is to evaluate the progress towards the attainment of global environmental objectives, project objectives and outcomes, capture lessons learned and suggest recommendations on major improvements. The TE is to serve as an agent of change and play a critical role in supporting accountability. As such, the TE will serve to:
  - promote accountability and transparency, and to assess and disclose levels of project accomplishments;
  - synthesize lessons that may help improve the selection, design and implementation of future GEF activities in building capacity for management of climate change issues;
  - provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues; and
  - contribute to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations in achieving global environmental benefits and on the quality of monitoring and evaluation across the GEF system.
3. Outputs from this TE will provide an outlook and guidance in charting future directions on sustaining current efforts by UNDP, the GORTT, their donor partners, and the CSOs, to sustain the momentum built by the Project to build in-country capacities to better manage global environmental concerns and issues based on Trinidad and Tobago’s particular priorities and needs through MEAs and its implementation’s tools.

### 1.2 Scope and Methodology

4. The scope of the TE for the CCCD Project was to include all activities funded by GEF and activities from parallel co-financing. The Terms of Reference (ToRs) for the TE are contained in Appendix A.
5. This TE is to deliver an impartial assessment of the CCCD Project, which addresses key capacity development needs related to the implementation of MEAs, seeking to strengthen synergies to achieve maximum profitability, by re-structuring organizational relationships, strengthening partnerships, relationships and commitments, and improved coordination and collaboration, by:

- providing credible, useful, and evidence-based information of the Project;
  - bringing up key issues that will serve as a means of strengthening learning within the CCCD Project team and its stakeholders to support better decision-making; and
  - promoting learning among its stakeholders as CCCD possibly transitions into a Phase II (don't know if you want to include this here). Outputs from this TE will provide an outlook and guidance in charting future directions on sustaining current efforts by UNDP and the GORTT on a set of improved capacities to meet and sustain Rio MEAs objectives in Trinidad and Tobago.
6. This TE report was prepared in the context of the evaluation criteria outlined and explained in the August 2020 version of the UNDP *“Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects”*<sup>6</sup>:
- **Relevance** - the extent to which the outcome is suited to local and national development priorities and organizational policies, including changes over time;
  - **Effectiveness** - the extent to which an objective was achieved or how likely it is to be achieved;
  - **Efficiency** – the extent to which results were delivered with the least costly resources possible; and
  - **Sustainability** - the likely ability of an intervention to continue to deliver benefits for an extended period after completion.

This TE presents its findings on the Project in the context of progress, effectiveness and pace of awareness raising, sustained engagement of national implementation teams (that includes training of these teams), level of implementation, and project management (including M&E performance).

7. The methodology adopted for this evaluation includes:
- review of project documentation (i.e. APR/PIRs, inception report, MTR report, etc.) and pertinent background information;
  - interviews with key project personnel including the current Project Manager, technical advisors, and Steering Committee members;
  - interviews with relevant stakeholders including participating government agencies and CSOs.

A detailed agenda of the Mission is shown in Appendix B. A full list of people who responded to the questionnaire and those who were interviewed can be found in Appendix C, with the correspondence sent to each of these groups found in Appendix E. Appendix F contains a list of the documents reviewed. The Evaluation Mission for the UNDP-GEF CCCD Project was comprised of one lead international expert and one national expert.

8. All possible efforts were made to minimize the limitations of this independent evaluation; however this proved to be challenging in light of the ongoing COVID-19 pandemic, and the resulting restrictions in place in Trinidad and Tobago, as will be addressed in Section 1.6. Due to this, the National Evaluator was only able to conduct a limited number of virtual interviews during the period 19 May to 1 June 2021, in an effort to collect and triangulate as much information as possible. There were no field visits.

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<sup>6</sup>Available on:

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

### 1.3 Structure of the Evaluation

9. This evaluation report is presented as follows:

- An overview of Project activities from commencement of operations in 11 July 2017 to the present activities of the CCCD Project;
- A review of all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, project reports including annual PIRs, Mid-Term Evaluation (MTR) report, and any other materials that the team considers useful for this evidence-based evaluation;
- A participatory and consultative approach to ensure close engagement with the Project Team, government counterparts, implementing partners, the UNDP Country Office (CO), the Regional Technical Advisors, and other stakeholders. Stakeholder involvement includes interviews with stakeholders who have project responsibilities. Additionally, the national evaluator conducted virtual interviews with the Project's stakeholders;
- An assessment of results based on Project objectives and outcomes through relevance, effectiveness and efficiency criteria;
- Assessment of sustainability of Project outcomes;
- Assessment of monitoring and evaluation systems;
- Assessment of progress that affected Project outcomes and sustainability; and
- Conclusions, recommendations and lessons learned.

10. This evaluation report is designed to meet GEF's "Guidelines for Conducting Terminal Evaluations of UNDP-Supported, GEF Financed Projects" of 2020<sup>7</sup> as well as UNDP guidelines "Evaluation during COVID-19" (updated to June 2021)<sup>8</sup>.

### 1.4 Data collection and analysis

11. The main methods employed in this process included:

- desk review of the sources of information provided by the Project as indicated in **Appendix F**;
- survey of selected stakeholders to gauge the effectiveness and efficiency of capacity building efforts and investments of the Project;
- interviews conducted by the National Evaluator with selected stakeholders including representatives from government, state agencies and CSOs. These were conducted via phone, or virtually utilizing Google Meet;
- interviews conducted by the International and National Evaluator with key Project personnel on the Project Management Office (PMO) concerning the general implementation of the Project. These were generally done by Zoom; and
- Analysis and summary of the findings of the data collected.

<sup>7</sup> Available at: [http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

<sup>8</sup> Available at: <http://web.undp.org/evaluation/guideline/documents/covid19/update/June2021/UNDP%20DE%20Guidance%20Planning%20and%20Implementation%20during%20COVID19%203%20June%202021.pdf>



12. The tools chosen for the TE were selected to provide a spectrum of information and to validate findings. These methods allowed for in-depth exploration and yielding information that allows for an understanding of observed changes in outcomes and outputs (both intended and unintended), and the factors that contributed to the achievements or to the lack of accomplishments. An initial tool developed for the review process was a questionnaire (see Appendix D). The necessary adjustments have been made in the questionnaire, which was developed to guide the data collection process and supplement the information received from the interviews. It was sent via e-mail to key stakeholders defined as significant partners or interested parties to collect their feedback on specific issues. Despite limited feedback, the survey, along with the information gleaned from the interviews, aided in collecting feedback on specific issues covered by the review as well as making this assessment participative, assisting with evaluability factors. With the questionnaire and the key informant interviews, anonymity of responses as well as independence of the assessment was assured.
13. Gender issues were not germane to this intervention. Therefore, there was no scope for the ample use of gender-responsive tools and methodologies to analyse the Project implementation per se. Nevertheless, this Terminal Evaluation included members of both genders as relevant stakeholders. Sex disaggregated data is indicative of this since 6 (66.7%) were female and 3 male (33.3%).

## 1.5 Ethics

14. This Terminal Evaluation has been undertaken as an independent, impartial and rigorous process, with personal and professional integrity and is conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluations, and the UNDP GEF M&E policies, specifically the August 2020 UNDP “Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects”.

## 1.6 Limitations

15. As of 11 March 2020, COVID-19 was declared a global pandemic by the World Health Organisation (WHO), which led to restrictions being imposed by the GORTT on travel to Trinidad and Tobago as of 22 March 2020. This resulted in the inability of the International Evaluator to travel to Trinidad and Tobago to conduct face-to-face meetings. In an effort to not stymie the TE process, a National Consultant was engaged, who was charged with the responsibility of collecting information from stakeholders using virtual platforms, and passing the information onto the International Evaluator. As such, the International Evaluator was not able to take the opportunity to engage with the stakeholders, and to know them better. Actual visits to the offices of the stakeholders by the International Evaluator are usually an opportunity for the stakeholders and the PMU to make a 2-3 hour presentation followed by a question-and-answer period. This has many intangible benefits including the collection of information not documented. With the virtual visits on Zoom, the opportunity to make these 2-3 hour presentations and conduct a question-and-answer period is limited. By this limitation to the International Evaluator, he has limited exposure to the stakeholder teams, and as such, the Terminal Evaluation to a large extent is dependent on the documentation from progress reports, PIRs and other reports. This dependence on documentation is also limiting the TE in terms of findings.
16. The situation in Trinidad and Tobago was further exacerbated by increasing infections and deaths associated with the disease, which led to new restrictions on person-to-person contact being

imposed for the period 29 April 2021 to 23 May 2021. The steady increases in the number of new infections and loss of life subsequently led the GORTT to impose a state of emergency and curfew, effective midnight 15 May 2021. This continues to be in place and was to remain until authorities observe a significant turnaround in the situation. As a result of this, only essential workers were granted permission to report for work in person, and for many in government ministries, state institutions and the private sector, work from home was once more adopted. This presented a challenge for the National Evaluator *vis à vis* the data collection process, both via the questionnaires sent out, and the conduct of the interviews.

17. Out of the 14 questionnaires sent out (6 Steering Committee members and 8 representatives from stakeholder organisations), only two responses were received. In the correspondence sent via e-mail to accompany the questionnaire (see Appendix D), persons were given the option of either completing the questionnaire and returning it, or having a discussion with the National Evaluator regarding the questions contained. After the initial deadline passed and only limited feedback was obtained, reminders were sent out regarding completion and submission of the questionnaire, with no success. With respect to the interviews conducted, requests were sent via e-mail to representatives of 9 organizations represented on the PSC. Interviews were held with the representatives of the 7 organizations that accepted the invitation (see Appendix C). Uncertainty remains as to what accounts for the extremely low level of feedback. It has been suggested that “stakeholder burnout” may be a factor in light of the fact that the MTR was just completed in late 2020. In addition, persons working from home may have experienced technical difficulties, associated with poor internet service, or had the mail go into their spam e-mail. Despite these limitations, however, the responses received were useful in shedding light on the various aspects of the Project and have contributed to the TE process.

## **2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT**

### **2.1 Project Start and Duration**

18. The CCCD Project had an expected duration of 3 years, and was originally scheduled for implementation from 11 July 2017 to 11 July 2020. However, in light of the late hire of the Project Manager (PM), not until April 2018, and the slowing of Project implementation due to the COVID-19 pandemic, the Project was granted a one-time extension to 11 July 2021. It continues to be implemented up to the time of writing of this report (i.e. as of June 2021).

### **2.2 Development Context**

19. Development and environmental management in Trinidad and Tobago is directed by a set of key policies:
- National Spatial Development Strategy (NSDS) for Trinidad and Tobago;
  - Comprehensive Economic Development Plan (CEDP 2.0 - 2013-2017);
  - National Environmental Policy (NEP);
  - Vision 2030: The National Development Strategy of Trinidad and Tobago 2016-2030.
20. These policies aim at dealing with resiliency and sustainability in general and with specific objectives directly related to natural resource management and the environment. This includes climate change, transport, and waste management while the policies aid in upgrading competitiveness, diversification, stability, promoting job creation and reducing inequalities. Specific environmental policies identify several key objectives and issues such as pollution control, natural resource conservation, environmental public information, as well as financial and economic instruments for these matters.
21. The country has carried out national capacity assessments to evaluate Trinidad and Tobago's issues, needs and priorities as they relate to capacities in the environmental arena and as they connect with Multilateral Environmental Agreements (MEAs) to which the country is party to. These evaluations have indicated that not only the individual and institutional capacity to implement these accords is weak, but also that involvement and awareness of stakeholders regarding the agreements is low and that information systems to improve different aspects of policies and MEAs is frail.

### **2.3 Problems that the CCCD Project Sought to Address**

22. The Project was designed as a response to the UNEP-GEF-funded National Capacity Self-Assessment (NCSA) project that has been ongoing in Trinidad and Tobago since 2004. This Project identified weak co-operation, collaboration, information sharing and mainstreaming MEAs in national development, plus the absence of an effective funding mechanism as the key cross-cutting capacity areas hampering an effective implementation of MEAs obligations in Trinidad and Tobago. Via this Project, it was also acknowledged that there was:
- insufficient training and knowledge for relevant organizations and staff to implement effective environmental management practices;
  - a low level of decision-makers' awareness about global environmental issues and MEAs; and
  - an inadequate institutional, legislative and policy framework.

Note was also made of the fact that environmental degradation remains a major issue in Trinidad and Tobago.

23. In light of these findings, the CCCD Project was designed as a mechanism to address the issues outlined above, by increasing the co-ordination among actors in the environmental sector, mainstreaming global environmental obligations into national development and increasing the funding of environmental projects by the GFTT. The Project was also aligned with the *“Innovation for Lasting Prosperity - Medium Term Policy Framework 2011-2014”*, with a focus on the development of a national environmental policy and environmental agenda, and the *“National Spatial Development Strategy (NSDS) for Trinidad and Tobago”* relating to policy development to improve the enabling environment such as a co-ordinated approach to water resources and water quality.
24. The Project was considered unique from the perspective that there were no other projects that sought to tackle the needs identified in the NCSA. In light of this, the CCCD Project was crafted to:
  - address the need to co-ordinate and harmonize the implementation of MEAs by ensuring that an adequate enabling environment is in place and conducive to the implementation of MEAs and mainstreaming MEAs obligations into the national development process;
  - target the development of capacities at the individual and organizational level, strengthening technical skills to implement MEAs;
  - support activities to strengthen the co-ordination between key sectors to address biodiversity, climate change and land degradation issues at systemic and institutional levels with a particular emphasis on the implementation of MEAs obligations.
25. CCCD Project resources were provided to:
  - develop training programmes and implement a robust multi-stakeholder participatory approach in environmental decision-making and governance processes on matters related to the implementation of environmental obligations contained in the Rio Conventions and other MEAs;
  - improve the alignment of the GFTT with the implementation of MEA obligations through funding of environmental projects to enhance national and global environmental benefits;
  - strengthen the capacity of the Green Fund Executing Unit (GFEU) to improve its alignment with the implementation of MEAs obligations;
  - support activities to strengthen capacities of CSOs through targeted training, with a focus on their capacity to understand and implement MEAs in Trinidad and Tobago and effectively identify, develop and implement local and national projects that support the implementation of MEAs in Trinidad and Tobago, which will be funded mainly by the GFTT.
26. During this period, the Project was expected to facilitate a set of improved capacities to meet and sustain MEAs objectives in Trinidad and Tobago through improving national coordination, collaboration, environmental information sharing and an enabling environment, including environmental funding mechanisms. The assumption is made that by addressing coordination issues and providing a strengthened institutional framework (including an effective funding mechanism and a better enabling environment), the environmental governance framework in Trinidad and Tobago would be equipped with a more holistic understanding of global environmental objectives and

solutions to implement MEAs obligations. The Project was to contribute directly to enhancing the institutional, individual and systematic capacities around key national institutions mandated to fund and manage the environment in Trinidad and Tobago. It was to improve access by decision-makers to accurate and updated information on the natural resources/environment of the country, hence contributing to more informed decisions on the protection and conservation of the environment in Trinidad and Tobago.

## 2.4 Immediate and Development Goal and Objectives of the CCCD Project

27. As noted in Section 2.3, the Project sought to address cross-cutting capacity needs identified through the NCSA process and other assessments with a focus on facilitating the implementation of MEAs in Trinidad and Tobago, including a better alignment of the GFTT with the implementation of MEAs obligations in Trinidad and Tobago. The goal of the CCCD Project was to “strengthen the ability of the Government of Trinidad and Tobago to create, leverage and maintain synergies for the national implementation of MEAs and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements”. The Project’s objective was “to implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits”, which was to be achieved via two expected outcomes, namely:

- the institutional framework is strengthened and more coordinated, and more able to address global environmental concerns; and
- the Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago

28. This Project is in line with the GEF-5 CCCD Programme Framework 4, which calls for countries to strengthen capacities to implement and manage global convention guidelines<sup>9</sup>. Projects under this framework focus on improving the synergistic implementation of the 3 Rio Conventions<sup>10</sup>. Specifically, the CCCD Project is aligned with Outcome 4.1: Improving cross-institutional coordination and strengthening capacities to employ an integrated approach to implementing shared provisions of the 3 Rio Conventions; and Outcome 4.3: Strengthening sustainable financing mechanisms in support of the global environment.

29. The Project’s relevance was also acknowledged within the context of several objectives of the GEF-6 CCCD strategy, relating to:

- strengthening of consultative and management structures and mechanisms;
- integration of MEAs’ provisions within national policy, legislative, and regulatory frameworks; and
- piloting innovative economic and financial tools for convention implementation.

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<sup>9</sup>Global Environment Facility (GEF). Cross-cutting Capacity Development Strategy.  
[https://www.thegef.org/sites/default/files/events/GEF-5\\_Capacity\\_strategy\\_0.pdf](https://www.thegef.org/sites/default/files/events/GEF-5_Capacity_strategy_0.pdf)

<sup>10</sup>These are: Convention on Biological Diversity, United Nations Convention to Combat Desertification and United Nations Framework Convention on Climate Change

## 2.5 Theory of Change

30. No theory of change was done for this Project. However, Sections A.2 and A.3 of the ProDoc does describe the typical elements of a Theory of Change, and how the different activities were expected to work together to generate outcomes, outputs, and impacts with risks and assumptions.

## 2.6 Expected Results

31. The CCCD Project was to contribute directly to enhancing the institutional, individual and systematic capacities around key national institutions mandated to fund and manage the environment in Trinidad and Tobago. It was to ensure that decision-makers have access to accurate and updated information on the natural resources/environment of the country to make informed decisions on the protection and conservation of the environment in Trinidad and Tobago, hence contributing to global environmental benefits.
32. The Project was also designed to support activities to strengthen capacities of CSOs through targeted training, focusing on their capacity to understand and implement MEAs in Trinidad and Tobago. As well, focus was on their capacity to effectively identify, develop and implement local and national projects that support the implementation of MEAs in Trinidad and Tobago, which will be funded mainly by the GFTT. The GEF grant was to enable the GORTT to develop capacities to better manage and implement global environmental priorities in Trinidad and Tobago.
33. The Project was expected to achieve the following outcomes by EOP:
- Outcome 1: The institutional framework is strengthened and more coordinated and able to address global environmental concerns:
    - Output 1.1 Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs;
    - Output 1.2 Environmental legislation and policy framework aligned with MEAs obligations;
    - Output 1.3 An operational inter-sectorial coordination mechanism in place to oversee the implementation of MEAs;
    - Output 1.4 Improved contributions from the CSO sector, Faith Based Organizations, Academia, and private sector to implement MEAs.
  - Outcome 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago:
    - Output 2.1 Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations;
    - Output 2.2 Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago.

## 2.7 Total resources required by Project

34. Total resources required by the CCCD Project are shown in Table 1.

**Table 1: Total resources required by CCCD Project (US\$)**

Outcome	Funding source		Project Total (US\$)
	GEF (US\$)	Co-Financing (US\$)	
Outcome 1	640,290	650,000	1,290,290
Outcome 2	457,710	448,000	905,710
Project Management	109,800	102,000	211,800
Total	<b>1,207,800</b>	<b>1,200,000</b>	<b>2,407,800</b>

## 2.8 Main stakeholders and key partners

35. The CCCD project was developed on the basis of consultations with stakeholder representatives, most of whom are expected to benefit directly from it. Given the Project strategy<sup>11</sup>, the key Project stakeholders are government agencies and departments that are mandated with the management and monitoring of natural resources, and several CSOs involved in the management and monitoring of the environment in Trinidad and Tobago. Main stakeholders that are of interest to the TE include:

- Ministry of Planning and Development (MPD);
- Environmental Policy and Planning Division (EPPD) / MEA Unit (MEAU);
- Forestry Division;
- Environmental Management Authority (EMA);
- Institute of Marine Affairs (IMA);
- Ministry of Agriculture, Land and Fisheries (MALF) ;
- Ministry of Energy and Energy Industries (MEEI);
- Town and Country Planning Division (TCPD);
- Ministry of Foreign and CARICOM Affairs (MFCA);
- Water and Sewage Authority (WASA);
- Green Fund of Trinidad and Tobago (GFTT) / Green Fund Executing Unit (GFEU);
- Tobago House of Assembly (Division of Agriculture, Marine Affairs, Marketing and the Environment , Department of Natural Resources and the Environment [DNRE]);
- Basel Convention Regional Centre (BCRC) ;
- Ministerial Committee of Climate Change (MCCC);
- MEAs Focal Point Network;
- The Energy Chamber of Trinidad and Tobago (ECTT);
- Caribbean Natural Resources Institute (CANARI);
- National Environmental CSOs;
- University of Trinidad and Tobago (UTT);
- University of the West Indies Centre for Environment and Development (UWICED);
- GEF-SGP Programme.

Stakeholder partnerships on the CCCD Project are further discussed in Section 3.2.2.

<sup>11</sup> This relates to a set of improved capacities to meet and sustain MEAs objectives in Trinidad and Tobago through improving national coordination, collaboration, environmental information sharing and an enabling environment, including environmental funding mechanisms. The Project was expected to: (i) contribute to enhancing the institutional, individual and systematic capacities around key national institutions mandated to fund and manage the environment in Trinidad and Tobago; and (ii) ensure that decision-makers have access to accurate and updated information on the natural resources/environment of the country to make informed decisions on the protection and conservation of the environment in Trinidad and Tobago.

### 3. FINDINGS

#### 3.1 Project Design and Formulation

36. Two expected outcomes are clearly established as intended outcomes to the CCCD Project:
- expected Outcome 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns and
  - expected Outcome 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago, are both expressed adequately given that they establish anticipated results that would stem from the Project.
37. The CCCD Project design process benefited from the UNEP-GEF grant to conduct a National Capacity Self-Assessment (NCSA) since 2004 with the objective of having the country self-assess its capacities needs to address what are called the Rio Conventions (UNCBD, UNCCD and UNFCCC). The NCSA and its associated studies on MEAs management frameworks in the Trinidad and Tobago did set the basis for the Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits Project being assessed here. A full capacity needs assessment was available to adequately appreciate the diverse needs of the country in this area. Therefore, the NCSA was used as a basis for CCCD Project design in terms of support for capacity building. Given this, the Project had the essential baseline information to design and implement outputs tailored to Trinidad and Tobago's needs in capacity building for Outcome 1.
38. With the NCSA assessment, a list of capacity needs arose:
- need for advisory councils and coordinating bodies with regard to specific MEAs;
  - institutionalization for agencies' integration and coordination;
  - integration of environmental key issues in sectoral policies;
  - development of mechanisms that translate policies into concrete programs;
  - update norms that relate to MEAs;
  - resolve inter-legislation conflicts;
  - improve policy enforcement capacities including the development of environmental enforcement-specific mechanisms such as an explicit court to deal with these issues;
  - increased resources (human resources and material resources) for environmental research, monitoring and information;
  - enhanced recognition and enhanced roles for community-based organizations, private sector and communities.
39. This process was further refined in 2011 with additional consultations to national stakeholders. Analysis specified that implementation of the Rio Conventions were poor with regards to the current legislation and policy framework, institutional capacity, and primary obligations. Issues with communication between MEA focal points and stakeholders was also ranked poor as was the perception of the implementations of work programmes related to MEAs. A lack of coordination and mainstreaming as well as duplications between different agencies seemed to be the issues. Lastly, there were significant questionings regarding information gathering and dissemination. In summary, the incorporation of analysis from these prior assessments have been keystones to proper design to activities for expected Outcome 1: "The institutional framework is strengthened and more



coordinated, and more able to address global environmental concerns”, based on the needs of the country. The design based on this process, therefore, not only included a broad-based national perspective but also a suitable relevant framework to the implementation process derived from this Project.

40. The design for the CCCD Project started when GEF-supported projects were fairly new for the UNDP office in Trinidad and Tobago. Project design also included a risk log that included an analysis of risks and assumptions with rankings that range from low risk to medium risks. The Project Document acknowledged that the risks would be manageable, yet that there would have to be a learning curve to manage them properly. Risks were re-graded at the time of inception.
41. Although the CCCD projects have been implemented with GEF support in several nations, the CCCD Project in Trinidad and Tobago could have benefitted from synergies with other similar projects, particularly in the Caribbean region. However, there was little attempt to exploit this potential for south-south cooperation through the UNDP-GEF framework and there has been no attempt to link with other similar projects that fall under the capacity building for implementation of MEAs umbrella.

### **3.1.1 Analysis of Project Results Framework for CCCD Project**

42. Well-prepared Project Results Frameworks (PRFs) are important tools for all GEF projects including the CCCD Project, for preparing work plans to achieve the intended objective and outcomes, as well as for the effective monitoring and managing of CCCD Project activities. While the CCCD PRF meets some of the SMART criteria for preparing PRFs, specific comments on the CDRM PRF follows:
  - The PRF does not have any mid-term indicators;
  - The Project design included baseline and target end of project indicators in varying degrees of precision for different expected outputs and outcomes;
  - A number of indicators are not measurable since they are not presented with metrics but more as aspiring statements, mainly in Outcome 1;
  - Targets are simply left as question marks or unknowns to be filled in future stages. This is particularly the case for Outcome 2 where it is stated that baseline and target values will be finalized during the inception phase;
  - The indicators are time bound given that they are expected to be achieved by the end of the intervention. Yet, several of the indicators were overly ambitious and not within the capacity of the partners to achieve. A clear indication of this was the need to reformulate Outcome 2 indicators, when it was understood by partners that they were not achievable within the framework of the CCCD Project.

### **3.1.2 Risks and Assumptions**

43. Some of the risks and assumptions covered in Annex 2 of the ProDoc are summarised in Table 2. The number of risks appears too high for the risk log and monitoring.
44. Some of the Project assumptions are covered in Section 2 of the ProDoc included:
  - With the respect to objective-level indicators:
    - Government commitments to line institutions, legislation and policies to fully comply with obligations under MEAs;

**Table 2: Risks and assumptions by objective and outcomes**

Objective and outcomes	Risks	Assumptions
<b>Objective: To implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits</b>	Changes in government management systems and priorities due to change in political status, and unavailability of focal points to make decisions.	Government commitment to align institutions, legislation and policies to fully comply with obligations under MEAs
	Unavailability of dedicated project personnel to follow through with activities	
	Project activities and resources do not translate in increasing the capacity of key organizations to implement MEAs	The Project is effective in developing the capacity in the area of MEAs implementation
	Communications and national reports are not submitted on time	Communications and national reports are submitted on time and include up-to-date environmental information
	GFTT becoming a dollar centric fund Political influence in using the available funds	Political will to render this unique funding mechanism more effective
<b>OUTCOME 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns</b>	Institutional reforms due to political change; change in priorities due to change in leadership. Staff turnover, limited resources to commit to training	An effective training programme, institutions include awareness and training under respective annual corporate plans
	Lack of national capacity to support the process	Political will
	Changes in the legal system, lack of support from legislators, lack of national capacity to review and draft legal framework/instructions	Clear processes and mechanisms to support deliverables
	Lack of participation from decision-makers due to limited understanding of MEAs	Good participation to an effective awareness programme
	Unwillingness of agencies to participate due to lack of understanding Staff turnover, limited resources to commit to training	An effective training programme, institutions include awareness and training under respective annual corporate plans
	Delays due to ministerial shuffle anticipated after national elections. Irregular frequency of meetings for relevant bodies, unclear approval mechanism for an inter-sectorial coordination body,	Supporting mechanism is in-place

Objective and outcomes	Risks	Assumptions
	unwillingness to participate in the inter-sectorial coordination body	
	Limited participation of CSOs, unwillingness to share project activities related to MEAs	Willingness to coordinate and collaborate for effective participation in implementing MEAs and prepare quality project proposals to the GFTT
<b>OUTCOME 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago</b>	GFTT becoming a dollar centric fund Political influence in using the available funds	Political will to render this unique funding mechanism more effective
	Limited participation of CSOs, unwillingness to share project proposals	Willingness to develop their capacity and prepare quality project proposals to the GFTT

### 3.1.3 Lessons from Other Relevant Projects Incorporated into CCCD Project Design

45. While there are other related projects and initiatives funded by the GORTT and external donors in Trinidad and Tobago, most of these concentrate on specific environment focal areas. Very few of their activities have been targeting issues relating to cooperation, collaboration and information sharing. Others projects funded by the GEF and other donors are more focused, for example, on strengthening a certain environmental area such as the reporting to the UNFCCC and the UNCBD or the update of the National Biodiversity Action Plan (NBSAP); hence, they do not address cross-sectoral issues, namely collaboration, information sharing and mainstreaming MEAs in national development.
46. In contrast to some of the aforementioned projects, synergies have been identified between the CCCD Project and the UNDP Nationally Determined Contribution (NDC) Support Programme, which is assisting Trinidad and Tobago in an ongoing project towards the implementation of its NDC<sup>12</sup>. The work being undertaken is part of the UNDP's "Climate Promise", which supports over 110 countries to enhance their NDCs<sup>13</sup>. Key interactions have been acknowledged between implementation of the NDC and CCCD projects in strategic working areas such as institutional frameworks, gender-responsive planning and implementation, monitoring and transparency, and outreach and capacity building. Overlap has also been identified in the following areas, where important lessons can be learnt:
- strengthening institutional capacity with respect to the policy and legislative framework;
  - mainstreaming of climate change and MEAs-related issues into national, sectoral, organisational plans and projects;
  - institutional arrangements as these relate to management of the respective FPNs, information dissemination, information sharing, public awareness, monitoring and national reporting, establishment of technical committees.

### 3.1.4 Planned Stakeholder Participation

47. At the design stage, an extensive stakeholder analysis took place. The purpose of this analysis was to identify main potential stakeholders and to consider their potential roles and responsibilities in the implementation and guidance of the Project. The list of stakeholders identified at the design stage with their respective roles and responsibilities is listed on Table 3.

**Table 3: Project stakeholders and their respective roles**

Stakeholder	Role
Ministry of Planning and Development (MPD)	<ul style="list-style-type: none"> <li>• National GEF Focal Point to guide the process of how global environmental concerns, priorities and objectives would be integrated into T&amp;T's key national development policy framework, including associated management capacities</li> <li>• Overall coordination of the project and ensure that project outputs are achieved</li> <li>• Provide technical support required to implement the project at all levels of society in T&amp;T</li> </ul>

<sup>12</sup> The objective of Trinidad and Tobago's NDC is to achieve a reduction objective in overall emissions from three target sectors - power generation, transportation and industry - by 15% by 2030 from business-as-usual (BAU), which is based on its Carbon Reduction Strategy.

<sup>13</sup> The Climate Promise is the UNDP's commitment to ensure that any country wishing to increase the ambition of their national climate pledge is able to do so. <https://www.undp.org/climate-promise>

Stakeholder	Role
	<ul style="list-style-type: none"> <li>Ensure alignment of the project outputs to all MEAs to which this project supports, in accordance to national priority needs</li> </ul>
Environmental Policy and Planning Division (EPPD) / MEA Unit (MEAU)	<ul style="list-style-type: none"> <li>The EPPD has the main responsibility of guiding and formulating environmental policy in keeping with Government's Policy Framework for Sustainable Development</li> <li>Established MEA Focal Points, nominated from relevant stakeholders in the public sector, NGOs and CBOs to promote participatory management and decision making on environmental issues</li> <li>Overall responsibility for coordinating implementation of obligations under the various MEAs</li> <li>Guide coordination and integration of implementation among stakeholders through its MEA/Climate Change Focal Point Network</li> </ul>
Forestry Division	<ul style="list-style-type: none"> <li>National focal point for CITES and Specially Protected Areas and Wildlife protocol (SPAW)</li> <li>Will guide the integration of these MEAs into national strategic planning</li> </ul>
Environmental Management Authority (EMA)	<ul style="list-style-type: none"> <li>Authority implementing the Environmental Management Act (2000);</li> <li>Primary environmental regulatory institution with pieces of secondary legislation dealing with aspects related to MEA implementation such as air pollution, water pollution, waste management, environmental clearance for projects, biodiversity conservation</li> <li>Will provide assistance and guidance for areas within the Environmental Management Act and subsidiary legislation that can be used for effective MEA implementation</li> </ul>
Institute of Marine Affairs (IMA)	<ul style="list-style-type: none"> <li>Multi-disciplinary marine and environmental research organization</li> <li>Mandated to collect, analyze and disseminate information relating to developments in marine affairs and to formulate and implement specific programmes/projects.</li> </ul>
Ministry of Agriculture, Land and Fisheries	<ul style="list-style-type: none"> <li>Management of agriculture and fisheries in T&amp;T</li> </ul>
Ministry of Energy and Energy Industries	<ul style="list-style-type: none"> <li>Sustainable development of T&amp;T's energy and mineral resources</li> </ul>
Town and Country Planning Division (TCPD)	<ul style="list-style-type: none"> <li>Development of land</li> <li>Allocation of lands for parks, game and bird sanctuaries, protection of marine life</li> <li>Preservation of trees and forests</li> </ul>
Ministry of Foreign and CARICOM Affairs (MFCA)	<ul style="list-style-type: none"> <li>In charge of international cooperation</li> </ul>
Water and Sewage Authority (WASA)	<ul style="list-style-type: none"> <li>Mandate to deliver safe, reliable and efficient water supply to satisfy demand of all sectors of the economy</li> </ul>
Green Fund of Trinidad and Tobago (GFTT) / Green Fund Executing Unit (GFEU)	<ul style="list-style-type: none"> <li>Facilitates the financing of environmental projects that meet specific criteria, primarily from civil society organizations (CSOs) but also from statutory authorities, and therefore is a potent modality for MEA implementation at the national and sub-national levels</li> <li>Enables grants for application engaged in remediation, reforestation, environmental education and public awareness of environmental issues and conservation of environment</li> <li>Will provide guidance on projects under its existing portfolio related to MEA implementation and on opportunities to better streamline MEA implementation at the project level</li> </ul>
Tobago House of Assembly (THA) – Division of Agriculture, Marine Affairs, Marketing and the Environment, Department of Natural Resources and the Environment (DNRE)	<ul style="list-style-type: none"> <li>Mission is to protect, preserve and enhance Tobago's environment and promote the sustainable use and management of our air, land, and water for the benefit of current and future generations</li> <li>Committed to protecting and preserving Tobago's Natural resources and the Environment as well as its Biodiversity</li> <li>Arm of the Environmental Management Authority (EMA) in Tobago monitoring and enforcing the laws pertaining to noise pollution, Certificate of Environmental clearance among others</li> </ul>
Basel Convention Regional Centre – Caribbean (BCRC)	<ul style="list-style-type: none"> <li>Serves the Contracting Parties to the Basel Convention within the Caribbean region and any other country consenting to be served by the Centre</li> <li>Primary mechanism for assisting in implementation of the Basel Convention and its obligations</li> </ul>

Stakeholder	Role
	<ul style="list-style-type: none"> <li>Will provide guidance and assistance on projects and programmes for implementation of the chemicals conventions' obligations</li> </ul>
Ministerial Committee of Climate Change (MCCC)	<ul style="list-style-type: none"> <li>Provide oversight and guidance on the implementation of the National Climate Change Policy (NCCP)</li> </ul>
MEAs Focal Point Network	<ul style="list-style-type: none"> <li>Liaise with the MPD as the National Focal Point in respect of the role and functions of their respective institutions in the context of the national obligations under the various MEAs</li> <li>Provide advice and inputs into strategies and actions to be taken at the national level in the implementation of obligations under the MEAs</li> <li>Provide inputs, data and information to facilitate reporting requirements of T&amp;T under MEAs</li> <li>Providing advice and inputs into work programs of their respective Ministries /agencies in the context of national obligations under the MEAs</li> <li>Interface with other relevant stakeholders through relevant networking media to enhance co-operation at various levels</li> </ul>
The Energy Chamber of Trinidad and Tobago (ECTT)	<ul style="list-style-type: none"> <li>The ECTT is an apolitical organization representing the Trinidad &amp; Tobago energy and related sectors</li> </ul>
Caribbean Natural Resources Institute (CANARI)	<ul style="list-style-type: none"> <li>A regional NGO - facilitates and promotes participatory approaches to natural resource governance to conserve biodiversity, enhance ecosystem goods and services, and enhance livelihood benefits and wellbeing of the poor in the Caribbean</li> </ul>
National Environmental CSOs	<ul style="list-style-type: none"> <li>CSOs that include non-governmental organizations (NGOs) and community based organizations (CBOs), faith-based organizations involved in environmental management activities in Trinidad and Tobago</li> </ul>
University of Trinidad and Tobago (UTT)	<ul style="list-style-type: none"> <li>Provides tertiary education</li> </ul>
University of the West Indies Centre for Environment and Development (UWICED)	<ul style="list-style-type: none"> <li>Provides tertiary education</li> </ul>
GEF-SGP Programme	<ul style="list-style-type: none"> <li>The programme-funded by the GEF provides grants of up to US\$50,000 directly to local communities including indigenous people, community-based organizations and other non-governmental groups for projects in: Biodiversity, Climate Change Mitigation and Adaptation, Land Degradation and Sustainable Forest Management, International Waters and Chemicals</li> </ul>

48. In summary, the planned level of stakeholder involvement is **highly satisfactory** in consideration of wide range of stakeholders required for the successful strengthening of multi-stakeholder capacities to actively play a role in environmental decision-making and governance processes on environmental obligations, rules and regulations that are directed by the MEAs that Trinidad and Tobago is a Party to. While reaching out to this number of stakeholders is ambitious, the involvement of all these listed stakeholders seems well justified.

### 3.1.5 Linkages between CCCD and other interventions in the sector

49. The Project was built upon existing initiatives and their achievements and coordinated with related key programmes, plans, and projects as follows:
- Preparation of Trinidad and Tobago's Third National Communication and First Biennial Update Report to the UNFCCC;
  - Carbon Reduction Strategy;

- Low Emission Capacity Building Programme (LECB);
- Mainstreaming Climate Change into National Development;
- GEF Small Grants Programme (SGP);
- Improving Forest and Protected Area Management;
- Initial assistance to enable Trinidad and Tobago to fulfill its obligations under the Stockholm Convention on POPs;
- Development and Implementation of a Sustainable Management Mechanism for POPs in the Caribbean;
- Improving Energy Efficiency in the Social Housing Sector;
- Advancing the Nagoya Protocol in countries of the Caribbean Region;
- Climate Change Adaptation in the Eastern Caribbean Fisheries Sector; and
- CANARI Projects.

### **3.1.6 Gender responsiveness of Project design**

50. Gender issues were not addressed as critical concerns in Project design. A specific gender strategy was not developed with the Project left with the flexibility to address gender issues as they arise during Project implementation. This translated into attempts to collect gender segregated data for gender equality as a result of Project activities. Notwithstanding, data on attendance and participation in Project activities would have been disaggregated by sex in Project reporting mechanisms, in particular within the PIR where it is indicated that females participate in workshops at a rate of 50 percent or more.

### **3.1.7 Society and Environmental Safeguards**

51. The Project underwent an UNDP Environmental and Social screening procedure at the design stage. The screening results showed that the Project falls under low overall project risk categorization and no social and environmental risks were identified. Further analysis, measures and actions in this area were not required.

## **3.2 Project Implementation**

52. The following is a compilation of critical path events and issues of CCCD Project implementation:
  - Institutional framework analysis to determine national alignment with the objectives and obligations of MEAs completed 31 May 2018;
  - Training programmes on MEAs were conducted for key stakeholders, namely, government agencies, Civil Society Organizations (CSOs), private sector, Green Fund Executing Unit (GFEU) and the Green Fund Advisory Committee (GFAC) and completed during May to July 2020;
  - Training of Trainers Workshop, which was executed to enable key participants from Government Agencies, CSOs and the GFEU to deliver training on MEAs to their peers and stakeholders on 21-23 July 2020;
  - Mid-Term Review completed. This was a voluntary Mid-Term Review (MTR) completed for the project during the period of May-October 2020;
  - Completion of a mapping exercise on 31 May 2019 to identify which roles and responsibilities currently reside within the key governmental institutions and statutory bodies with respect to the MEAs, and how these can be strengthened;

- Completion of a mapping exercise on 5 June 2019 of CSOs to increase their understanding of how their existence and activities contribute to the achievement of obligations under MEAs;
- Training on negotiation skills for government agencies and CSOs for improved involvement in meetings, conferences and other decision-making events related to MEAs starting June 2021;
- Development and implementation of a programme to improve project and organizational capacity of CSOs starting April 2021;
- Development of framework for the monitoring of the targets set in the National Biodiversity Strategy and Action Plan (NBSAP), with the Aichi targets of the Convention on Biological Diversity (CBD) completed 30 November 2019;
- A capacity assessment completed 5 June 2019 that assessed CSOs which are involved in the implementation of projects addressing relevant MEA obligations;
- A capacity assessment of the GFEU, with respect to its ability to effectively review project applications in terms of alignment with the implementation of MEAs completed 31 May 2019.

53. Several patterns were beginning to emerge as impacts to the Project including the following:

- Capacity building (online training for strengthening of MEAs). The MEA National Focal Point Network (FPN) has been reinforced and renewed with new focal points with a focus on MEA coordination in the country. In particular, stronger links have been generated regarding the connection and synergies between CSOs/NGOs and government institutions that deal with MEAs and environment and development issues in general in Trinidad and Tobago. This has been done through a CSO mentorship and training programme, training on negotiations skills, training of Media on MEA reporting and online, self-paced MEAs training course;
- Awareness raising. Booklets, guides and banners that have been developed on various topics related to MEAs have increased awareness for several institutions and organizations regarding MEAs, including non-traditional actors which have not been habitually involved in multilateral agreements dealing with environment and development issues in the country. A Trinidad and Tobago-dedicated MEA website is currently being developed to further disseminate information including a separate forum for the FPN. As well, toolkits are being developed for dissemination via social media and the MEA website, benefitting members of the Steering Committee, who are also members of the MEAs FPN. This includes the production of policy briefs on key climate change issues in conjunction with an affiliated project;
- Policy updates. There are three policy processes which are being updated. Two of these are strictly linked to MEAs such as the National Climate Change Policy (NCCP); and the National Biodiversity Strategy and Action Plan (NBSAP), with the Aichi targets of the Convention on Biological Diversity (CBD). Several of these processes in turn, have been carried out in tandem or in collaboration with other projects being implemented in the country that deal directly and indirectly with MEAs related to climate change and biodiversity, having a synergistic effect. For example, synergies with the Nationally Determined Contribution (NDC) Support Programme have been identified. Other developments through which the Project activities and processes (trainings, Project Advisory Committee) has had positive institutional effect, has been through the analysis of incorporation on MEAs and MEA's principles in the overhauling of the National Tourism Policy. Furthermore, steps have begun to be taken to aid in revising legislation to align with MEAs (such as Air Pollution Rules and the policy related to the Improving Forest and Protected Areas Management of Trinidad and Tobago (IFPAMTT)).



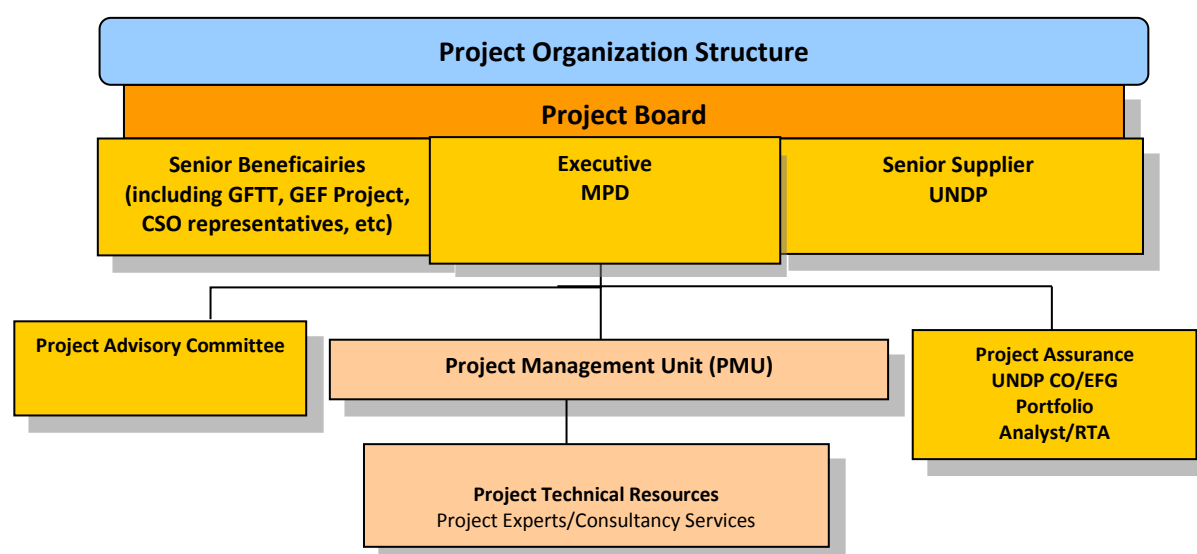
### 3.2.1 Adaptive Management

54. Adaptive management is discussed in GEF terminal evaluations to gauge Project performance in its ability to adapt to changing regulatory and environmental conditions, common occurrences that afflict many GEF projects. Adaptive management is defined as a project's ability to adapt to changes to the Project design (project objective, outcomes, or outputs) during implementation resulting from: (a) original objectives that were not sufficiently articulated; (b) exogenous conditions that changed, due to which a change in objectives was needed; (c) the Project's restructuring because the original objectives were overambitious; or (d) the Project's restructuring because of a lack of progress. In a strict sense in the case of the Project, there have been several instances where adaptive management has taken place, such as those indicated below.

55. The management arrangements were openly established as per Figure 1, consisting of:

- UNDP being the GEF Implementing Agency (IA);
- A Project being implemented via National Implementation Modality (NIM) with specific support by UNDP to the Government of Trinidad and Tobago;
- A Project Management Unit (PMU): The PMU is hosted by the Ministry of Planning and Development as the Implementing Partner, administered by a full-time Project Manager;
- A Project Advisory Committee (PAC). The PAC is made up of the different line Ministries as well as agencies that deal with MEAs in Trinidad and Tobago and CSO/NGO representation;
- Mechanisms to provide technical coordination for the Project;
- Generation of sustained political commitment and broad-based public support;
- Provision of technical and operational guidance for Project implementation policy ensuring the Project's consistency and synergy with the other ongoing development processes in the country.

**Figure 1: Management Arrangements for the UNDP-GEF Project: Capacity Development for improved management of MEAs for Global Environmental Benefits (CCCD Project)**



56. The role of the PSC consisted of:

- provision of technical oversight as it relates to ToRs, deliverables. The PM makes presentations to the committee regarding project progress;
- strategic guidance to the PM;
- ensuring that the Project is meeting its objectives;
- risk management ;
- conflict resolution;
- ensuring all key stakeholders are represented; and
- obtaining feedback from consultants (via presentations).

57. The PAC met five times from May 2018 to March 2020. The incorporation of the different Government entities that deal with MEAs in the country is a best practice and lesson learnt, given that it explicitly acknowledges the multiple government areas that deal with environment-related multilateral agreements. However, some of the key stakeholders have indicated that meeting approximately twice a year was not sufficient to proactively guide the Project. The PAC has worked properly in the sense that it has provided inputs for the implementation of the Project. Nevertheless, representatives from Government's institutions are aware of Project work dealing with capacity building at the governmental level (Outcome 1) while they tend to overlook or ignore that the Project has an outcome that deals with the Green Fund application in Trinidad and Tobago, and that several of the PAC are not aware of some other issues that are intricate parts of the Project.

58. There were other barriers that hindered progress leaving the PMU to adaptively manage actions. These remaining barriers consisted of:

- *Timelines*: The Project was designed to unfold within a very close-fitting time period, not considering national matters such as periods when government is in pause or other issues regarding time to effectively implement capacity building activities;
- *Procurement*: There are complex and extended procurement processes that have affected the ability of the Project to perform efficiently given the allocated timeframe for implementation. The Project has been granted a one-year extension to reach the intended outcomes and procurement has been more efficient in the last few months before this Terminal Evaluation;
- *Lack of engagement from decision makers*: Although stakeholder involvement has been positive with government technical staff, the Project had not sufficiently focused on decision-makers to generate strong and sustained buy-in to achieve the Project objective fully. Key stakeholders have indicated that this has a design flaw despite the fact that this was not part of the original scope of the Project. Although stakeholder involvement has been positive with government technical staff, the Project has not kept track of decision-makers sufficiently to generate strong and sustained buy-in to fully achieve the Project objective. There were plans to have an MEA awareness session with decision makers. However, this was postponed due to COVID-19 in the first instance, and then a second time by the call for national elections;
- *COVID-19 Pandemic*. The effect of the COVID-19 pandemic has already been felt by the Project. Many of the planned activities and processes had to be postponed to a future date including the MTR. Furthermore, much of the work associated with implementation was slowed down with stay-at-home orders. Activities planned, such as training workshops, had to change to using online methods, video conferences. These methods have had varying degrees of success thus far. In addition, the shifting of national priorities to health recovery issues would conceivably reduce

political support for MEAs and their accompanying environmental development policies, and economic downturns might affect funding issues for MEAs and environment-related policy implementation.

59. At the time of inception and Project launching, a few changes were made, considering the externalities present at start-up time. This was key as an adaptive management issue given that between approval and launching more than 3 years had lapsed. The changes implemented dealt with Activities 1.2.2, 1.2.3, and 1.2.4 introduced in the modified PRF at inception. As part of the inception phase, there were also risk assessment changes including the risk identified as “delays due to ministerial shuffle anticipated after national elections” that was thought to be no longer as severe since elections had already taken place by the time implementation begun. However, since implementation has been delayed beyond expected finalization date, elections which were held in August 2020, served as a medium risk again since further delays and issues related to ministerial rotations were a possibility.
60. Another adaptive management modification deals with indicators for Outcome 2. Given that it was evaluated that indicators regarding the expected outputs and results in Outcome 2 which deals with the Green Fund needed to be adjusted, these were revised. The adjusted indicators were submitted to the PAC and approved by this Committee in early 2020 and RTA during the MTR. Although the revised indicators are more achievable within the time period that remains of the Project’s implementation, some of them have changed from being results-oriented (i.e. some of the original indicators were phrased as expected results) to being product oriented (as are some of the revised indicators). The revised indicators are found in the annexes (Annex 10: Revised framework indicators for Outcome 2).

### **3.2.2 Actual Stakeholder Participation Partnership Arrangements**

61. There has been stakeholder engagement in Project formulation stage, planning, and implementation. This includes participation in the PAC and training activities carried out or implemented by the Project. Engagement has been strong from most of the government entities involved in MEAs at the technical level. The Green Fund (Green Fund Advisory Committee (GFAC) and Green Fund Executing Unit (GFEU) has been less engaged than other official institutions, yet they have participated of a number of events, trainings and analysis carried out by the Project. Furthermore, there has been engagement with CSOs/NGOs, at the PAC level and in activities related to capacity building (training).
62. In general, stakeholder engagement has been quite positive in all stages of the Project thus far (design and implementation) for governmental technical staff and for NGO/CSOs. The Project has developed partnerships with relevant stakeholders which have contributed towards achievements. Several stakeholders indicate, however, that due to the COVID-19 pandemic, that engagement from the Project with them has not been continuous. Participation and public awareness have greatly contributed to the progress towards achievement of Project objectives thus far but could improve with the continuity of engagement.

### **3.2.3 Project Finance**

63. The CCCD Project had a GEF budget of US\$ 1,207,800 that was disbursed over a 4-year duration, managed by the PMU under the direction of a Project Board. Table 4 depicts disbursement levels up

to 30 April 2021, 3.5 months prior to the terminal date of the CCCD Project of 11 July 2021, revealing the following:

- Expenditures for Project underspent for its entire duration;
  - Though there were AWP, actual expenditures were made on the basis on quarterly work plans. This indicates that a lot of adaptive management was done in connection with Project activities;
  - Prior to spending Project funds, the PMU's Project Manager had to receive clearance from UNDP;
  - No annual independent audits were done by UNDP during the course of the Project. A Project audit will be done within the next 6 months prior to financial closure of the Project;
  - UNDP also did not carry out a financial spot checks by an independent consultant.
64. Table 5 provides expenditures by ATLAS code revealing most of the funds were spent on consultants. An indicator to consider for analyzing the Project cost-effectiveness is the percentage of the total project budget that is being used for project management services. Since the planned percentage was approximately about 8%, this is considered a cost-effective and reasonable amount for a project of this size. Also, as indicated in the documentation to support the extension request, these costs have been kept in line with what was expected and therefore indicative of cost-effectiveness of this Project. No major changes in fund allocations have been identified and the appropriate tools for monitoring and planning with regard to finances have been used.
65. Planned Project co-financing in the ProDoc was estimated to be US\$ 1.2 million. Actual co-financing realized from the CCCD Project was US\$0.992 million or 83% of the target. In-kind support from the GoRTT comprised the majority of the co-financing, showing efforts by the GoRTT to improve its capacity. Table 6 provides details of CCCD Project co-financing.
66. In conclusion, the cost effectiveness of the CCCD Project has been **satisfactory** in consideration of the amount of funds spent on the Project to meet most of its intended targets.

### 3.2.4 M&E Design at Entry and Implementation

67. The monitoring and evaluation design of the CCCD Project follows the standard M&E design plus a few added features regarding the Project inception workshop, day-to-day monitoring of implementation progress, periodic monitoring of implementation progress, and annual monitoring. The M&E design contains more detail on what the monitoring reports (i.e. APRs, PIRs monitoring reports, the MTR's and Terminal report) should contain.
68. The PIRs represent the primary M&E tool. These PIRs were descriptive but lacking specifics on the training and the timing of the sessions. The MTR report also had some useful information with the information being 9 months prior to the end of the project, effectively making the findings close to the terminal evaluation.

**Table 4: GEF Project Budget and Expenditures for CCCD Project (in USD as of 30 April 2021)**

CCCD Outcomes	Budget (from Inception Report)	2017 <sup>26</sup>	2018	2019	2020	2021 <sup>27</sup>	Total Disbursed	Total to be expended by 16 August 2021	Total remaining
OUTCOME 1: The institutional framework is strengthened and more coordinated and able to address global environmental concerns	640,290	-	10,516	118,557	58,663	61,969	249,705	1,112	389,473
OUTCOME 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago	457,710	-	1,918	48,230	37,157	13,814	101,119	10,148	346,443
Project Management	109,800	-	27,588	38,667	10,118	-	76,372	-	33,428
Total (Actual)	<b>1,207,800</b>	<b>0</b>	<b>40,021</b>	<b>205,454</b>	<b>105,938</b>	<b>75,783</b>	<b>427,197</b>	<b>11,260</b>	<b>769,343</b>
Total (Cumulative Actual)		0	40,021	245,475	351,414	427,197			
Annual Planned Disbursement (from ProDoc) <sup>28</sup>	1,207,800	150,668	391,095	424,646	241,391				
% Expended of Planned Disbursement		<b>0%</b>	<b>10%</b>	<b>48%</b>	<b>44%</b>				

<sup>26</sup> Starting 11 July 2017<sup>27</sup> Up to 30 April 2021<sup>28</sup> Year 1 in ProDoc was prorated to the 16 August 2016-December 2016 when the Project was being implemented

**Table 5: Expenditures by ATLAS Code**

ATLAS Code	Expenditure Description	US\$
71200	International Consultants	66,515
71300	Local Consultants	200,454
71400	Contractual Services - Individ	124,255
71600	Travel	4,724
72500	Supplies	657
72800	Information Technology Equipmt	416
74200	Audio Visual&Print Prod Costs	13,610
74500	Miscellaneous Expenses	326
75700	Training, Workshops and Confer	55,094
74596	Services to Projects - GOEs	1,731

**Table 6: Co-Financing for CCCD Project (as of 30 April 2020)**

Co-financing (type/source)	UNDP own financing (million USD)		Government (million USD)		Partner Agency (million USD)		Private Sector (million USD)		Total (million USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants										
Loans/Concessions										
• In-kind support	0.050	0.042	1.150	0.950					1.200	0.992
• Other										
<b>Totals</b>	0.050	0.042	1.150	0.950					1.200	<b>0.992</b>

69. M&E design at entry was rated as **satisfactory** with implementation of the M&E plan rated as **satisfactory**. Ratings according to the GEF Monitoring and Evaluation system<sup>29</sup> are as follows:

- M&E design at entry - S;
- M&E plan implementation - S;
- Overall quality of M&E - S.

### 3.2.5 Performance of Implementing and Executing Entities

70. The MPD and UNDP have been efficient in managing the implementation of the Project. They have been responsive to stakeholders and proactive in seeking their expert inputs through commissioned sub-contracts for achieving the Project's outcomes.

71. There is a close coordination and a positive collaboration between the MPD and the UNDP for the Project's execution and alignment to the stated objective and outcomes. The UNDP has provided timely advice on Project implementation, monitoring, and reporting:

72. The participating stakeholders are appreciative of the PMU's Project management and of UNDP's coordination and facilitation, and these stakeholders have been able to participate in and contribute meaningfully to the Project implementation:

- Implementing Partners (MPD) – S;
- Implementing Entity (UNDP) – S;
- Overall quality of implementation/execution (UNDP/MPD) – S.

## 3.3 Project Results and Impacts

73. This section provides an overview of the overall results of the CCCD Project and assessment of the relevance, effectiveness and efficiency, country ownership, mainstreaming, sustainability, and impact of the CCCD Project. In addition, evaluation ratings for overall results, effectiveness, efficiency and sustainability are also provided against the July 2017 PRF (as provided in Appendix G)<sup>30</sup>. In Table 6, a summary of the achievements of CCCD Project at the Project Goal and Objective level, and component levels with evaluation ratings is provided. The "status of target achieved" is color-coded as per the following colour coding scheme:

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the EOP	Red: Indicator shows poor achievement – unlikely to be completed by project closure
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<sup>29</sup> 6 = HS or Highly Satisfactory: There were no shortcomings;

5 = S or Satisfactory: There were minor shortcomings,

4 = MS or Moderately Satisfactory: There were moderate shortcomings;

3 = MU or Moderately Unsatisfactory: There were significant shortcomings;

2 = U or Unsatisfactory: There were major shortcomings;

1 = HU or Highly Unsatisfactory

U/A = Unable to assess

N/A = Not applicable.

<sup>30</sup>Evaluation ratings are on a scale of 1 to 6 as defined in Footnote 25.

### 3.3.1 Progress towards goal and objectives

74. With regards to the alignment of institutional framework with the objectives and obligations of MEAs, there is analysis that general alignment of roles and responsibilities of ministries, institutions, and agencies and MEA obligations, but that there is a need to further define and delineate specific duties for specific MEAs. Specific institutional alignment was achieved by developing a framework for the monitoring of the updated 2018 targets set in the National Biodiversity Strategy and Action Plan (NBSAP). The targets were essentially the Aichi targets of the Convention on Biological Diversity (CBD), allowing relevant government and non-governmental entities (i.e. the Forestry Division of the Ministry of Agriculture, Land and Fisheries, the Institute of Marine Affairs) for improved oversight monitoring and reporting.
75. Another key finding to the alignment of institutional framework was that there were needs for structured and coordinated mechanism for MEA implementation both across MEAs as well as across ministries, institutions and agencies. The analysis concluded that the existing MEA National Focal Point Network (FPN) “provided the best paradigm for an optimal approach to MEA coordination, as it enjoys a high-level endorsement, is already functioning, and has a fairly large subscription, and the Terms of Reference for the Focal Points already covers the main requirements for optimal coordination e.g. information exchange, participation in policy making and implementation of MEAs”.
76. To this point, the MEA FPN has been undergoing a period of revitalization through updates for existing Focal Points, recruitment of new Focal Points through Project’s activities (such as workshops and consultations), and improved communication with members through newsletters. The establishment of MEA National Focal Point Network (FPN) has been renewed with new focal points with a focus on MEA coordination in the country. This enables seamless communication and interaction among members, and enables information sharing and online networking.
77. With regards to the quality of environmental monitoring reports and communications to measure implementation progress of MEAs, initiatives have been started under other projects. The Integrated Forest and Protected Areas Management of Trinidad and Tobago (IFPAMTT) project and the Nationally Determined Contribution (NDC) Support Programme, improve data collection and sharing among stakeholders. The Focal Point Network also contributes to improvements in data sharing for the UNFCCC and UNCCD MEAs. The inclusion of the Paris Agreement's provisions into the revised National Climate Change Policy contribute to improved implementation and reporting of these specifications. Again, the NDC Support Programme is interlinked with the CCCD project, such that the Monitoring, Reporting and Verification (MRV) Programme was initiated by the former to improve data collection and reporting under the UNFCCC, and this CCCD project will partner through capacity building efforts in the implementation of the MRV Programme.



Table 7: Project-level achievements against CCCD Project targets

Performance Indicator	Baseline	Target	Cumulative Progress since start of Project	Status of Target Achieved	Evaluation Comments	Rating <sup>31</sup>
<b>Objective: To implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits</b>						
1. Alignment of institutional framework with the objectives and obligations of MEAs signed by GoRTT; including effective coordination mechanism(s)	<ul style="list-style-type: none"> <li>Some critical gaps in its institutional framework exist; including an uneven capacity within key ministries</li> <li>Not enough inter-sectorial coordination on the implementation of MEAs</li> </ul>	<ul style="list-style-type: none"> <li>Conventions obligations are well integrated into institutional framework</li> <li>A mechanism is in place to coordinate implementation of MEAs across sectors</li> </ul>	There is general alignment of roles and responsibilities of ministries, institutions, and agencies and MEA obligations. However, there was a need to further define and delineate specific duties for specific MEAs. An MEA training programme was developed for stakeholders for this purpose.		See Paras 74 to Error! Reference source not found.	4
2. Alignment of legislative and policy frameworks with the objectives and obligations of MEAs signed by GoRTT	Similar to the institutional framework, some critical gaps in legal and policy frameworks exist	MEAs obligations are well integrated into legislative and policy frameworks	<p>Key policy that required alignment with MEAs was the National Climate Change Policy (NCCP). Since its first version in 2011, there have been significant progress made in the United Nations Framework Convention on Climate Change (UNFCCC). In addition, the Paris Agreement was not in place when the NCCP was written.</p> <p>General consultations were undertaken to present the key changes in the UNFCCC, reasons for revision, the suggested changes to the NCCP, and to allow for stakeholder feedback and engagement. As the local health restrictions did not allow for required specific consultations, these could not take place.</p> <p>A comprehensive exercise was conducted to align the reporting obligations enshrined in the MEAs with</p>			4

<sup>31</sup>Ibid 25

Performance Indicator	Baseline	Target	Cumulative Progress since start of Project	Status of Target Achieved	Evaluation Comments	Rating <sup>31</sup>
			national legislation and institutions. To achieve this, the reporting obligations were listed and mapped with the relevant institutions, after which suggestions were made and legislative amendments drafted to integrate these obligations into national legislation.			
3. Capacity development scorecard rating	Capacity for: •Engagement: 6 of 9 •Generate, access and use information and knowledge: 10 of 15 •Policy and legislation development: 6 of 9 •Management and implementation: 4 of 6 •Monitor and evaluate: 3 of 6 (Total score: 29/45)	Capacity for: •Engagement: 7 of 9 •Generate, access and use information and knowledge: 11 of 15 •Policy and legislation development: 8 of 9 •Management and implementation: 4 of 6 •Monitor and evaluate: 4 of 6 (Total targeted score: 34/45)	Capacity for Engagement has been improved through multiple stakeholder interactions undertaken by the project. Exact numbers are not known.  Information and knowledge capacity has been addressed through training on MEAs and a Trinidad and Tobago-dedicated MEA website. Exact numbers are not known.  Policy and legislation development capacity has included revision of the NCCP. Exact numbers are not known.  Capacity for management and implementation has also been improved through training on MEAs. Exact numbers are not known.  Capacity to monitor and evaluate has been improved through integration and alignment of NBSAP/Aichi target into institutions. Exact numbers are not known.			4
4. Quality of environmental monitoring reports and communications to measure implementation progress of MEAs	Current reports are produced with limited data, weak analysis and trend analysis and are not fully responding to national and international requirements.	Reports present adequate disaggregated data at local level, are informative and present environmental trends over time	Reports have improved including the 6th National Report to the Convention on Biological Diversity (CBD) which now includes information on projects that contribute to the implementation of the CBD.  This Project has improved reporting in two ways: (1) through increased data sharing and communication on MEAs and their monitoring and reporting requirements, through the MEA Focal Point Network and (2) by integrating the reporting framework for the NBSAP into the workplans of local organizations, thus		See Para <b>Error! Reference source not found.</b>	5

Performance Indicator	Baseline	Target	Cumulative Progress since start of Project	Status of Target Achieved	Evaluation Comments	Rating <sup>31</sup>
			improving monitoring for the CBD, and contributing to future national reports			
5. An effective GFTT funding MEAs implementation in Trinidad and Tobago	Very low disbursement / commitment so far: TTD 250M for 16 approved projects vs. a fund capital of TTD 3B growing at about TTD 300M per year	Disbursements more inline with growth of the fund, funding environmental activities, including MEAs implementation	<p>The Green Fund Advisory Committee (GFAC) has been functioning again since April 2019, and new projects have been approved.</p> <p>The Green Fund Executing Unit (GFEU) staff has been reduced to 6 technical staff members out of a complete staff size of 24. The responsibility for staff is outside the purview of this project, as the Government of the Republic of Trinidad and Tobago has this authority.</p> <p>Both the GFEU and GFAC attended a training session on MEAs. Their post-evaluation training forms indicated increased knowledge of the MEAs.</p>			4
<b>Outcome 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns</b>						
6. Responsibilities for MEAs obligations assigned to institutions mandates	<ul style="list-style-type: none"> <li>Institutional framework is fragmented and MEAs implementation is uneven</li> <li>National focal points report independently to MEAs, with little collaboration; decisions sometimes conflict</li> </ul>	All MEAs obligations are clearly assigned to key institutions	<p>The institutional framework and arrangements for MEA obligations were reviewed and the identified gaps and recommendations have been shared with stakeholders in relevant organizations through workshops.</p> <p>The training programme on MEAs was implemented, which identified key obligations of the “Rio Trio,” which are the main focus of the project. These obligations were linked to the various organizations involved in the training sessions so they could identify clearly how the MEAs are relevant to their existing mandates.</p> <p>Continued interaction with stakeholders has been able to reinforce this linkage established during the training sessions.</p>			4

Performance Indicator	Baseline	Target	Cumulative Progress since start of Project	Status of Target Achieved	Evaluation Comments	Rating <sup>31</sup>
7. Roles and responsibilities for implementing MEAs obligations assigned in job descriptions	Roles and responsibilities for implementing MEAs obligations are not well assigned to staffs and key ministries	Roles and responsibilities for implementing MEAs obligations clearly assigned to key job descriptions	Stakeholders were engaged to communicate the obligations of the MEAs through workshops on the NBSAP, the climate change consultations, and training sessions. Awareness building efforts to further reinforce the responsibilities with respect to MEAs were continued online. Stakeholders were engaged in order to communicate these obligations of the MEAs through workshops and training sessions. The online MEA training sessions focused on the MEAs obligations as well as the roles and responsibilities of stakeholders from all institutions and sectors (government, CSOs and private sector)			4
8. MEAs obligations integrated in related legislation	Laws in place to ratify MEAs, but “secondary” laws and norms not revised to be consistent with MEAs obligations	<ul style="list-style-type: none"> <li>Key laws and norms revised to be consistent with MEAs obligations</li> <li>“Secondary” legislation and norms in place to enable integration of MEAs into sectoral policy-making and planning processes</li> </ul>	The legislative review was completed, gaps were identified and recommendations made.		See Para 78	5
9. MEAs obligations integrated in related policies, national plans, and strategies	<ul style="list-style-type: none"> <li>MEAs action plans not mainstreamed into national and regional policies and planning</li> <li>Related ministries’ programmes and activities are sector-oriented, with little collaboration</li> </ul>	Related national policy-making and planning processes incorporate MEAs obligations	<p>The existing policies and policy-making processes relevant to MEAs were assessed, gaps were identified and several recommendations made to more fully integrate MEAs into national policy. Further mainstreaming and collaboration will also be achieved through the FPN.</p> <p>Specific interventions were made with respect to the NBSAP to integrate its targets, and hence those of the CBD, into the workplans and activities of relevant government agencies and CSOs. This exercise promoted collaboration and alignment of the activities within these organizations</p>		See Para 79	4

Performance Indicator	Baseline	Target	Cumulative Progress since start of Project	Status of Target Achieved	Evaluation Comments	Rating <sup>31</sup>
10. Staff of key organizations with the necessary skills and knowledge to address MEAs obligations	Uneven capacity of focal points and staff to manage and implement MEAs	Staff trained and apply skills and knowledge to the implementation of MEAs obligations	Staff of key organizations were trained to apply skills and knowledge to the implementation of MEAs obligations.		See Para 80	5
11. Operational inter-sectorial coordination mechanism(s) overseeing implementation of MEAs	An existing mechanism for Rio Conventions policy development coordination exist, however there is not enough inter-sectorial coordination of implementation of MEAs	A mechanism is in place to coordinate implementation of MEAs across sectors, including a broader stakeholder involvement process	An optimal coordination mechanism was identified through the existing MEA Focal Point Network (FPN). However, several gaps were highlighted such as lack of sufficient communication and high turnover of members. This lead to a revitalization and recruitment programme for the FPN, an online platform established for interaction, and continued MEAs awareness building, and communication among members.		See Para 82	4
12. Effective participation of Civil Society Organizations (CSOs) in the implementation of MEAs	Minimal stakeholder involvement in implementation of MEAs, particularly UNFCCC and UNCCD)	All relevant stakeholders involved in MEAs implementation	A mapping exercise of CSOs was conducted to increase the understanding as to the extent CSO activities contribute to the achievement of obligations under MEAs. A capacity assessment of CSOs was also revealed CSOs are involved in the implementation of projects which address relevant MEA obligations, and to support the development of their capacity to access project funding from the GFTT. However, the Project did not effectively bring in CSOs for MEA implementation.		See Para 83	4
<b>Outcome 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago</b>						
13. Number of projects selected and funded by the GFTT, including MEAs implementation	So far (since 2007) 16 projects were approved for an approximate funding amount of TTD 250M	Revised target approved by PSC and RTA: • All GFEU technical and senior staff trained • Increase in MEA knowledge after training (replaced the prodoc target: ?? projects approved per year for an	A capacity assessment of the GFEU with respect to its ability to effectively review project applications in terms of alignment with the implementation of MEAs, was completed. One of the key recommendations expressed by the GFEU staff themselves was training on MEAs. All technical staff at the GFEU and 3 of the members of the GFAC were trained on the “Rio Trio” of MEAs. The result is 27 projects approved with the total value of \$392 million as at March 30, 2020. Of the		See Para 8686	4

Performance Indicator	Baseline	Target	Cumulative Progress since start of Project	Status of Target Achieved	Evaluation Comments	Rating <sup>31</sup>
		approximate amount of TTD ????)	approved amount, a total of \$ 287,504,146 has been disbursed under the 29 projects at June 30, 2021.			
14. Management cost ratio (Operation cost/projects funded)	Current management cost ratio is ??%	Revised target, approved by PSC and RTA: • 10% increase in number of CSOs applying to the GFTT (replaced the prodoc target: Management ratio of ??%)	As the GFAC has been functional once again, since April 2019, new projects have been approved to receive funds from the GFTT, 3 approved for the period 1 July 2020 to 30 June 2021.			4
15. Number and quality of projects submitted to the GFEU by CSOs, including MEAs implementation	<ul style="list-style-type: none"> <li>• So far (since 2007) 100 project proposals were submitted to the GFEU</li> <li>• 16% of project proposals were approved</li> </ul>	Revised target, approved by PSC and RTA: <ul style="list-style-type: none"> <li>• 30 members of CSOs trained</li> <li>• Increase in MEA knowledge after training (replaced the prodoc target: <ul style="list-style-type: none"> <li>○ ?? project proposals submitted to the GFEU</li> <li>○ ??% of project proposals approved to be funded by the review committee</li> </ul> </li> </ul>	<p>A training programme on MEAs was developed and CSOs were invited, along with government organizations, to attend an online training session on MEAs obligations and their application to these organizations. A total of 58 individuals (38 females and 20 males) were trained using online technology (Zoom) for interaction due to restrictions caused by COVID-19:</p> <ul style="list-style-type: none"> <li>• The number of applications received by the GFTT will not be the number presented to the GFAC for consideration due to the following: <ul style="list-style-type: none"> <li>○ Incomplete applications submitted;</li> <li>○ Ineligible applications submitted;</li> </ul> </li> <li>• For the period 2016 to 2021, 43% of applications submitted for consideration were approved by the Green Fund Advisory Committee (GFAC).</li> </ul>		See Para 87	4
16. Number of CSOs accessing GFTT funding	So far (since 2007), ?? CSOs accessed GFTT funding	Revised target, approved by PSC and RTA: <ul style="list-style-type: none"> <li>• 10% increase in number of CSOs intending to submit applications to GFTT (replaced the prodoc target: <ul style="list-style-type: none"> <li>• ?? CSOs are submitting project proposals to the GFTT per year)</li> </ul> </li> </ul>	CSOs continue to submit applications/proposals to the GFEU, which are currently being processed by the GFEU. CSOs are also submitting applications in partnership with other CSOs, which may have greater capacity in terms of administration and resources.		See Para 88	4
<b>Overall Rating – Component 2</b>						<b>4</b>

### **3.3.2 Outcome 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns**

78. With respect to “MEAs obligations integrated in related legislation”, key recommendations were made for specific climate change legislation that is currently being fulfilled through the NDC Support Programme, and communicated to government institutions, statutory bodies and decision makers for consideration and action. One example of secondary legislation to be revised to align with MEAs is the Air Pollution Rules, which is in the process of being revised by the Environmental Management Authority. Engagement with the relevant agencies also indicates to them the clarifications on MEAs integration into legislation that were identified in the review, and recommend inclusion, as far as practicable, by the operational agencies for the legislation under their remit based on a mutual understanding of what is required. Further to the comprehensive legislative review, a specific assessment was conducted for the integration of reporting obligations into national legislation. Recommendations were made and legislation drafted to facilitate these obligations being incorporated into the local enabling framework. In-person engagement with the relevant agencies was not possible so the recommendations will be disseminated through the MEA FPN and direct sharing of the reports that discuss the need and mechanism for MEAs integration into legislation that were identified, with the operational agencies for the legislation under their remit.
79. With respect to “MEAs obligations integrated in related policies, national plans, and strategies”, specific interventions were made with respect to the NBSAP to integrate its targets, and hence those of the CBD, into the workplans and activities of relevant government agencies and CSOs. Workshops were planned over the final project year to promote collaboration and alignment of the activities within these organizations. This would lead to enhanced roles in the monitoring and control of activities taking place (such as the Chaguaramas, and the farmers in the Tucker Valley and Guave Road where site visits are made on a regular basis). This would lead to enhanced roles in the monitoring and control of activities taking place (such as the Chaguaramas, and the farmers in the Tucker Valley and Guave Road where site visits are made on a regular basis). Key recommendations for mainstreaming MEAs into current and future policy will be communicated to the relevant bodies for action through the MEA FPN. Further mainstreaming and collaboration will also be achieved through the FPN.
80. With respect to “staff of key organizations with the necessary skills and knowledge to address MEAs obligations”, an institutional capacity assessment was completed with respect to the staff of relevant governmental organizations and statutory bodies with a main recommendation being the development of the training programme on MEAs. This programme consisted of training on MEAs obligations and their application to these organizations (as well as measures to promote continuity and sustainability of training beyond the lifetime of this project) and was developed in two parts. Firstly, a training of trainers (ToT) programme was developed to ensure that a key member of each of the organizations can train new staff. This ToT session is still to be delivered in-person as soon as easing of national health restrictions on public gatherings is lifted. Secondly, a self-paced online course was uploaded for personnel who choose this option for training. A prototype/beta test of the online training course based on one of the MEAs has been developed. A total of 58 individuals (38 females and 20 males) were trained using online technology (Zoom) for interaction due to restrictions caused by COVID-19.
81. Measures to promote continuity and sustainability of training beyond the lifetime of this Project were also implemented. Firstly, a training of trainers (ToT) programme was developed to ensure that

a key member of each of the organizations can train new staff and/or those unable to attend the project's training sessions. This ToT session was delivered in-person when the national health directives allowed. Secondly, a self-paced online course is currently under development using the material from the training sessions on MEA obligations as a base with additional material incorporated as necessary for this mode of delivery. This will ensure that stakeholders who were unable to participate in virtual training sessions and new personnel who require such training will have access to this knowledge on MEAs. Additionally, a negotiation skills training course has been developed for government agencies and CSOs to improve involvement in meetings, conferences and other decision-making events related to MEAs.

82. With respect to “operational inter-sectorial coordination mechanism(s) overseeing implementation of MEAs”, a review of national coordination mechanisms was completed but with gaps. A revitalization and recruitment programme for the FPN was initiated whereby members were reconfirmed, their information updated and new members, who expressed a willingness to be the focal point for their organization at the project's stakeholder engagement activities, were added to the network. 81. An online membership forum is embedded in the overarching MEAs website and is used for continued awareness building, communication and information exchange among members. As health restrictions continued and became even more stringent, this online platform will facilitate ongoing interaction among the FPN.
83. With regards to “effective participation of Civil Society Organizations (CSOs) in the implementation of MEAs”, an online training programme on MEAs obligations and their application to these organizations was developed for CSOs and other government organizations. A total of 58 individuals (38 females and 20 males) were trained using online technology (Zoom) due to restrictions caused by COVID-19. Of these, 20 individuals were from CSOs. Further training initiatives will be continued with CSOs in the final project year. There is also a training of trainers (ToT) programme that was developed to ensure that a key member of each of the organizations can train new staff/volunteers and/or those unable to attend the project's training sessions. This ToT session was delivered in-person when the easing of national health guidelines on public gatherings permitted.
84. A comprehensive training and mentorship programme is currently being delivered to 18 members of CSOs using a virtual modality. This programme addresses key issues of CSO governance and institutional strengthening within the overall aim of strengthening CSO implementation of MEAs. Another main objective of the programme is improving understanding of the GFTT and increasing the ability of participants to apply for funding. An online version of the course will also be made available to facilitate learning by CSOs who were unable to participate in these sessions.
85. In conclusion, the results of Outcome 1 can be rated as **moderately satisfactory** in consideration that most targets have been met.

### **3.3.3 Outcome 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago**

86. With regards to the “number of projects selected and funded by the GFTT, including MEAs implementation”, all technical staff at the GFEU and 3 of the members of the GFAC were trained on the “Rio Trio” of MEAs. The GFAC members who were not able to attend the training session were sent the recording of the session via the project's YouTube Channel. Their post-evaluation training forms indicated increased knowledge of the MEAs presented to them. The result of was 27 projects approved with the total value of US\$392 million as at March 30, 2020.



87. With regards to the “number and quality of projects submitted to the GFEU by CSOs, including MEAs implementation”, a training programme on MEAs was developed with CSOs invited with a total of 58 individuals, 20 from CSOs. The GFTT presentation was well done and found to be sufficient to enable CSOs to take advantage of it. Further capacity development initiatives for CSOs were being developed through training online.
88. With regards to the “number of CSOs accessing GFTT funding”, CSOs continue to submit applications/proposals to the GFEU, which are currently being processed by the GFEU. However, capacity building initiatives with CSOs continue to contribute to increasing the number of proposals being submitted. Since April 2019, the approved community organisations receiving funding include Environmental Research Institute Charlotteville (Tobago) and Cashew Gardens Community Council. A mentorship and training programme aimed at improving the capacity of CSOs to access the GFTT and implementing projects related to MEAs is being conducted. This programme includes an overview of MEAs and more specifically how projects can be aligned with them. This programme is training an additional eighteen participants from CSOs. This programme specifically leads CSOs through the process of applying to the GFTT and will also be hosted online on the newly developed MEA website.
89. In conclusion, the results of Outcome 2 can be rated as **moderately satisfactory** in consideration that all targets have been met with some degree of effort to achieve the outputs and outcome.

#### 3.3.4 Relevance

90. The CCCD Project is **relevant** to the development priorities relating to the improvement of the skills and knowledge on global environmental matters and improving the cooperation and collaboration among stakeholders, to achieve better implementation of MEAs in Trinidad and Tobago. Included in this is the strengthening of the capacity of the GFEU and of CSOs to improve the effectiveness of the GFTT, the national environmental funding mechanism. This is to be achieved via the enhancement of the institutional, individual and systematic capacities around key national institutions mandated to fund and manage the environment in Trinidad and Tobago. In addition, improvements in access by decision-makers to accurate and updated information on the natural resources and environment of the country to facilitate more informed decisions on the protection and conservation of the environment in Trinidad and Tobago, is to also be achieved. Thus, it can be concluded that the CCCD Project is strongly **relevant** to the development priorities in Trinidad and Tobago.

#### 3.3.5 Effectiveness

91. The effectiveness of the CCCD Project has been **moderately satisfactory** in light of the fact that the Project was able to undertake activities which resulted in outputs in the areas of capacity development, strengthening of partnerships, relationships and commitments, and improved coordination and collaboration. In Outcome 2, however, progress was less successful due to the lag in operations of the GFTT, and the present COVID-19 pandemic, which led to a revision of indicators to make them more realistic and achievable within the Project’s timeframe.

#### 3.3.6 Efficiency

92. The efficiency of the CCCD Project has been rated as **satisfactory** in consideration a very small proportion of the GEF funds were spent on Project activities with achievements in the PRF.

### 3.3.7 Overall Project Outcome

93. The Project has partially achieved its outcomes and the specific achievements in light of the fact that some of the original indicators were outside of the Project's scope. Particularly in the case of Outcome 2, it has been acknowledged that there are broader issues that this Project cannot address.

### 3.3.8 Sustainability of Project Outcomes

94. In assessing sustainability of the CCCD Project, the evaluators asked "how likely will the Project outcomes be sustained beyond Project termination?" Sustainability of these objectives was evaluated in the dimensions of financial resources, socio-political risks, institutional framework and governance, and environmental factors, using a simple ranking scheme:

1. 4 = *Likely (L)*: negligible risks to sustainability;
2. 3 = *Moderately Likely (ML)*: moderate risks to sustainability;
3. 2 = *Moderately Unlikely (MU)*: significant risks to sustainability; and
4. 1 = *Unlikely (U)*: severe risks to sustainability; and
5. U/A = *unable to assess*.

Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions.

95. The overall CCCD Project sustainability rating is moderately unlikely (MU). This is primarily due to:

- Financial risks to sustainability are moderately unlikely. Socio-economic downturns might conceivably impact funding issues for MEAs and related environment policy implementation. Since support for MEA implementation is addressed through central funding as well as private sector engagement, the COVID-19 epidemic needs to be considered for financial risks. Furthermore, the Green Fund is a financial mechanism already established by the Government of Trinidad and Tobago and based on taxation. If there is an economic downturn, Green Fund sources could also be impacted. Though financial sustainability of the Project's achievements is somewhat assured at this point, there are some risks in the short term;
- Socio-economic risks to sustainability are also moderately likely. Knowledge management products and training modules have been developed, but concrete plans need to be made so that, after closure, institutions will have enough acceptance to continue with them over the long run. Thus, the socio-economic risk of continuing with the training and capacity building processes implemented by the Project is moderate;
- Institutional framework and governance risks to sustainability are moderately unlikely. While consolidation and upgrading of institutional frameworks as well as the generation of individual and institutional capacity can strengthen MEA-related implementation, there is no complete measure regarding uptake of training activities. The Project has had some positive impacts in strengthening and updating instruments for MEAs such as climate change and biodiversity norms as well as having an input into the institutional framework related to tourism. Institutional and legislative components of this Project have already supported a number of processes that will be in place after the Project ends. However, buy-in or involvement by decision makers could prove to be an institutional risk for continuity. In addition, the COVID-19 pandemic and its restrictions on the working environment can have an impact in shifting of socio-economic recovery issues and political support for MEAs and the environmental development policies that accompany these multilateral agreements;

- Environmental risks to sustainability are likely. There are no additional environmental risks to sustainability.
96. The issue of sustainability is not new to the Project. Some enquiries discussed during PAC meetings dealt with this. For instance, PAC members and Project staff have discussed what institution would absorb the responsibility for training after the Project is completed and how the CCCD Project should leave in place methods and processes to ensure continuity of activities. Although it is difficult to ascertain which of the expected outputs and outcomes will be fully achieved within the framework the Project, several of the risks can be outlined to begin exploring how sustainability can be assured. Given the above, the sustainability rating for the Project is Moderately Unlikely (MU), and as a composite assessment, there are moderate risks regarding the sustainability of some components, but there are expectations that at least some of the outputs and outcomes will be sustained and would carry on after Project closure. Although some outputs and activities should carry on after closure, a series of them are at risk of not being fully sustained if no further work is carried out in seeking sustainability onward.

### **3.3.9 Country Ownership**

97. Trinidad and Tobago ratified the United Nations Convention on Biological Diversity (UN CBD) on 1 August 1996, the United Nations Framework Convention on Climate Change (UNFCCC) on 24 June 1994, and ceded to the United Nations Convention Combat Desertification and Drought (UN CCD) on 8 June 2000. Trinidad and Tobago also ratified important global agreements that the country is party to:
- Cartagena Protocol on Biosafety;
  - Kyoto Protocol;
  - Basel Convention;
  - Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES);
  - Ramsar Convention on Wetlands of International Importance;
  - Specially Protected Areas and Wildlife (SPAW);
  - Montreal Protocol;
  - Rotterdam Convention;
  - Stockholm Convention;
  - Vienna Convention;
  - World Heritage Convention;
  - United Nations Convention on the Law of the Sea (UNCLOS);
  - Convention on Conservation & Management of Straddling Fish Stocks and Highly Migratory Fish Stocks on the High Seas; and
  - International Convention for the Prevention of Pollution from Ships (MARPOL).
98. Trinidad and Tobago was also party to several Regional Environmental Frameworks at the time of project design:
- Inter-Governmental Agreement (IGA) establishing the Caribbean Regional Fisheries Mechanism (CRFM);

- Convention for the Protection and Development of the Marine Environment in the Wider Caribbean Region (WCR) or Cartagena Convention. This Convention is supported by three technical agreements;
- Protocols on Oil Spills, Specially Protected Areas and Wildlife (SPA) and Land Based Sources of Marine Pollution (LBS);
- Protocol Concerning Co-operation in Combating Oil Spills in the Wider Caribbean Region; and
- Protocol Concerning Pollution from Land-Based Sources and Activities.

### **3.3.10 Gender equality and women's empowerment**

99. Efforts were made to incorporate gender issues during implementation of the CCCD Project with the gender impacts related to:

- equal assignment of men and women to participate in activities of the Project without any discrimination;
- ensuring that women account for at least 50% of all training and capacity building in the Project;
- introducing gender segregation of data collection and monitoring as a basis for guaranteeing longer-term gender benefits; and
- fostering gender equality in environment management and women's empowerment and participation in environmental management to facilitate a focus on gender-based environmental issues and gender-based solutions.

### **3.3.11 Cross cutting issues**

100. The main cross-cutting issues on the CCCD Project are:

- environmental governance
- capacity building related to the implementation of the Rio conventions and other MEAs in Trinidad and Tobago;
- organisational development relating to policy and legislation development;
- information and knowledge;
- management and implementation;
- stakeholder involvement and participation; and
- monitoring and evaluation

101. As a Project focusing on crosscutting issues, the implementation process contributes directly and indirectly to the development of most of these capacities in keeping with its objective of improving the synergistic implementation of MEAs for national and global environmental benefits. It also improves the capacity to engage stakeholders in environmental management, to make use of pertinent environmental information to understand global environmental issues and solutions, to improve environmental policy-making, and to some extent improve the monitoring of the environment. Overall, this Project contributes to the development of the capacities indicated above, to increase the capacity of Trinidad and Tobago in meeting its obligations under the MEAs that it is a Party to.

### 3.3.12 GEF additionality

102. The issue of GEF additionality is quite clear on the CCCD Project. Of the six additionalities<sup>32</sup> identified by the GEF, the support provided achieved additionality in the following areas:

- *Specific environmental additionality*: This is related to capacity building amongst all stakeholders concerned with environmental MEAs, in particular the Rio Conventions, to strengthen capabilities for the management and implementation of these convention guidelines. In addition, there were support activities to better align projects funded by the GFTT, both of which would allow for the accrual of environmental benefits at both the national and global levels;
- *Legal/regulatory additionality*: Review of national legislation and policy and an acknowledgment of the need to update these is needed to affect legal or regulatory reforms. This resulted in the drafting of legislation to incorporate MEA reporting requirements, and the revision of the Tourism Policy to incorporate elements relating to climate change, environmental sustainability and disaster risk management. Emerging from the review of the local legislative and policy frameworks (and based on recommendations arising therefrom) was the need for specific climate change legislation to be developed, something that is being addressed by the Project being undertaken within the context of the NDC Support Programme in Trinidad and Tobago;
- *Institutional additionality/governance additionality*: The GEF funding enabled capacity building of all project stakeholders (government agencies, CSOs, and other agencies involved in environmental management in Trinidad and Tobago) as well as a mapping exercise to facilitate a better understanding of specific roles and responsibilities as it relates to MEAs implementation in Trinidad and Tobago. In addition, there was also support for the better alignment of projects funded by the GFTT with the implementation of MEAs obligations in Trinidad and Tobago, inevitably contributing to national environmental benefits and by extension to global environmental benefits;
- *Financial additionality*: This is by improving the alignment of the GFTT with the implementation of MEA obligations through funding of environmental projects. The support provided sought to not only strengthen the capacity of the GFEU to improve the alignment of this environmental funding mechanism with the implementation of MEAs obligations, but also the capacity of environmental CSOs to develop projects in line with such obligations, as a means of transforming projects with national and local benefits into one with global environmental benefits.
- *Socioeconomic additionality*: This would be a direct outcome following on from financial additionality. Successful projects developed by CSOs that result in national and local benefits can lead to improvements in livelihoods, from which social benefits can be derived.

### 3.3.13 Catalytic/Replication Effect

103. Within the context of the Rio Conventions, there are capacity development needs that are required for Parties to be able to implement them nationally to contribute to global environmental benefits. These relate to stakeholder engagement, information management and knowledge, environmental governance, organisational capacities and monitoring and evaluation. The Project was resourced to develop adequate training programmes and implement a robust multi-stakeholder participatory approach in environmental decision-making and governance processes on matters related to the implementation of environmental obligations contained in these Conventions and other MEAs.

<sup>32</sup> The six areas of additionality identified by the GEF are: (i) specific environmental additionality, (ii) legal/regulatory additionality, (iii) institutional additionality/governance additionality, (iv) financial additionality, (v) socioeconomic additionality, and (vi) innovation additionality.

104. Further, with the funds provided, measures were to be also taken to improve the alignment of the GFTT with the implementation of the MEA obligations through funding of environmental projects, and support activities to strengthen capacities of CSOs. This was achieved through targeted training, focusing on their capacity to understand and implement MEAs in Trinidad and Tobago, as well as their capacity to effectively identify, develop and implement local and national projects that support the implementation of MEAs in Trinidad and Tobago and which will be funded mainly by the GFTT.
105. For a replication effect to be assured, it would be critical that a specific champion organisation be identified to be charged with the responsibility of taking the process forward and co-ordinating activities in the areas of awareness raising, policy updates and upgrades, strengthening of MEAs and stakeholder involvement. While the Project can be hailed as a first step in the bringing together of the key stakeholders involved in environmental management in Trinidad and Tobago (ranging from government agencies, CSOs and affiliate organisations), it cannot stop there with more to be done to ensure both sustainability and replicability. “Buy in” of key decision makers is critical particularly as it relates to the institutional, policy and legislative framework. Continued targeting of decision makers to facilitate this would therefore be important. More detailed discussions must be had among organisations to identify the specific challenges faced regarding the collection of data and information required for the preparation of national reports. There remains scepticism among CSOs as to the extent to which they would actually be included in processes (for example, being invited to comment on proposed changes to policy or legislation relating to the environment). A trend observed in projects involving multiple stakeholders is often a decline in the continued involvement of partner institutions following the withdrawal of funding support, making the replication effect difficult to sustain.
106. Step must also be taken to ensure that there is a continuation of the requisite capacity building activities in the post-project period as a part of the institutional strengthening that was initiated under the current Project. The conduct of “Training of Trainers” workshops and the hosting of content on the proposed website are viewed as a mechanism that could enhance this. Continued funding was also regarded as a means via which a replication effect in this area could be seen.

### **3.3.14 Progress to impact**

107. The process of reviewing progress to impacts at Project completion is based on determining what has already been achieved and the extent to which long-term results are likely. It allows for a redirecting of the focus away from deliverables to the longer-term impacts of the Project. The progress to impact results for the CCCD project are summarised in Table 7, including an indication of some of the drivers that would be required to enhance the sustainability of the results received. The Table is based on the information contained in the project documents provided (Appendix F), and stakeholder feedback:

Table 7: Progress to impact

Activities	Outputs	Objective/Outcomes	Impact
Conduct of the Mid-Term Review	Mid-term project evaluation report	<b>Objective:</b> To implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits	<p>Progress made toward the achievement of outcomes assessed, and the course correction required identified in the form of MTR recommendations to the PMU. A number of key actions to ensure the achievement of the Project objective despite the COVID-19 pandemic were proposed.</p> <p>Some of the targets set were premised on the assumption that there would be a normalization of conditions in the country by 2021 (e.g. engagement of key decision makers). Additional adjustments may be required so that capacity activities remain applicable and current over the long term in Trinidad and Tobago.</p>
<b>Activity 1.1:</b> <ul style="list-style-type: none"> <li>Conduct of mapping exercises to identify which roles and responsibilities currently reside within key governmental institutions and statutory bodies with respect to the MEAs, and how these can be strengthened, and among CSOs to increase their understanding of how their existence and activities contribute to the achievement of obligations under MEAs</li> <li>Conduct of a Training of Trainers Workshop to enable key participants from Government Agencies, CSOs and the GFEU to deliver training on MEAs to their peers and stakeholders</li> </ul>	<b>Output 1.1:</b> <ul style="list-style-type: none"> <li>Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs</li> </ul>	<b>Outcome 1:</b> The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns	<b>Impact 1.1:</b> <ul style="list-style-type: none"> <li>Increased awareness among governmental institutions, statutory bodies regarding their roles and responsibilities, and CSOs with respect to how their activities contribute to the achievement of MEAs obligations in Trinidad and Tobago.</li> <li>Key personnel from major stakeholder organisations and agencies equipped with the skills to train their colleagues on MEAs, and other environmental topics.</li> </ul> <p><b>Drivers:</b> funding, fully functioning MEAFPN, established MEAs TT website, communications strategy, information dissemination</p>

<b>Activity 1.2:</b> <ul style="list-style-type: none"> <li>• Conduct of a comprehensive review of policy and legislation related to MEA implementation to make recommendations for improved alignment with MEA obligations</li> <li>• Training on negotiation skills for government agencies and CSOs for improved involvement in meetings, conferences and other decision-making events related to MEAs</li> </ul>	<b>Output 1.2:</b> <ul style="list-style-type: none"> <li>• Environmental legislation and policy framework aligned with MEAs obligations</li> </ul>		<b>Impact 1.2</b> <ul style="list-style-type: none"> <li>• Policy and legislation reviewed, gaps identified and recommendations made to better align national legislation and policy with MEAs obligations</li> <li>• Government agencies and CSOs equipped with the skills to make informed contributions to discussions on MEAs obligations and implementation at national, regional and international levels.</li> </ul> <p><b>Drivers:</b> political will, sensitization of policy and decision makers, enactment of legislation, enforcement of legislation, continued institutional strengthening, mainstreaming MEAs into policies, national plans and strategies</p>
<b>Activity 1.3:</b> <ul style="list-style-type: none"> <li>• Strengthening of MEA-related mechanisms such as the MEA National Focal Point Network (FPN), and synergies between government entities and CSOs/NGOs</li> </ul>	<b>Output 1.3:</b> <ul style="list-style-type: none"> <li>• An operational inter-sectorial co-ordination mechanism in place to oversee the implementation of MEAs</li> </ul>		<b>Impact 1.3:</b> <p>The MEA FPN has been revitalised via the recruitment of new FPs and updating existing FPs on the status of the network. Collaborative processes between government entities and CSOs/NOGs have been initiated.</p> <p><b>Drivers:</b> information sharing, networking, communication, coordinating agency</p>
<b>Activity 1.4:</b> <ul style="list-style-type: none"> <li>• Conduct of training programmes on MEAs for key stakeholders, namely, government agencies, Civil Society Organizations (CSOs), private sector, Green Fund Executing Unit (GFEU) and</li> </ul>	<b>Output 1.4:</b> <ul style="list-style-type: none"> <li>• Improved contributions from CSO sector, Faith Based Organizations, Academia, and private sector to implement MEAs</li> </ul>		<b>Impact 1.4:</b> <ul style="list-style-type: none"> <li>• Key stakeholders, organisations and institutions sensitised and are aware of the MEAs that are of relevance to Trinidad and Tobago.</li> </ul>



the Green Fund Advisory Committee (GFAC)			<b>Drivers:</b> funding, capacity building, public education and outreach, knowledge management products, online training materials, website
Awareness raising regarding MEAs in Trinidad and Tobago among several organizations and institutions			
<b>Activity 2.1:</b> <ul style="list-style-type: none"> <li>Conduct of training programmes on MEAs for key stakeholders, namely, government agencies, Civil Society Organizations (CSOs), private sector, Green Fund Executing Unit (GFEU) and the Green Fund Advisory Committee (GFAC)</li> <li>Conduct of a Training of Trainers Workshop to enable key participants from Government Agencies, CSOs and the GFEU to deliver training on MEAs to their peers and stakeholders</li> </ul>	<b>Output 2.1:</b> <ul style="list-style-type: none"> <li>Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations</li> </ul>	<b>Outcome 2:</b> The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago	<b>Impact 2.1:</b> <ul style="list-style-type: none"> <li>GFEU staff trained in MEAs implementation to enhance their ability to effectively review project applications and ensure alignment with same.</li> <li>GFEU staff equipped with the skills to train their peers on MEAs obligations.</li> </ul> <b>Drivers:</b> institutional strengthening, capacity building, funding
<b>Activity 2.2:</b> Development and implementation of a programme to improve Project and organizational capacity of CSOs.	<b>Output 2.2:</b> Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago		<b>Impact 2.2</b> CSOs supported via a mentorship and training programme.  <b>Drivers:</b> information sharing, communication, funding, institutional support, capacity building, coordinating agency

## 4. CONCLUSIONS, RECOMMENDATIONS AND LESSONS

### 4.1 Main Findings

108. The Project has provided capacity building in MEAs and helped government agencies create a platform for next steps (e.g. the legislation with respect to reporting requirements or national reports). It also enabled CSOs to make the link between their work and the Rio Conventions, and sought to facilitate a better understanding of MEAs obligations and implementation. The issue remains as to how this can be translated into long-term and sustained action. MEAs are aligned with the Environmental Management Act of Trinidad and Tobago; however, there are challenges getting information and data to complete National Reports, for example. While the Project was important in terms of addressing this issue, the view has been expressed that in going forward, more in depth discussions with organisations that collect information are still critical to better understand the root causes of the challenges they face in this regard.
109. The Project also allowed for a better understanding of MEAs and their associated obligations. This was reinforced by the capacity building and mapping exercises undertaken, the latter of which, assisted in the identification of the roles and responsibilities that currently reside within the key governmental institutions and statutory bodies with respect to the MEAs, and how these can be strengthened. These activities also assisted CSOs in understanding how their existence and activities contribute to the achievement of obligations under MEAs. This was particularly important, as CSOs in general have a different understanding of what national obligations are with respect to the MEAs to which Trinidad and Tobago is a signatory, and further how the work they do is linked to them.
110. Activities undertaken to build the technical and organisational capacity of CSOs so that they can take a more significant role *vis à vis* environmental management and MEAs implementation in Trinidad and Tobago, represented a key element of the Project. Their importance in the information and data collection process was also underscored. This effort has been applauded by stakeholders, but in light of the fact that these organisations operate with limited funding, they may not be able to engage in a sustained manner as other more established institutions and agencies. This is directly linked to the level of engagement that can be reasonably expected from this sector, and therefore requires follow-up in the post-project period to ensure that CSOs can effectively take on their 'new' implied roles.
111. The Project represented a first step in enhancing the collaborative processes between the various stakeholders. To further augment this, communication and information sharing (for example, in the form of data bases) are considered vital, and still seen as somewhat lacking at this time. Enhancement of the MEAFN was identified as one mechanism that could facilitate this process. The question of "how will this be sustained after the Project?" must however be addressed, not only between governmental and non-governmental organisations, but also between governmental organisations.
112. With regard to the institutional, legislative and policy frameworks, legal certainty has been created with the drafting of legislation to incorporate MEA reporting requirements. This was considered important to ensure sustainability. If implemented, this would be regarded as the impetus required to drive decision-makers to build capacity for the legislative framework. Awareness raising regarding the policies and legislation already in place, along with the capacity building exercises allowed for

the revision of the Tourism Policy for example, to better align it with MEAs obligations. Implementation however is highly dependent on “buy-in” at the political level and therefore an aspect that should be assiduously pursued post-project.

113. Although the point was made that the Project was not intended to “fix” the GFTT but to see how its resources could be better channelled to meet MEA obligations, it was inevitable that issues not related to the specific outputs under this Project outcome would be raised. These included, for example, the complexity of the process involved in applying for funding (i.e. bureaucracy), accessibility to the fund, and a lack of clear funding guidelines. These are, however, outside the scope of the project.
114. At this stage, it is somewhat early to say whether the awareness building activities of the Project regarding the GFTT were sufficient to result in an increase in the submission from CSOs for funding. Despite this, confidence was expressed that the training the CSOs received would allow for a better understanding of the GFTT, and who can access the fund.
115. As a step towards the mainstreaming of climate change and MEAs-related issues into national, sectoral, organisational plans and projects, synergies have been identified between the CCCD project and other projects (e.g. Nationally Determined Contribution (NDC) Support Programme Project). Elements of the Project have been incorporated into the reporting and implementation of MEAs in Trinidad and Tobago.
116. COVID-19 represented a major setback to the Project, with limitations including:
- inability of foreign consultants to travel to Trinidad and Tobago for certain planned activities;
  - limited travel to Tobago by the project team to undertake activities there; and
  - postponement of planned face-to-face workshops, including the ToT sessions, based on continued restrictions on the size of public gatherings and general health concerns due to the pandemic. Although online interventions were utilised where possible, the interactive nature of consultative and outreach workshops and the uncertainty of the ongoing pandemic proved to be a challenge for Project implementation. The redirecting of activities was required, involving the increased utilisation of online tools to build capacity.
117. In summary, a number of “firsts” were recorded by the Project including:
- compilation of a listing of stakeholders involved in work related to the environment in Trinidad and Tobago;
  - identification of gaps in legislative matters related to MEA obligations;
  - addressing communication-related matters such as a website, development of materials, videography against a primary focus on capacity building;
  - hosting of key gatherings to bring together CSOs and other major stakeholders involved in environmental management to understand the obligations associated with MEAs implementation in Trinidad and Tobago.

## 4.2 Conclusions

118. Despite delays in implementation, the Project has achieved several products and results. These relate to awareness raising, policy updates and upgrades, strengthening of MEAs implementation, and the adoption of integrated approaches to environmental management, via the strengthening of the linkages between government entities and non-governmental stakeholders. Capacity building exercises resulted in an increased awareness regarding MEAs with respect to what processes are being undertaken, and which MEAs are being implemented in Trinidad and Tobago. The mapping exercises further reinforced roles and responsibilities specific to MEAs obligations with respect to government agencies, statutory bodies and CSOs.
119. Elements of the Project have been incorporated into the reporting and implementation of MEAs in Trinidad and Tobago. There are policy processes, which are being updated and upgraded in relation to MEAs (such as climate-related policy, biodiversity policy, and tourism). A reinforced and renewed strengthening of Trinidad and Tobago's MEA coordination institutions has also taken place. The Project also carried out also a number of activities geared towards generating capacity with non-state actors (NGOs/CSOs).
120. Conversations and processes have begun, but more in-depth discussions are required to ensure sustainability and find solutions to existing problems, particularly those relating to information collection. To this end, a lead agency is required to begin this process, which would be charged with the responsibility of coordinating such dialogues among the various stakeholders and compiling recommendations to take forward for action.
121. The restrictions imposed in light of the COVID-19 pandemic severely impacted the planning and implementation processes of the CCCD Project. As such, a substantial cost savings was realised due to the low number of in-person workshops held, resulting in the need to redirect activities in this areas. Sustainability of the Project's outputs must nevertheless be assured in order that the long-term effects of the Project's mandate to build capacity can be positively reflected in improvements made regarding the implementation of MEAs obligations in Trinidad and Tobago.

## 4.3 Recommendations

122. Action 1 (to MPD and UNDP): A champion organization is required to ensure sustainability and find solutions to existing problems, particularly those relating to information collection. The lead agency would be charged with the responsibility of coordinating dialogues among various stakeholders and compiling recommendations to take forward for action. This would also include key decision-makers whose "buy in" is critical to sustainability and a longer-term impact of the Project. Steps must be taken to continue to foster the collaborative linkages fostered under the Project, and that CSOs in particular are provided with the necessary support to develop meaningful projects that could lead to both national and global environmental benefits. The champion organization needs to carry on the Project's work to generate sustainability by dissemination of the information and by identifying mechanisms that would allow capacity activities to remain applicable and current over the long term in Trinidad and Tobago.
123. Action 2 (to MPD and UNDP): Find resources to continue building the technical and organisational capacity of CSOs so that they can take a more significant role vis à vis environmental management and MEAs implementation in Trinidad and Tobago. Notwithstanding the importance of the

information and data collection process, the organizations undertaking this effort have been operating with limited funding, making them unable to engage in a sustained manner with other more established institutions and organisations. This requires follow-up in the post-project period to ensure that CSOs can effectively take on their “new” implied roles.

124. Action 3 (to MPD and UNDP): To further enhance the collaborative processes between the various stakeholders, strengthen communication and information sharing using the champion agency. Enhancement of the MEAFN is one mechanism that could facilitate this process with discussions between governmental and non-governmental organisations, and also between governmental organisations on how to sustain this communication and information sharing.
125. Action 4 (to MPD and UNDP): Follow-up with the continuation of the work started in the areas of training, education and outreach on MEAs obligations beyond the Project. Resources will be required to fund the academic institutions that have expressed an interest in mainstreaming MEAs implementation into their programmes, something that could contribute to sustainability. While the Project has developed a number of materials to support the knowledge transfer for part of the process, there is an issue of what happens in the absence of funding. It has been suggested that training, education and outreach activities would only continue if funding were available
126. Action 5 (to MPD and UNDP): Generate synergies between current projects that deal either with MEAs and MEA-related environmental policy and processes at the technical as well as at the decision-making processes levels. Projects should summon lead ministries as well as other agencies that are involved in MEAs to acknowledge the cross-cutting nature of multilateral environmental agreements and MEA-related environmental policy.
127. Action #6 (to UNDP and GEF): GEF should consider the inclusion of a force majeure clause for projects and provide some leeway in the granting of extensions under conditions such as the COVID-19 pandemic. The pandemic resulted in many disruptions to the Project.
128. Action 7 (to MPD and UNDP): The budget of a project should reflect the resources required at design including sufficient resources to manage a project and to draw the capacities needed for consultancies. This should include a realistic financial plan with adequate costing of management personnel and technical inputs that includes technical staff and consultancies, training programs and awareness raising material.
129. Action 8 (to MPD and UNDP): A capacity building project should have a result-based design with indicators that reflect the desired impacts of the project. The type of end-of-project indicators for a capacity building project should measure actual uptake of capacity building activities at the individual and institutional levels, and that results indicators should reflect effects attributable to the project.
130. Action 9 (to MPD and UNDP): Timing of a project needs to be in accordance with what a project is trying to achieve. For instance, a capacity building project should unfold within an adequate time period to see results and effects.
131. Action 10 (to UNDP and GEF): Attempt to link similar in future CCCD projects which are being implemented with GEF support in several nations, in particular in countries in the same region and sub-region, in order for them to learn from each other.

132. Action 11 (to UNDP and GEF): For projects to promote a gender equality approach, a gender action plan should be set that fully addresses the different needs of men or women from design and from implementation onset. Related to this, design should include sex-disaggregated indicators and indicators that capture development benefits, so that development benefits in general and gender aspects of a project can be monitored effectively throughout the full implementing process.

#### 4.4 Lessons Learned

133. Lesson #1: While the project was successful in bringing together governmental agencies and CSOs in keeping with efforts to strengthen integrated approaches to environmental management in Trinidad and Tobago, workshops alone cannot be used to sustain such relationships. Outside of this, there must be a concerted effort driven by a champion agency coordinating activities to ensure that the interest generated by the project can be sustained after it has ended.
134. Lesson #2: The mentoring of CSOs must be sustained beyond project end in order that they can make an effective contribution to the implementation of MEAs obligations in Trinidad and Tobago. A champion agency should also be identified to take on the role of ensuring their continued engagement.
135. Lesson #3: To achieve the synergistic implementation of MEAs in Trinidad and Tobago collaborative efforts between and amongst governmental agencies also have to be enhanced. Discussions regarding the challenges particularly relating to the information and data collection processes for input into national reports, must be initiated at a deeper level. A lead agency would be required to facilitate such discussions from the perspective of bringing the relevant stakeholders together.
136. Lesson #4: Sensitization of key policy and decision makers is crucial to enhance their understanding of the obligations of the MEAs to which Trinidad and Tobago is a signatory, and what is required at the national level to fulfil these so that their full implementation can be achieved. This could assist in obtaining their support for legislation developed within the context of this and other projects.
137. Lesson #5: In order for the GFTT to effectively fund MEAs implementation in Trinidad and Tobago, it is necessary to address other fundamental issues such as staffing levels, complexity of the application process, approval process, beyond capacity development of its staff for this to be realized.

## **APPENDIX A – MISSION TERMS OF REFERENCE FOR CCCD PROJECT TERMINAL EVALUATION**

### Terms of Reference

National Individual Consultant Terminal Evaluation Cross-Cutting Capacity Development (CCCD)

### BASIC CONTRACT INFORMATION

Location:	Trinidad and Tobago
Application Deadline:	March 5, 2021
Category:	National Consultant
Type of Contract:	Individual Contract
Assignment Type:	Terminal Evaluation
Languages Required:	English
Starting Date:	April 2021
Duration of Initial Contract:	April - June 2021
Expected Duration of Assignment:	30 days

### BACKGROUND

#### 1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits (PIMS# 5372) implemented through the Ministry of Planning and Development and UNDP-CO. The project started on the 11th July, 2017 and is in its fourth year of implementation.

The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects:

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

#### 2. Project Description

The project was designed to: strengthen the ability of the Government of the Republic of Trinidad and Tobago (GoRTT) to create, leverage and maintain synergies for the national implementation of Multilateral Environmental Agreements (MEAs) and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements to increase national and global environmental benefits.

The first outcome of this project focused on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into the existing environmental management framework in Trinidad and Tobago. Activities supported by the project under this outcome included strengthening (1) the ability of decision-makers and policy-makers to provide an

adequate enabling environment for improving the implementation of MEAs in Trinidad and Tobago and (2) the process to engage, coordinate and collaborate with non-governmental stakeholders; using and strengthening existing coordination mechanisms such as the MEA/Climate Change Focal Points network.

Under the second outcome, project resources were used to support activities to better align projects funded by the Green Fund of Trinidad and Tobago (GFTT) with the implementation of MEAs obligations in Trinidad and Tobago. This included capacity development activities to increase the capacity of Civil Society Organizations (CSOs) to access the fund and by building awareness and training of GFEU staff to increase their understanding of MEAs and how to better align applications with the implementation of MEAs in Trinidad and Tobago.

The total budget for the project is USD 2,407,800: GEF funding is USD 1,207,800; Government In-kind is USD 1,150,000 and UNDP In-kind is USD 50,000.

COVID-19 was confirmed to have reached the Republic of Trinidad and Tobago on March 12 2020. As of January 19 2021, Trinidad and Tobago has confirmed 7,415 positive cases and 132 deaths. The GoRTT implemented public health emergency measures including lockdowns, physical distancing, travel restrictions, and international border closure, effective midnight on March 22, to prevent imported cases of COVID-19. Locally, various public health restrictions and phases of lockdown measures were implemented based on the observed trends in cases of COVID-19. Measures included absolute prohibition of public gatherings, closure of restaurants, bars and places of worship, and several 'stay at home' orders except for authorized purposes and essential business. Currently, there has been some alleviation of lockdown measures with coastal waters reopened to members of the public; food establishments, restaurants, gymnasiums and places of worship reopened at 50% capacity; and members of the public permitted to congregate in groups of 10 people. Travel between Trinidad and Tobago is permitted although there is limited operation of the inter-island ferry service and fewer flights between Trinidad and Tobago compared with pre-COVID numbers.

COVID-19 has led to a local situation that has become increasingly complex and uncertain. It has affected the modus operandi of project design and implementation, restricted mobility and altered human interaction with stakeholders. During the past months, face-to-face consultations and workshops with stakeholders have not been able to take place and therefore, have been postponed or have not been implemented. There have also been limitations on inter-island travel, which has affected project interventions in Tobago. This project is focused on capacity building and as such these restrictions have had a considerable impact on planned activities and outcomes. In order to adapt to the COVID-19 situation, the project has been working through online systems (virtual meetings and workshops) to conduct training and project discussions with stakeholders, consultants, implementing agency and the project team. This has had various levels of success with a major impact being on the timeliness of delivery and a much greater demand on the project team due to the reduced ability to engage in person and a lack of access to virtual platforms and know how among some stakeholders.

### 3. TE Purpose

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE should address the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of project efforts. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments. Ideally, the TE



should occur during the last few months of project activities, allowing the TE team to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects, such as project sustainability.

## **DUTIES AND RESPONSIBILITIES**

### **4. TE Approach & Methodology**

The TE must provide evidence-based information that is credible, reliable and useful. The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP-CO(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders. Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: executing agencies, key experts and consultants in the subject area, Project Board, project beneficiaries, and CSOs, etc.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since 22 March 2020. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority. If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should also be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report. The final project evaluation report should include

descriptions of the approach and methodologies and the rationales for such, including making explicit the underlying assumptions, limitations, challenges, strengths and weaknesses about the methods and approach of the evaluation.

## 5. Detailed Scope of the TE

Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)).

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C. The asterisk "(\*)" indicates criteria for which a rating is required.

## Findings

### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

### iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*) , socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment

- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

#### iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

## 6. Expected Outputs and Deliverables

The TE team shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than 2 weeks before commencement of the evaluation. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: 13 April 2021
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the project evaluation. Approximate due date: 4 May 2021
- Draft TE Report: TE team submits full draft report with annexes within 3 weeks of the end of the full project evaluation. Approximate due date: 25 May 2021
- Final TE Report\* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: 15 June 2021

\*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>33</sup>

## 7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project is the UNDP Country Office. The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the national member of the TE team, if applicable. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, and set up stakeholder interviews.

## 8. Duration of the Work

The total duration of the TE will be approximately 30 working days over a time period of 11 weeks starting 2 April 2021 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- (5 March 2021): Application closes
- (2 April 2021): Selection of TE Team
- (5 April 2021): Prep the TE team (handover of project documents)
- (8 April 2021): 04 days: Document review and preparing TE Inception Report
- (13 April 2021): 03 days: Finalization and Validation of TE Inception Report- latest start of TE assessment
- (13 April - 3 May 2021): 14 days: TE assessment: virtual stakeholder meetings, virtual interviews
- (4 May 2021): Assessment wrap-up meeting & presentation of initial findings- earliest end of TE assessment
- (11 May 2021): 05 days: Preparation of draft TE report
- (25 May 2021): Circulation of draft TE report for comments
- (15 June 2021): 02 days: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- (28 June 2021): Preparation & Issue of Management Response
- (29 June 2021): (optional) Concluding Virtual Stakeholder Workshop
- (30 June 2021): Expected date of full TE completion

The expected date start date of contract is (2 April 2021).

<sup>33</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

## 9. Duty Station

### Travel:

- International travel will not be possible given the current situation with the COVID-19 pandemic and travel restrictions imposed;
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>

## REQUIRED SKILLS AND EXPERIENCE

### 10. TE Team Composition and Required Qualifications

A team of two independent evaluators will conduct the TE one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert from the country of the project.

The team leader will be responsible for the overall design and writing of the TE Inception and Final reports, virtual engagement with stakeholders, and lead the analysis during the TE process. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the Project Team in developing the TE work plan.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted the project's Mid -Term Review and should not have a conflict with the project's related activities. Due to the ongoing COVID19 pandemic travel restrictions, the International Consultant will work with a National Consultant and the International Consultant will operate remotely using tools to conduct virtual interviews and consultations.

The team members shall have the following qualifications and responsibilities in the prescribed areas:

#### A. INTERNATIONAL CONSULTANT (TEAM LEAD)

##### Education

- Postgraduate degree in environmental science, development studies, or other closely related field (20%);

##### Experience

- Minimum of 5 years of project evaluation and/or environmental project implementation
- experience in the results-based management framework, adaptive management and UNDP or GEF Monitoring and Evaluation Policy (15%);
- Experience in relevant technical areas for at least 8 years (15%);
- Experience working in the Caribbean (10%);
- Demonstrated understanding of issues related to gender and capacity development; experience in gender responsive evaluation and analysis (10%);
- Demonstrable analytical skills (10%);
- Experience with implementing evaluations remotely (10%);
- Excellent communication skills (5%);

##### Language

- Fluency in written and spoken English (5%).

**RESPONSIBILITIES**

- Documentation review;
- Leading the TE Team in planning, conducting and reporting on the evaluation;
- Deciding on division of labour within the Team and ensuring timeliness of reports;
- Use of best practice evaluation methodologies in conducting the evaluation;
- Leading the drafting and finalization of the Inception Report for the Terminal Evaluation;
- Leading presentation of the draft evaluation of findings and recommendations;
- Conducting the de-briefing for the UNDP Country Office and Project Team;
- Leading the drafting and finalization of the Terminal Evaluation Report

**B. NATIONAL CONSULTANT**Education

- Bachelor's Degree in environmental science, development studies, or other closely related field;
- Experience
- Minimum of 5 years of supporting project evaluation and/or environmental project implementation experience in the results-based management framework, adaptive management and UNDP or GEF Monitoring and Evaluation Policy);
- Experience in relevant technical areas for at least 3 years;
- Experience with the national environmental policy framework, and interacting with environmental authorities, NGOs and other actors
- Experience applying SMART indicators and reconstructing or validating baseline scenarios
- Demonstrable analytical skills
- Excellent communication skills

Language

- Fluency in written and spoken English.

**RESPONSIBILITIES**

- Documentation review and data gathering;
- Contributing to the development of the evaluation plan and methodology;
- Conducting those elements of the evaluation determined jointly with the international consultant and UNDP;
- Contributing to presentation of the review findings and recommendations at the wrap-up meeting;
- Contributing to the drafting and finalization of the review report

**11. Evaluator Ethics**

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

## 12. Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other evaluation reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

## **APPLICATION PROCESS**

### International Consultant

#### 13. Vetted Roster

The International Consultant will be selected by submitting a request to the roster management team of the consolidated GPN/ExpRes roster of pre-selected, active evaluators. This consultant will be selected from the list of CVs provided based on which candidate most closely matches the required skills and expertise identified in Section 10 A.

### National Consultant

Individual contractors interested in the position of National Consultant must submit the following information to demonstrate their qualifications.

#### 14. Presentation of Proposal

- a) Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) CV inclusive of three references contact information (name, email address and phone number
- c) Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) Financial Proposal that indicates the all-inclusive fixed total contract price and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all costs (professional fees,

travel costs, living allowances etc.) supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. The lump sum is fixed regardless of changes in the cost components. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted indicating the following reference "National Consultant for Terminal Evaluation of National GEF CCCD" by email at the following address ONLY: *procurement.tt@undp.org* by 4:00pm Friday March 5, 2021. Incomplete applications will be excluded from further consideration.

#### 15. Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method described below. The applicant receiving the Highest Combined Score that has also accepted UNDP's Terms and Conditions will be awarded the contract.

##### National Consultant Evaluation Criteria- Interview

The highest Combined Score of weighted interview and financial criteria: The price proposals of all shortlisted consultants, who have attained a minimum 70% score at the Interview stage, will be compared. UNDP will award a contract to the individual who receives the highest score out of a predetermined weighted score. Interview and Financial criteria are as follows: 70% Interview criteria, 30% Financial criteria.

**Table 1: Shortlisting Criteria**

Criteria	Maximum Points
Relevance of Education	40
Years of Relevant Experience 5 years of supporting project evaluation and/or environmental project implementation experience relevant technical areas for at least 3 years	80
Experience with the national environmental policy framework, and interacting with environmental authorities, NGOs and other actors	40
Experience applying SMART indicators and reconstructing or validating baseline scenarios	10
Fluency in written and spoken English	10
Total	180

#### 16. Additional Requirements for Recommended Contractor

The recommended individual contractor, if below age 65, is required to submit a statement of good health and a copy of his/her medical insurance prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. Medical examination not required.



The recommended Individual contractor, if aged 65 and older, is required to submit a statement of good health signed by a recognized physician and a copy of his/her medical insurance prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. The medical examination shall be paid by the consultant.

## 17. Annex A: **Content of the TE report**

### i. Title page

- Title of UNDP-supported GEF-financed project
- UNDP PIMS ID and GEF ID
- TE timeframe and date of final TE report
- Region and countries included in the project
- GEF Focal Area/Strategic Program
- Executing Agency, Implementing partner and other project partners
- TE Team members

### ii. Acknowledgements

### iii. Table of Contents

### iv. Acronyms and Abbreviations

#### 1. Executive Summary (3-4 pages)

- Project Information Table
- Project Description (brief)
- Evaluation Ratings Table
- Concise summary of findings, conclusions and lessons learned
- Recommendations summary table

#### 2. Introduction (2-3 pages)

- Purpose and objective of the TE
- Scope
- Methodology
- Data Collection & Analysis
- Ethics
- Limitations to the evaluation
- Structure of the TE report

#### 3. Project Description (3-5 pages)

- Project start and duration, including milestones
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address: threats and barriers targeted
- Immediate and development objectives of the project
- Expected results
- Main stakeholders: summary list
- Theory of Change

#### 4. Findings

(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>34</sup>)

##### 4.1 Project Design/Formulation

- Analysis of Results Framework: project logic and strategy, indicators

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<sup>34</sup> See ToR Annex F for rating scales.

- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

#### 4.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
- Risk Management incl. Social and Environmental Standards (Safeguards)

#### 4.3 Project Results

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Country ownership
- Gender
- Other Cross-cutting Issues
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to Impact

#### 5. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

#### 6. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form

- Annexed in a separate file: TE Audit Trail

Annexed in a separate file: relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

**APPENDIX B – MISSION ITINERARY (FOR MARCH-MAY 2021)**

#	Activity	Stakeholder involved	Place
<b>23 April 2021 (Friday)</b>			
1	Kick-off meeting with UNDP	UNDP	Zoom
<b>6- 18 May 2021</b>			
2	National Evaluator having discussions with the stakeholders	Government of Trinidad and Tobago	Phone calls
<b>19 May 2021 (Wednesday)</b>			
3	Meeting with COPE	COPE	Phone call
<b>21 May 2021 (Friday)</b>			
6	Evaluation meeting between National and International Evaluators and PM	UNDP	Zoom
<b>26 May 2021 (Friday)</b>			
7	Meeting with EMA	EMA	Phone call
<b>27 May 2021 (Wednesday)</b>			
8	Meeting with MPD and CDA	MPD and CMA	Phone call
<b>28 May 2021 (Friday)</b>			
9	Meeting with THA	THA	Phone call
<b>31 May 2021 (Monday)</b>			
10	Meeting with UNDP	UNDP	Zoom
<b>31 May – 4 June 2021</b>			
11	Outstanding meetings to be held between selected stakeholders and the International and National Evaluators (if deemed necessary)	Government of Trinidad and Tobago	Phone calls
<b>1 June 2021 (Tuesday)</b>			
12	Meeting with MT and IMA	MT IMA	Phone call Google Meet
<b>7 July 2021 (Wednesday)</b>			
13	Wrap-up meeting with UNDP CO to discuss evaluation findings	UNDP	Zoom

Total number of meetings conducted: 13

## **APPENDIX C – QUESTIONNAIRE RESPONDENTS AND PERSONS INTERVIEWED**

This Draft is a listing of persons contacted in Trinidad and Tobago (unless otherwise noted) during the Terminal Evaluation Period only. The Evaluator regrets any omissions to this list.

### Questionnaire respondents:

1. Mr. Jason Pantin, Chaguaramas Development Authority (CDA);
2. Ms. Johanne Ryan, Council of Presidents of the Environment (COPE);

### Persons interviewed

3. Mrs. Patricia McGaw, Council of Presidents of the Environment (COPE);
4. Ms. Xiomara Chin, Environmental Management Authority (EMA);
5. Mr. Kishan Kumarsingh, Ministry of Planning (MPD);
6. Ms. Damika Marshall, Tobago House of Assembly (THA);
7. Ms. Rosemary Lall, United Nations Development Programme (UNDP);
8. Mr. Brian Gift, Ministry of Tourism (MT);
9. Ms. Jheuel Carter-Guy, Ministry of Tourism (MT);
10. Ms. Ruqayyah Thompson, Institute of Marine Affairs (IMA).

## APPENDIX D – STAKEHOLDER QUESTIONNAIRE

1. Do you believe that the project has succeeded in making you more aware of the MEAs to which Trinidad and Tobago is a signatory?
  - (a) If 'yes', in what way?  
**Your response:**
  - (b) If 'no', what do you believe prevented this? What other activities could have been implemented to ensure that there was success in this regard?  
**Your response:**
2. Do you believe that the project fostered closer linkages and synergies between and among CSOs, government agencies and other stakeholders involved in environmental management in Trinidad and Tobago?
3. (a) If 'yes', how do you see these assisting organisations in the execution of their mandates?  
**Your response:**
  - (b) If 'no', why not?  
**Your response:**
4. Do you have a better understanding of your organisation's role as it relates to the implementation of MEAs?
  - (a) If 'yes' how has this been enhanced?  
**Your response:**
  - (b) If 'no', why not?  
**Your response:**
5. What are some of the constraints that you acknowledge could impact your ability to implement any of the obligations associated with the implementation of MEAs?  
**Your response:**
6. Would you require any governmental support to execute your mandate?
  - (a) If 'yes', what type?  
**Your response:**
7. If there is none, what are your thoughts on the creation of a network to enhance the visibility and impact of CSOs and other stakeholders involved in environmental management? Please explain.  
**Your response:**
8. Now that your organisation has been apprised of the role it can play in the implementation of MEAs, what sort of impact do you believe this can have on improving environmental management in Trinidad and Tobago?  
**Your response:**
9. Prior to the project, were you or your organisation familiar with the process involved in accessing the Green Fund for funding? If 'no', do you believe that this project has assisted you in gaining a better understanding of this, and what it entails? Please explain.  
**Your response:**
10. If you have not done so yet, based on the capacity building received under the project, would your organisation now be encouraged to submit a project for funding under the Green Fund (GF)? Or, would you encourage organisations involved in environmental management to submit project applications to the GF for funding?  
**Your response:**

## APPENDIX E – CORRESPONDENCE SENT

### 1. E-mail regarding the questionnaire

As you are aware, since April 2018, the project titled “Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits” is being implemented by the Ministry of Planning and Development (MPD) of Trinidad and Tobago in collaboration with United Nations Development Programme (UNDP) with funding from the Global Environment Facility (GEF). The goal of this project is to “strengthen the ability of the Government of the Republic of Trinidad and Tobago (GoRTT) to create, leverage and maintain synergies for the national implementation of Multilateral Environmental Agreements (MEAs), and strengthen integrated approaches to environmental management, including meeting MEAs guidance and national reporting requirements”.

Two major project outcomes have been identified, namely:

1. The institutional framework is strengthened and more co-ordinated, and more able to address global environmental concerns
2. The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago

The project is now close to completion, and in keeping with this, must be subject to a terminal evaluation (TE). Leading the TE process is Mr. Roland Wong, Evaluation Consultant, who in light of the ongoing COVID-19 travel restrictions, is locally being supported by me, Michelle John, National Consultant.

One aspect of the terminal evaluation involves obtaining feedback from key stakeholders who were involved in the project. The Project Management Unit has provided us with your name and contact information for inclusion in this process. The time-frame for the conduct of this particular aspect of the TE is Tuesday 11th - Friday 21st May 2021. In keeping with this, please find attached for your attention, a short questionnaire we would like your assistance with. We look forward to your input into this exercise and would be grateful if you could provide us with your feedback on or before **Friday 21 May 2021**.

If you would rather we have a conversation regarding the issues raised in the questionnaire, please advise me of a date and time within the afore-mentioned period when this would be possible. To enable this, I would however require either a WhatsApp or Skype contact from you.

Thank you in advance.

### 2. E-mail regarding the interviews

As you are aware, since April 2018, the project titled “Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits” is being implemented by the Ministry of Planning and Development (MPD) of Trinidad and Tobago in collaboration with United Nations Development Programme (UNDP) with funding from the Global Environment Facility (GEF).

The project is now close to completion, and in keeping with this, must be subject to a terminal evaluation (TE). Leading the TE process is Mr. Roland Wong, Evaluation Consultant, who in light of the ongoing COVID-19 travel restrictions, is locally being supported by me, Michelle John, National Consultant.

One aspect of the terminal evaluation involves obtaining feedback from key stakeholders who were involved in the project. The Project Management Unit has provided us with your name and contact information for inclusion in this process. As a member of the project steering committee, I am interested in having a brief conversation with you regarding general matters related to the project. If you are available, I would like to do this on Friday 28 May 2021 at 10:00 am. The following is the link for the meeting: <https://meet.google.com/rkm-jcrz-wxb>. In the event that there are issues with the link, please contact me at 781-3608.

If you are unable to meet with me at the time proposed, can you please advise when this could be possible.

## **APPENDIX F – LIST OF DOCUMENTS REVIEWED**

1. UNDP Initiation Plan
2. Final UNDP-GEF Project Document with all annexes
3. CEO Endorsement Request
4. UNDP Social and Environmental Screening Procedure (SESP)
5. Inception Workshop Report
6. Mid-Term Review report and management response to MTR recommendations
7. Project Implementation Reports (PIRs) - 2019 and 2020
8. Annual Progress Report - 2020



## APPENDIX G – REVISED PROJECT RESULTS FRAMEWORK FOR CCCD PROJECT (JULY 2017 PRODOC)

Objectives and Outcomes	Indicator	Baseline	Targets End of Project
<b>Objective: To implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation of MEAs and contribute to increase national and global environmental benefits</b>	Alignment of institutional framework with the objectives and obligations of MEAs signed by GoRTT; including effective coordination mechanism(s)	Some critical gaps in its institutional framework exist; including an uneven capacity within key ministries Not enough inter-sectorial coordination on the implementation of MEAs	Conventions obligations are well integrated into institutional framework A mechanism is in place to coordinate implementation of MEAs across sectors
	Alignment of legislative and policy frameworks with the objectives and obligations of MEAs signed by GoRTT	Similar to the institutional framework, some critical gaps in legal and policy frameworks exist	MEAs obligations are well integrated into legislative and policy frameworks
	Capacity development scorecard rating	Capacity for: Engagement: 6 of 9 Generate, access and use information and knowledge: 10 of 15 Policy and legislation development: 6 of 9 Management and implementation: 4 of 6 Monitor and evaluate: 3 of 6 (Total score: 29/45)	Capacity for: Engagement: 7 of 9 Generate, access and use information and knowledge: 11 of 15 Policy and legislation development: 8 of 9 Management and implementation: 4 of 6 Monitor and evaluate: 4 of 6 (Total targeted score: 34/45)
	Quality of environmental monitoring reports and communications to measure implementation progress of MEAs	Current reports are produced with limited data, weak analysis and trend analysis and are not fully responding to national and international requirements.	Reports present adequate disaggregated data at local level, are informative and present environmental trends over time
	An effective GFTT funding MEAs implementation in Trinidad and Tobago	Very low disbursement / commitment so far: TTD 250M for 16 approved projects vs. a fund capital of TTD 3B growing at about TTD 300M per year	Disbursements more inline with growth of the fund, funding environmental activities, including MEAs implementation
<b>Output 1.1:</b> Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs <b>Output 1.2:</b> Environmental legislation and policy framework aligned with MEAs obligations <b>Output 1.3:</b> An operational inter-sectorial coordination	Responsibilities for MEAs obligations assigned to institutions mandates	Institutional framework is fragmented and MEAs implementation is uneven National focal points report independently to MEAs, with little collaboration; decisions sometimes conflict	All MEAs obligations are clearly assigned to key institutions
	Roles and responsibilities for implementing MEAs obligations assigned in job descriptions	Roles and responsibilities for implementing MEAs obligations are not	Roles and responsibilities for implementing MEAs obligations clearly assigned to key job descriptions

Objectives and Outcomes	Indicator	Baseline	Targets End of Project
mechanism in place to oversee the implementation of MEAs <b>Output 1.4:</b> Improved contributions from CSO sector, Faith Based Organizations, Academia, and private sector to implement MEAs		well assigned to staffs and key ministries	
	MEAs obligations integrated in related legislation	Laws in place to ratify MEAs, but “secondary” laws and norms not revised to be consistent with MEAs obligations	Key laws and norms revised to be consistent with MEAs obligations “Secondary” legislation and norms in place to enable integration of MEAs into sectoral policy-making and planning processes
	MEAs obligations integrated in related policies, national plans and strategies	MEAs action plans not mainstreamed into national and regional policies and planning Related ministries’ programmes and activities are sector-oriented, with little collaboration	Related national policy-making and planning processes incorporate MEAs
	Staff of key organizations with the necessary skills and knowledge to address MEAs obligations	Uneven capacity of focal points and staff to manage and implement MEAs	Staff trained and apply skills and knowledge to the implementation of MEAs obligations
	Operational inter-sectorial coordination mechanism(s) overseeing implementation of MEAs	An existing mechanism for Rio Conventions policy development coordination exist, however, there is not enough inter-sectorial coordination of implementation of MEAs	A mechanism is in place to coordinate implementation of MEAs across sectors, including a broader stakeholder involvement process
	Effective participation of Civil Society Organizations (CSOs) in the implementation of MEAs	Minimal stakeholder involvement in implementation of MEAs, particularly UNFCCC and UNCCD	All relevant stakeholders involved in MEAs implementation
<b>Output 2.1:</b> Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations <b>Output 2.2:</b> Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago	Number of projects selected and funded by the GFTT, including MEAs implementation	So far (since 2007) 16 projects were approved for an approximate funding amount of TTD 250M	?? projects approved per year for an approximate amount of TTD ????
	Management cost ratio (Operation cost/projects funded)	Current management cost ratio is ??%	Management ratio of ??%
	Number and quality of projects submitted to the GFEU by CSOs, including MEAs implementation	So far (since 2007) 100 project proposals were submitted to the GFEU 16% of project proposals were approved	?? project proposals submitted to the GFEU ??% of project proposals approved to be funded by the review committee
	Number of CSOs accessing GFTT funding	So far (since 2007), ?? CSOs accessed GFTT funding	?? CSOs are submitting project proposals to the GFTT per year

## APPENDIX H – EVALUATION MATRIX QUESTIONS

Evaluation Criteria	Questions	Indicators	Sources	Methodology
<b>Relevance: How does the Project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?</b>				
Is the project relevant to national priorities and commitments under international conventions?	Is the project country driven?	Existence of national legislation related to sustainable development, and MEAs	National and regional strategy and policy documents	Desk review, interviews with Indian government representatives (GoRTT NPD)
	Does the project adequately taken into account the national realities, both in terms of institutional and policy framework and its implementation?	Existence of national legislation related to sustainable development, climate change and MEAs	National and regional strategy and policy documents	Desk review, interviews with Indian government representatives (GoRTT NPD)
	What was the level of stakeholder participation in project design and ownership and project implementation?	Number of stakeholders participating in PPG  Number of stakeholders participating in project sponsored training sessions and meetings	PPG stakeholder meeting minutes  Project designers  PIRs	Desk review of PIRs and interviews with project designers, PMU, stakeholders
Is the project internally coherent in its design?	Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources)?	Quality of outcomes and indicators on log frame	Project document	Desk review
	Even after extensions, does the Project achieve its expected outcomes?	Log frame outcome and output targets	PIRs Report on log-frame review	Desk review, interviews with PMU and stakeholders
	Did the project make satisfactory accomplishments in achieving Project outputs vis-à-vis the targets and related delivery of inputs and activities?	Log frame output targets	PIRs Report on log-frame review	Desk review, interviews with PMU and stakeholders

Evaluation Criteria	Questions	Indicators	Sources	Methodology
Does the Project provide relevant lessons and experiences for other similar projects in the future?	Has the experience of the Project provided relevant lessons for other future projects targeted at similar objectives?	Effectiveness and efficiency ratings of the project by the evaluation	PIRs Stakeholders (investors and government personnel)	Desk review, interviews with PMU and stakeholders
<b>Effectiveness: The extent to which an objective has been achieved or how likely it is to be achieved?</b>				
Has the Project been effective in achieving the expected outcomes and objectives?	Whether the performance measurement indicators and targets used in the Project monitoring system are accomplished and able to achieve desired project outcomes by the 11 July 2021?	Effectiveness ratings of the project by the evaluation	PIRs	Desk review, interviews with PMU and stakeholders
How is risk and risk mitigation being managed?	How well are risks, assumptions and impact drivers being managed?	Content of risk management in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU and stakeholders
	What was the quality of risk mitigation strategies developed? Were these sufficient?	Content of risk management in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU and stakeholders
	Are there clear strategies for risk mitigation related with long-term sustainability of the project?	Content of risk management in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU and stakeholders
What lessons can be drawn regarding effectiveness for other similar projects in the future?	What lessons have been learned from the Project regarding achievement of outcomes?	Evaluation assessment of Project effectiveness and efficiency	PIRs	Desk review, interviews with PMU and training participants
	What changes could have been made (if any) to the Project design to improve the achievement of the Project's expected results?	Evaluation assessment of Project effectiveness and efficiency	PIRs and information from PMU and training participants	Desk review, interviews with PMU and training participants
<b>Efficiency: was the project implemented efficiently, in-line with international and national norms and standards and delivered results with the least costly resources possible?</b>				
Was Project support provided in an efficient way?	How does the Project management systems, including progress reporting, administrative and financial systems in monitoring and evaluation	Evaluation assessment of M&E design and implementation, and	PIRs and information from PMU personnel	Desk review, interviews with PMU

Evaluation Criteria	Questions	Indicators	Sources	Methodology
	systems were operating as effective management tools, aid in effective implementation and provide sufficient basis for evaluating performance and decision-making?	quality of feedback from M&E activities		
	How effective was adaptive management practised under the Project and lessons learned?	Adaptive management reporting in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU
	Did the Project logical framework and work plans and any changes made to them used as management tools during implementation?	Adaptive management reporting in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU
	Utilization of resources (including human and financial) towards producing the outputs and adjustments made to the Project strategies and scope	Annual financial disbursements against each component	PIRs, CDRs and information from PMU personnel	Desk review, interviews with PMU
	Details of co-funding provided and its impact on the activities	Co-financing of each stakeholder	PIRs, CDRs and information from PMU personnel	Desk review, interviews with PMU
	How does the APR/PIR process help in monitoring and evaluating the project implementation and achievement of results?	APR/PIR qualitative assessments	PIRs and information from PMU personnel	Desk review, interviews with PMU
How efficient is our partnership arrangements for the Project?	Appropriateness of the institutional arrangement and whether there was adequate commitment to the Project	Institutional arrangements of the Project	PIRs and information from PMU and MNRE personnel	Desk review, interviews with PMU and MNRE personnel
	Was there an effective collaboration between institutions responsible for implementing the Project?	Institutional arrangements of the Project	PIRs and information from PMU and MNRE personnel	Desk review, interviews with PMU and MNRE personnel
	Is technical assistance and support received from Project partners and stakeholders appropriate, adequate and timely specifically for the Project PMU?	Institutional arrangements of the Project	PIRs and information from PMU and MNRE personnel	Desk review, interviews with PMU and MNRE personnel
<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>				
Will the Project be sustainable on its conclusion	How effective is the project in terms of strengthening the capacity of GoRTT professionals?	Opinions of training participants	Survey of feedback of training sessions, and testimonial evidence	Desk review, interviews with

Evaluation Criteria	Questions	Indicators	Sources	Methodology
and stimulate replications and its potential?			from investors and stakeholders	investors and stakeholders
	Was an exit strategy prepared and implemented by the project? What the “Expected situation at the end of the Project” is as envisioned at the time of terminal evaluation?	Existence of exit strategy prepared by the project	Report on exit strategy, and information from PMU and MNRE personnel	Desk review, interviews with investors and stakeholders
	Appropriateness of the institutional arrangement and whether there was adequate commitment to the Project	Number of institutions and local government agencies that have had capacities built	Progress reports, PIRs, and information from PMU and MNRE personnel	Desk review, interviews with investors and stakeholders
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward maximizing environmental benefits?</b>				
What was the Project impact under different components?	To what extent has the project contributed to the following: <ul style="list-style-type: none"> <li>institutional arrangements strengthened</li> <li>effective information dissemination program developed</li> <li>stakeholder capacity enhanced</li> </ul>	Indicator targets of MNRE strengthening  Indicator targets of state-level strengthening	Progress reports, PIRs, and information from PMU and MNRE personnel	Desk review, interviews with with PMU and GoRTT personnel
What are the indirect benefits that can be attributed to the Project?	Were there spinoffs created by the Project, if any, as a result of the various workshops held nationwide, toolkits?	Number of knowledge products created by Project  Number of hits on Project website	Survey of feedback of training sessions, and testimonial evidence from training participants	Desk review, interviews with training participants
Impacts due to information dissemination under the Project	To what extent did the dissemination activities facilitate progress towards Project impacts?	Number of knowledge products created by Project	Survey of feedback of training sessions, testimonial evidence from training participants, and information from PMU and GoRTT personnel	Desk review, interviews with training participants, PMU and GoRTT personnel

## APPENDIX I – TE CLEARANCE FORM

**Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

Name: Lyndon Wright

Signature:  Date: 26-Aug-2021

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## APPENDIX J - EVALUATION CONSULTANT AGREEMENT FORM

### Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form<sup>35</sup>

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

Name of Consultant: Roland Wong

Name of Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Surrey, BC, Canada on 6 August 2021



<sup>35</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)



**Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
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9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

**Evaluation Consultant Agreement Form<sup>36</sup>****Agreement to abide by the Code of Conduct for Evaluation in the UN System****Name of Consultant:** Michelle John**Name of Consultancy Organization (where relevant):** \_\_\_\_\_**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Port of Spain, Trinidad and Tobago, on 6 August 2021

<sup>36</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)