

FINAL EVALUATION REPORT

February 2019

“Towards creating a Centre of Excellence for Sustainable Development of Small Island Development States (SIDS) in Aruba.”

This report was prepared by Oscar Huertas, an external consultant, who led the evaluation. Mr. Huertas worked under the overall guidance of the COE project team, and the UNDP, who provided strategic and technical guidance, coordination, and methodological and logistical support. The evaluation consultant is grateful for the support provided by its project partners at UNDP; warm thanks go to the interviewees for their cooperation throughout the evaluation process and their assistance in the review of the report.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
1.INTRODUCTION	11
1.1 Context and Background	11
1.2 Theory of change.....	12
1.3 The objective of the evaluation.....	13
1.4 EVALUATION METHODOLOGY	14
2. PRELIMINARY FINDINGS.....	16
2.1 RELEVANCE.....	16
2.2 EFFICIENCY	22
2.3 EFFECTIVENESS	26
2.3 CROSS-CUTTING ISSUES.....	32
2.4 SUSTAINABILITY	33
3. LESSONS LEARNED.....	35
4. CONCLUSIONS	35
5. RECOMMENDATIONS.....	37
Annex 1. Terms of Reference	40
Annex 2. Evaluation Timeline	52
Annex 3. List of interviewees	52
Annex 4. List of consulted people (Anonymous Online Survey)	53
Annex 5. Online Survey	53

EXECUTIVE SUMMARY

1. The project “Towards creating a Centre of Excellence for Sustainable Development of Small Island Development States (SIDS) in Aruba” is a collaboration between the Government of Aruba, The Kingdom of the Netherlands and the UNDP. It seeks to strengthen the capacity of SIDS to utilize sustainable development solutions through the establishment of a Centre of Excellence (COE) for Sustainable Development in Aruba in 2016. In 2019, the COE will transition into a new faculty for sustainable island solutions at the University of Aruba.

I. PURPOSE OF THE EVALUATION

2. The objective of this evaluation is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and, more particularly, document the results the project attained about its overall objectives and expected results as defined in the project document.

II. KEY FINDINGS

3. Overall, the evaluator found that the project objective is highly relevant in the face of the countries’ context and needs. Even more, the project is a pioneer as it is the first initiative for SIDS to aim at knowledge management, capacity building, and south-south cooperation regarding sustainable development in the SIDS. Also, the COE project aimed at improving the communication across governments through a virtual platform, which is seen as an appropriate approach since pragmatic approaches to capacity building tends to be more successful.
4. The main hypotheses that underpinned the project at the formulation stage remain valid and relevant; however, the initial approach and strategy were aiming at the output level and not outcomes (results).

5. According to the Project Document, the project objective: was to leverage Aruba's technical expertise and experience in sustainable development to provide a platform for strengthening innovation and resilience among SIDS through South-South cooperation and exchange of knowledge on sustainable practices in energy, public-private partnerships (PPP), water management, environment, tourism and health.
6. The expected Output(s): (i) Training in establishing country-specific sustainable development roadmaps; (ii) A virtual platform for technical support and knowledge exchange beyond the duration of this project; (iii) In-country technical assistance; and (iv) Knowledge products and learning tools to support knowledge transfer and exchange.
7. The project was efficient as it aimed at covering different activities in several countries with a limited budget and staff available. During the implementation, the project delivered all of the planned activities; even more, the project did deliver additional products above the agreed project document. In terms of synergies, the evaluation found that the project managed to develop key partnerships with government agencies from SIDS but especially with TNO and the University of Aruba.
8. Two events outside of the project control affected the project efficiency: the delay in the launch of the University of Aruba's SISSTEM faculty that was intended as the new home of the COE at the end of the project; and during the delay, there was a change of government; the new government did not explicitly support the COE which hampered further resource mobilization. This meant that the project team had to put in additional efforts in activities outside of the project plan (i.e. resource mobilization to fund project extension) and it brought operational challenges (i.e. not having an office for the project for six months after a change of government as the office was no longer available).
9. Also, in terms of efficiency, the project leveraged additional budget resources through partners: this was roughly \$100k from IRENA, \$20k from HAW, \$120k from Belgium, \$110k from CDEMA, \$20k from EY to name a few. This is approximately 40% plus of the initial budget.
10. The evaluator found that the COE had some results management processes, with basic information on what the project had achieved in the countries, but the process of monitoring and evaluation

was not always sufficient to measure progress towards results on the ground. One of the issues to assess the accomplishment of results is the fact that there is no baseline from the project.

11. In terms of achievements and results, during the field phase, respondents showed positive levels of satisfaction. The primary outcome from the project was the raised awareness of sustainable development, capacity building, and lessons sharing. In general, informants feel that thanks to the project there is a better environment for developing sustainable practices. The project made a difference regarding behavior and awareness towards these concepts of environmentally friendly practices.
12. Regarding how effective were the project activities in enabling capacities and influencing policymaking, the evaluation could not find substantial evidence on policymaking changes. Project beneficiaries did attend the trainings and acquired skills, but that didn't lead to institutional changes in terms of budgeting or fiscal management.
13. The analysis of the knowledge management and best practices sharing to maximize results showed that there were some developments in this regards; the COE enabled experiences sharing and technical assistance as planned, and also developed an online platform to share documents, but countries were not part of a systematic, and sustained-in-time learning process.
14. Although there was no specific and clear gender mainstreaming strategies, the project did include women and men in different activities and generated gender-disaggregated data.

III. LESSONS LEARNED

15. Development of sensitization workshops was successful in this project because it allowed presenting the project, its scope, and expectations in front of the beneficiary countries and key stakeholders.

16. The technical assistance that were made in countries sought solutions tailored to the needs, taking into account national priorities, the context, and needs. This is a pragmatic approach that proved to be successful beyond theoretical approaches.
17. Development interventions in the SIDS face many challenges, including the lack of capacity of some countries. In these countries the possibility to execute resources and implement activities efficiently is likely to be constrained by the limited availability of government staff, low capacities of the countries, all future interventions need to take this issue as a challenge and establish a risk mitigation strategy.
18. The designation of national focal points was considered as a good practice of the project since it allowed to move forward positively on logistics issues, empowerment, coordination and better communication with each of the targeted countries.

IV. CONCLUSIONS

19. The project objectives and expected achievements are relevant and well aligned with the development priorities and needs of the countries in all regions. These priorities have not changed significantly since the start of the initiative, and continue to be centered on lessons exchange for sustainable development in targeted countries.
20. The project design was ambitious as it aimed at sustainable development, covering different countries in different contexts. Future intervention should aim at more impactful initiatives in fewer countries, with the possibility to scale up organically.
21. The approach to achieve the objectives did not have an explicit Theory of Change with specific links between inputs, activities, outputs, and outcomes. There was a clear link between inputs, activities, and outputs, but not outcomes as the project design didn't aim for outcomes.
22. The project delivery rate was acceptable, but scale-up and replication of best practices need to be done in the transition plan to have the COE become part of the knowledge base of the University of Aruba.

23. The internal project monitoring system involved 22 project board meetings, but this wasn't always sufficient as it appeared to focus mainly on activities and expenditure levels. The tracking of progress based on delivery levels (i.e., rates of expenditure) can be insufficient, although a common practice of many donors, including the UNDP.
24. The primary outcome from the project was the raised awareness of sustainable practices, peer-to-peer learning, and knowledge management. The project made a difference regarding behavior and awareness of these concepts. Nevertheless, regarding how effective were the project activities in contributing to sustainable development strategies, the evaluation could not find substantial evidence on that regard.
25. The project was successful in sharing case studies, providing technical assistance, and training.
26. As the primary project beneficiaries were institutions, it was difficult for the project design to include a human rights and gender strategy. Nevertheless, during the implementation, the project strived to include both men and women in all activities.
27. Sustainability of the project is likely as the University of Aruba will absorb key elements of the project, but explicit support of the new Aruba government for the COE and its achievements would greatly benefit its sustainability.

V. RECOMMENDATIONS

Based on Conclusions 2, 3 and 9

28. For UNDP: Future projects should take special care with the design phase for greater relevance, the logic of intervention and achievement of impacts. Projects must have a theory of change from the beginning, which identifies the chain of specific results, roles, and responsibilities.
 - Future interventions design need to identify the expected outputs and outcomes and to elaborate a Theory of Change that describes the path from inputs to results (outputs and outcomes). The Theory of Change should include assumptions and be linked with a risk log.

Based on Conclusion 2 and 4

29. For UNDP, Government of Aruba: For the next phases, reduce the number of topics to choose from and have an agenda already from the onset (the supply):
- Sustainable Tourism (high dependency SIDS)
 - Sustainable energy
 - Water management
 - Coastal protections
 - Waste management

Based on Conclusions 3, 4 and 5

30. For UNDP: A success factor for projects is a monitoring and evaluation system, based on specific and verifiable results indicators, which allows greater control over processes and results.
- All projects should go beyond the results framework and should elaborate a Monitoring and Evaluation system with a clear framework on progress and results indicators, sources of information and verification, roles and responsibilities (data upload and analysis), reporting procedures, etc.
 - Ideally, this M&E system should be online for all stakeholders to see the project's evolution and results in a dashboard
 - All indicators need to have a baseline to analyze evolution and change.

Based on conclusions 6 and 9

31. For UNDP: The design of projects for the capacity building must be meticulous and must take into account the participants profile, topics, the methodology, the study load, the time available to achieve the desired results, and the evaluation. Future interventions need to take into account the fact that capacity building is a sustained in time process, that needs follow-up. This is why the evaluation recommends implementing and follow-up the sustainability plan to have the activities of the COE be continued through the transition to the UA.

Based on Conclusion 7

32. For UNDP-Aruba Government: Pilot projects need to have a replication strategy to share and scale-up lessons learned and best practices amongst countries.
- The online platform can move from an online information repository to a live community of practice
 - This KM strategy should include dedicated staff to do a follow-up, facilitate discussions, create and update experts' directories worldwide (by topic), elaborate new case studies, etc.

Based on Conclusion 9

33. For UNDP-Aruba Government-Aruba University: COE project needs a sustained in time intervention to be able to scale-up its benefits. Therefore, funding and technical support are a vital need.
- The transition process from COE to the UoA faculty needs to start from presenting the COE results, a roadmap for sustainability (exit strategy) with a detailed timeline, specific roles, and a budget. The COE transition report outlines all these elements already. Hence it is important to implement and monitor its progress.

1. INTRODUCTION

1. This evaluation is a review of the project to strengthen the capacity of SIDS to utilize sustainable development solutions through the establishment of a Centre of Excellence (COE) for Sustainable Development in Aruba.
2. The evaluation was commissioned by UNDP, conducted by the external consultant Oscar Huertas. The evaluation design process started in December 2018, field visits were conducted to Aruba between January 21st and 24th, and the analysis and reporting phase has extended until February 2019.
3. This final evaluation report is the third deliverable of the project “Towards creating a Centre of Excellence for Sustainable Development of Small Island Development States (SIDS) in Aruba”.

1.1 Context and Background

4. The project “Towards creating a Centre of Excellence for Sustainable Development of Small Island Development States (SIDS) in Aruba” seeks to strengthen the capacity of SIDS to utilize sustainable development solutions through the establishment of a Centre of Excellence (COE) for Sustainable Development in Aruba in 2016. In 2019, the COE will transition into a new faculty for sustainable island solutions at the University of Aruba. The project is a collaboration between the Government of Aruba, The Kingdom of the Netherlands and the UNDP. The elements of the project will allow active engagement with other UN member SIDS to transfer lessons learned and best practices. It is a South-South/SIDS-SIDS cooperation initiative and a vehicle for promoting sustainable economic development in SIDS, especially important at a time when traditional sources of funding are decreasing. Promoting South-South cooperation is an expressed priority for UNDP, and this project sought to leverage UNDP’s experience in South-South cooperation and knowledge management across the region.

1.2 Theory of change

5. As the 'soul' of a pragmatic approach to M&E, the OECD recommends the application of a theory of change that logically associates inputs, products, and results. The OECD states that 'an approach based on the theory of change helps monitor the effects at different points of the chain of results to improve the understanding of when or why the programme works well or not.
6. Carol Weiss (1995) defines the theory of change just as a theory of how and why the initiative works. Following Weiss's definition, the evaluation must establish why and how the project produces results in all cases and focus the evaluation activities on proving whether they did or not.
7. The theory of change (ToC) is the set of all the assumptions used to explain how the intervention will produce its expected results. ToC seeks to explain why, how and under what conditions the expected results of the programme will occur. As such, the theory of change is the foundation for assessing success holistically.
8. As said before, the project strategy is to leverage Aruba's technical expertise and experience in sustainable development to provide a platform for strengthening innovation and resilience among SIDS through South-South cooperation and exchange of knowledge on sustainable practices in energy, public-private partnerships (PPP), water management, environment, tourism, and health.
9. Given that environment and economic context; the project design aimed at building capacity in SIDs by (i) Training in establishing country-specific sustainable development roadmaps; (ii) developing a virtual platform for technical support and knowledge exchange; (iii) providing In-country technical assistance, and (iv) producing Knowledge products and learning tools to support knowledge transfer and exchange.
10. The ultimate goal of the project was to foster innovation and the transfer of knowledge on sustainable development strategies between SIDS thereby contributing to building their respective capacities to develop and implement these strategies in their national interests.
11. The primary inputs from the project were the financial and human resources: Ministry of General Affairs, Science, Innovation and Sustainable Development (GASIS), University of Aruba (UA), Caribbean Branch Office for the Organizations of Applied Scientific Research (TNO), and UNDP.

1.3 The objective of the evaluation

12. The objective of this evaluation is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and, more particularly, document the results the project attained concerning its overall objectives and expected results as defined in the project document.
13. Relevance: concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the initiative is responsive to UNDP corporate plan and human development priorities of empowerment and gender equality issues. Relevance concerns the congruency between the perception of what is needed as envisioned by the initiative planners and the reality of what is needed from the perspective of intended beneficiaries. It also incorporates the concept of responsiveness—that is, the extent to which the project was able to respond to changing and emerging development priorities and needs in a responsive manner.
14. Efficiency: how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.
15. Effectiveness: the extent to which the initiative's intended results (outputs) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.
16. Sustainability: the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future.

1.4 EVALUATION METHODOLOGY

17. A variety of methods of data collection were used involving the following:
18. **Desk review:** The evaluator relied on already existing documentation, including the following: the project document, annual progress reports, workshop and meeting reports, and project materials such as manuals, assessments, project methodology, country reports, consolidated report, etc. (See Annex 2)
19. **Field visit:** One field visit to Aruba was undertaken to validate findings and to observe first-hand progress and achievements made and to collect best practices/ lessons learned.
20. **Stakeholder interviews:** Key informant interviews and consultations were a vital source of information. They complement and validate the information gathered through the desk review and the survey. The evaluation conducted telephone/skype interviews with relevant stakeholders. Efforts were made to ensure a range of voices were represented covering all the categories of the stakeholder map. (See Annex 4).
21. **Survey:** The evaluation launched one survey to collect feedback from project focal points and workshop participants from the beneficiary countries. (See Annex 3)

Evaluation Phases¹

1.4.1 PREPARATORY/INCEPTION PHASE

22. Consultations with the COE project manager; the evaluation consultant had a previous kick-off call with the project team to ensure understanding of process and methodology; obtain perspectives of critical issues and questions; discuss the scope of the evaluation and overall timeframe.

¹ See annex 5 Timeline

23. The evaluation consultant reviewed many key programme documents and reference materials and worked on the evaluation plan, inception report, evaluation instruments, such as the evaluation matrix and the online survey.

1.4.2 MAIN EVALUATION PHASE

24. One field visit was conducted to Aruba in late January 2019. This was to validate findings and to observe first-hand progress and achievements made and to collect best practices/ lessons learned.
25. Key informant interviews and consultations were vital sources of information. The evaluation consultant conducted in-the-field interviews but also did telephone/skype interviews with relevant stakeholders including the UNDP staff at T&T office; and focal points. Efforts were made to ensure a range of voices were represented covering all the categories of the stakeholder map.
26. As such, a mix of qualitative and quantitative approaches was used to analyze data and assess the status of the results. This combination of a variety of data collected will enable triangulation and a strong base to put forward findings, recommendations, and conclusions based on substantial evidence. Such triangulation is based on verification of at least three sources of information: perception, validation, and documentation. The methods described above will be used to validate the information and to respond to the evaluation questions through the cross-referencing of data sources.

1.4.3 REPORT PREPARATION PHASE

27. Once the field visit to Aruba was finalized the evaluation consultant prepared a draft report based on the analysis conducted, and the feedback received. Afterward, the consultant adjusted the draft report according to the UNDP comments; this document is the final report with all required adjustments.

2. PRELIMINARY FINDINGS

2.1 RELEVANCE

The extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries..

a) To what extent is the project in line with UNDP's mandate, the country priorities, and the requirements of the identified target groups including women and men?

44. **The evaluation found that the project objective is highly relevant in the face of the countries' context and needs.** During the field visit, all the interviewees stated that advancing to sustainable development is not only relevant but a major priority for SIDS countries. The project objective was to leverage Aruba's technical expertise and experience in sustainable development to provide a platform for strengthening innovation and resilience among SIDS through South-South cooperation and exchange of knowledge on sustainable practices in energy, public-private partnerships (PPP), water management, environment, tourism, and health.

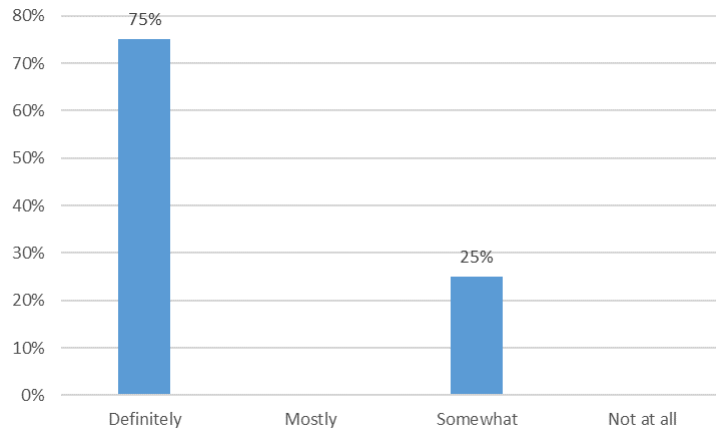
45. The focus of the projects on topics such as energy, tourism, water management, waste management, access finance, amongst others, is seen as very relevant for SIDS. The kickoff event in November 2016 in Aruba, was useful to consult countries about key issues in sustainable development, channels

or means to connect and provided initial training in sustainable development road mapping, therefore, both content and mechanisms were relevant.

46. According to survey respondents, both the project objective and activities were aligned with national policies, priorities, and development objectives:

Figure 1

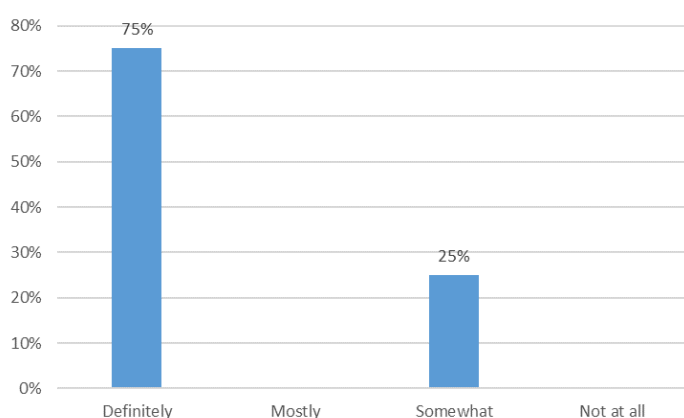
Survey Results to the question: *The project objective (to foster innovation and the transfer of knowledge on sustainable development strategies between SIDS thereby building their respective capacities to develop and implement these strategies in their national interests) was aligned with national policies, priorities, and development objectives?*



Source: Focal points survey

Figure 2

Survey Results to the question: *The project activities: (i) Training in establishing country-specific sustainable development roadmaps; (ii) developing a virtual platform for technical support and knowledge exchange; (iii) providing In-country technical assistance, and (iv) producing Knowledge products and learning tools, were aligned with national policies, priorities, and/or development objectives?*



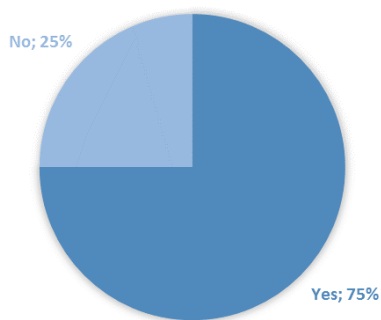
Source: Focal points survey

47. The field visit consultation coincides with the project documentation and the survey results, in saying that the project objectives were relevant. All surveyed people expressed that the project activities were mostly or somewhat aligned with the country priorities. Nobody said there was no alignment at all; therefore, confirming the relevance of the project expected goals.
48. Small economies that depend on external factors are vulnerable and can suffer from devaluation, inflation, reduced public expenditure, and climate change, amongst other consequences. Therefore, the project contributes to SIDS strategies.

49. **The project took some implementation measures at the operational level that were relevant given the project implementation scope.** The designation of national focal points was considered as a good practice of the project since it allowed to move forward positively on logistics issues, empowerment, coordination and better communication with each of the targeted countries. Another good practice to foster relevance was that the country technical assistance visits, and the prioritization of case studies, were guided by the available analysis and tailored-to-the-needs assessments, and able to respond accordingly to the context and country needs.
50. **The project is a pioneer as it is the first initiative amongst SIDS to aim at capacity building in these topics. Therefore, project implementation showed flexibility during execution.** It was said by different informants that the project was a pilot intervention and therefore, it was a learning by doing the process. As the project evolved, the project team tended to listen to countries, meet the needs, accepted feedback and discussed next steps.

Figure 3

Survey Results to the question: *Did the project include a consultation process with the countries to identify and design the project activities? (Yes, No)*



Source: Focal points survey

51. According to survey respondents, 75% consider that the project had a consultation process in their countries, while the remaining 25% thinks the opposite. The project was considered as an open initiative, and just in some cases, the project was seen as a top-down initiative.
52. **The main hypotheses that underpinned the project at the formulation stage remain valid and relevant; bringing SIDS together to discuss and share sustainable development topics is a priority.** Despite the relevance of the overall goal, the evaluation found that the project-level theory of change, which should describe how each input and activity contributes to this end goal, had some gaps and did not offer an adequate basis for measuring results. The main reservation on the project relevance is the absence of a clear rationale for how it contributes to long-term results or outcomes.
53. As said before, the ultimate project goal of fostering innovation and the transfer of knowledge on sustainable development strategies between SIDS thereby building their respective capacities to develop and implement these strategies is highly relevant; it is also relevant to use Aruba's green gateway as a benchmark or "role model."
54. The inaugural training lasted three days, and the technical assistance visits lasted one week in each country, which is a bit narrow to cover the sustainable development strategies in depth. There were knowledge products, and case studies in the online platform, that were considered useful. In some cases, the impact of the training and technical assistance was assessed with post-training surveys to measure satisfaction, the perceived use of the knowledge, tools, and methodologies attained through the trainings, and identifying obstacles, which is somewhat useful to assess results with the participants.
- a. To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role in a particular development context and its comparative advantage??

55. **UNDP's engagement and role in the project was considered as a comparative advantage.** The UNDP has a lot of experience doing sustainable development in SIDS, there is plenty of experience with project implementation, management, transparency, execution; for example, there was a weekly call with T&T to go through the project, UNDP made the connections and logistic arrangements with the help from COs in SIDS for Technical assistance visits. UNDP also helped with outreach, social media, raising awareness, doing events, and managing the budget.

56. UNDP is an institution with experience and technical capacity in project management, and in initiatives that seek the conservation of the environment and development. The Project was implemented in Aruba but was closely followed by the programme officer from T&T, and had the administrative support of that office.

57. In sum, UNDP added value was about:

- Mobilization of funds in NY
- Developing the project proposal in collaboration with partners
- Funds management, and operational support
- Project assurance and oversight; in-country outreach for missions
- Risk management and trouble shooting

58. **The project is aligned with UNDP work.** The intended Outcome as stated in the Country Programme Results and Resource Framework is *Increased environmental sustainability to achieve sustainable development through environmental management, compliance with international treaties, adaptation to climate change, and improvement in capacity for policy and strategy development.* Also, one of the outputs from 2014-17 Strategic Plan is: *Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.*

2.2 EFFICIENCY

How economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.

- a) To what extent have the project outputs resulted from economic use of resources? To what extent were quality outputs delivered on time?

60 **The evaluation found that the project goals were ambitious** as the intention was to contribute to sustainable development in all SIDS with a limited budget. The project budget was USD 725.000 in total to cover all SIDS in 2 years, which is a limited amount of money to develop activities in different countries and achieving the expected results. This was a general statement from most interviewees in the field.

61 According to project reports, “the COE project was originally funded from November 2015 to November 2017. The initial idea was for the COE to be integrated into the new EU-funded SISSTEM Faculty initiative of the University of Aruba. However, due to a delay in the EU funding for this initiative (estimated at 1,5 yr delay), there was a funding gap between the end of the COE project and the start of the Faculty. For this reason, a request had been made and for a budget-neutral extension as well as +25% funding. Originally this was intended to bridge the December 2017 – June 2018 funding gap. However, the transfer of these funds was delayed until June 2018. Due to the smart allocation of funds – without jeopardizing the agreed deliverables – the COE managed to fund the period December 2017 – June 2018 from its initial budget. The work program corresponding to the additional

25% funding was then shifted to the period July – February 2019 without affecting the agreed deliverables.”

62 The rationale for extending the project and providing additional funding had several elements:

- Due to the growing awareness and impact from the COE among SIDS policy-makers, and the increasing goodwill it creates on behalf of the Kingdom, closing the COE would have a significant opportunity cost, especially as after the initial start-up investments the returns and benefits could continue to be achieved in a more cost-effective manner. Case studies, webinars, online courses all have templates and as such were a fraction of the cost to repeat and scale.
- As the positive feedback from the many global events such as the Oceans Conference and HLPF indicated, there was the need for practical, 'how-to' knowledge and tools based on cases, preferably from other SIDS; it has also underlined the role COE can play in promoting Dutch knowledge from one SIDS to others.

63 Two events outside of the project control affected the project efficiency: the delay in the launch of the University of Aruba's SISSTEM faculty that was intended as the new home of the COE at the end of the project; and due to the delay, the change of government meant changes in priorities and delays from further discussion with the new authorities. This meant that the project team had to put in additional efforts in activities outside of the project plan (i.e. resource mobilization to fund project extension) and it brought operational challenges (not having an office for the project for six months after a change of government as the office was no longer available).

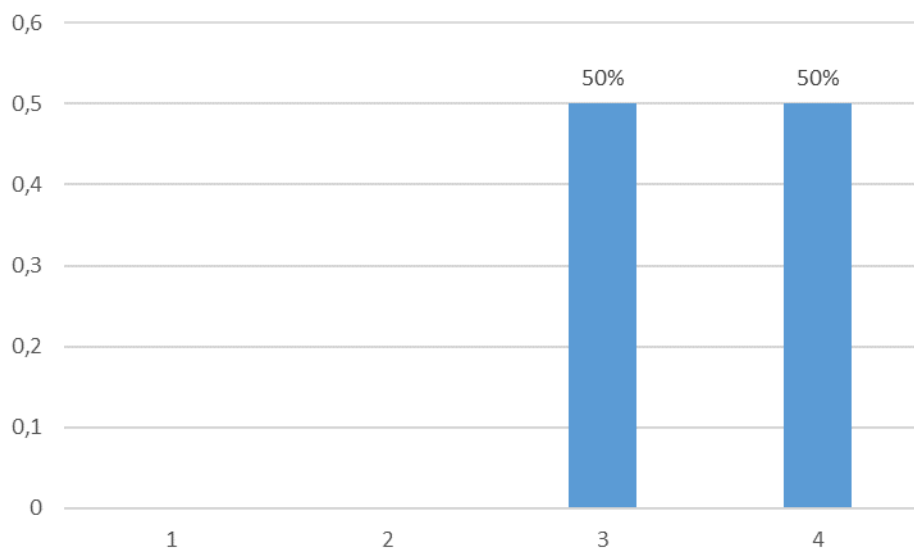
64 **Despite some external factors affecting implementation, the project delivered all of the planned activities.** The project managed to deliver all outputs and even managed to implement additional activities as detailed in the next section on effectiveness. The project delivered all global events, country

assessments, workshops, technical assistance visits, case studies, and the online platform. (See Effectiveness section)

- 65 Respondents expressed their satisfaction with the timeliness from UNDP's side and mentioned that the delays were due to internal matters such as lack of resources or personnel. Some countries had elections during the project implementation period, and this meant a shift in focus sometimes, but also delays given the staff turnover. When governments changed, the project had to start all over again, sensitizing and training staff.
- 66 Other factors that affected efficiency were out of the project control like weather conditions and disasters; for example, the hurricane that affected some countries led to unexpected delays as the countries focus changed. Procurement and administrative procedures were also considered to be bureaucratic, affecting efficiency.
- 67 The overall opinion of the survey respondents reflects that surveyees think the project was efficient due to different reasons. None stated it was inefficient or highly inefficient.

Figure 4

Survey Results to the question: *In your opinion, how efficient and timely was the project's implementation? (from 1 = Inefficient to 4= highly efficient)*



Source: Focal points survey

- b) Collaboration and coordination mechanisms within UNDP and with other cooperating agencies that ensure efficiencies and coherence of response; Were there any complementarities and synergies with the other work being developed by UNDP?

68 **Collaboration and coordination mechanisms within UNDP and with other cooperating agencies was limited.** Interviewees consider that more work could have been done with the UN SIDS system. The project could have benefited from alliances with other UN SIDS institutions (UNDESA, UNFPA, FAO, UNESCO).

69 During the field visits, when asked about the coordination of the project with similar initiatives, most of the respondents stated that there were no similar projects at that time. Nevertheless, the project developed strategic alliances with other institutions and leveraged resources for the projects objectives and activities; for example, the virtual platform was developed by the Government of Aruba, the University of Hamburg created an online course for SD in the Pacific with 300.000 from the EU, the COE project asked to make it specific for policy makers, and it was adjusted for 20.000USD (COE) covering 400 people. The inaugural event was also co-hosted with IRENA which provided an additional USD50,000 worth of funds to the event.

2.3 EFFECTIVENESS

The extent to which the initiative's intended results (outputs) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.

a) To what extent have the project's expected results been achieved or has progress been made towards their achievement?

60 It is difficult to measure the results of projects that aim at capacity building. Progress tends to be slow and uneven, attribution of results is problematic, and the volatile context makes it difficult to sustain activities for long enough to assess the results. In recognition of this, the evaluation looked at whether the COE is designing, implementing and monitoring its implementation in a results-focused way, based on general good programming principles and on the available evidence on what does and does not work in capacity building aid programming.

61 **At the output level, the COE project successfully delivered all planned products within timeline and under budget and even managed to deliver additional ones.** Under Output one "High level

officials have increased awareness and knowledge related to sustainable development road mapping for SIDS”, the project delivered an inaugural 3-day training and workshop on Sustainable Development Road Map, and also, global events were organized for SIDS: Build Back Better Week (St.Maarten), Financing for Resilience (Antigua), UN HLPF side-event (New York). A virtual platform for knowledge exchange on SD for SIDS, and seven case studies were delivered under Output two: “Ability to access and use information and technology to develop and implement sustainable development solutions improved in SIDS.” For Output three: “Sustainable development roadmaps developed in selected SIDS,” there were technical assistance visits to 7 SIDS (4 Delivered as initially planned plus three more delivered in the extension period).

62 Given some efficiencies, the project delivered additional products within the original project budget:

- Development of online SIDS toolkit for SDG implementation
- Resilient Energy event with IRENA (Delivered); Planetary Security event with CDEMA
- Knowledge products on resilience from the St.Maarten and Antigua events available online
- Online course Renewable Energy for SIDS Policy-makers
- Continued outreach to SIDS policy-makers through social media, webinars, newsletters, blogposts, articles, ad hoc knowledge support
- To support for SDG implementation from the Aruba experience, the COE project hired a consultant who has done a feasibility study of the plans for the new SISSTEM faculty where the COE will transition.²

² Note: in addition to these tangible deliverables, the COE continued its regular operational activities, such as:

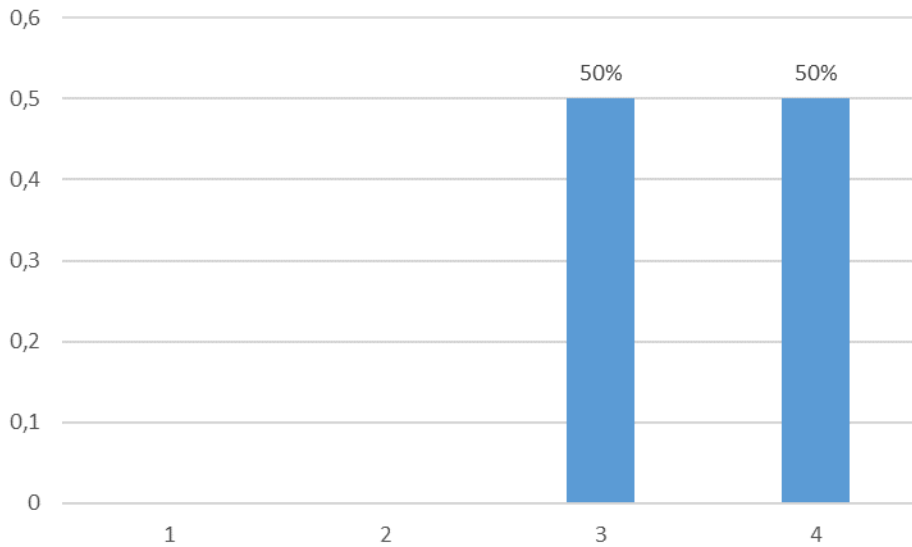
- Regular Project Board meetings at bi-monthly intervals with implementing partners and key stakeholders;
- Regular project update meetings with stakeholders of UNDP and Government of Aruba;
- Continued expansion of the SIDS community, most concretely demonstrated by the Newsletters subscriber base;
- Identification and preparation of best practices in SIDS for next case studies;
- Communication and awareness raising of the deliverables to increase uptake and use;
- Continued brainstorming over transition of COE to University of Aruba with key stakeholders;

- 63 **The evaluator found that the process of monitoring and evaluation was not proper to measure progress towards results.** The project did develop a project document with a results framework, monitoring indicators, there were regular Project Board every two months, and regular project update meetings with stakeholders of UNDP and Government of Aruba. Nevertheless, the project document lacked outcome level indicators, baselines, or milestones, and therefore had no way of assessing whether they were achieving positive changes at the institutional level, policy level, nor community level.
- 64 **During the field phase, respondents showed positive levels of satisfaction.** Interviewees stated that they appreciate the knowledge gained but regretted the lack of follow-up. Also, most surveyees considered that the project adds value to the countries.

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- Attendance to regional and global events, such as Environmental Sciences conference in Hawaii, Sustainable Tourism conference in St.Kitts and Smart Island conference in Mallorca.

Figure 5

Survey Results to the question: *What was the COE project's added value for the country? (1 = low- 4 = high)*

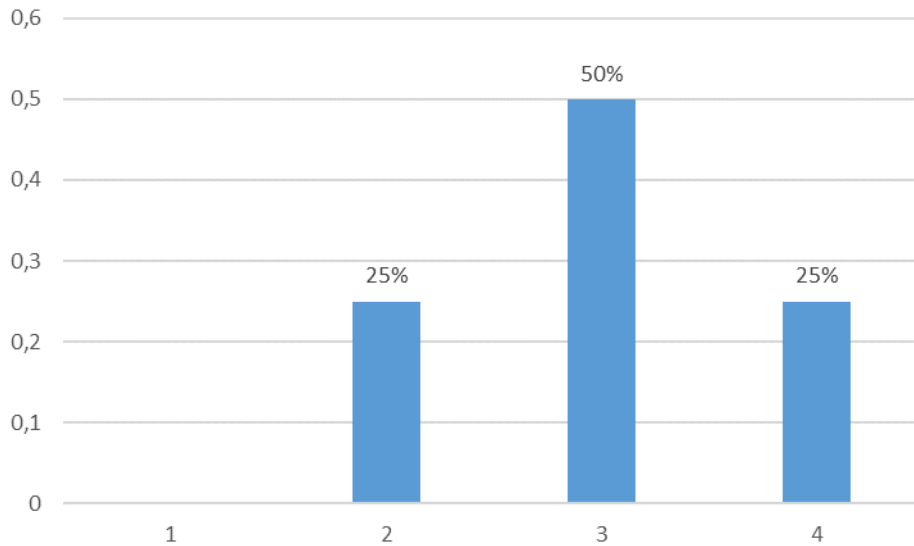


Source Activity participants' survey

- 65 **The main outcome of the project was the raised awareness of environmentally friendly practices and sustainable development.** Interviewees who participated in workshops and seminars feel they gained much knowledge regarding the concepts of waste management, water management, and sustainable development overall. For them, this was the first time they learned about these topics.

Figure 6

Survey Results to the question: *In your opinion, has the COE project contributed to building the SIDS sustainable development strategies in their national interests? (1 = very little- 4 = a lot)*



Source: Focal points survey

- 66 **In general, respondents feel that thanks to the project there is a better environment for exchanging ideas on sustainable development at the technical level;** interviewees consider that the project contributed to improved communication amongst key stakeholders at the national level, institutions have staff that is more interested in sustainable development topics, and solutions in each country, in areas such as waste management, sustainable tourism, energy efficiency, etc. In some countries people are now working towards a collective vision, there is now capacity been built, networking and stakeholder alignment.
- 67 At the national level, there are different results that the evaluation observed; in Antigua and Barbuda, after the national workshop, a committed and dedicated group of persons came together and have

formed a legally registered NGO called Zero Waste Antigua and Barbuda. They have gotten more members and willing to move the waste management process forward; for example, they are currently supporting several pilot projects and conducted a survey with the support of a team from Kassel University who has paid two visits to the island and has committed to continue to work with the NGO to develop the social component of the strategic plan. They have also started to visit schools to change the behaviors and attitudes of the children towards waste management.

- 68 In the Dominican Republic, thanks to TNO Technical assistance, the institutions learned how to track SDGs achievement. They are now able to disaggregate the SDGs data into specific examples like a hotel in all key sectors. The timing was considered opportune since the workshop fed into the building of the Roadmap for SDG 12 “consumo y producción sostenible” in that country
- 69 In Seychelles, participants expressed satisfaction with the learning on how to use the Hotel Energy Solution and learning about the different benefits of energy efficiency, which was well appreciated by the different hotels. The workshop provided an opportunity to learn from the best practices of the different hotels that were present. Also, workshop participants from Seychelles were grateful to learn about the best practices from SIDS (e.g., the example of a smart community project in Aruba).
- 70 The workshop provided a platform where the different stakeholders which included Department of climate change, Department of Tourism, Seychelles Energy Commission, University of Seychelles and different hotels could share information, ideas, and best practices. The format which was used to deliver the workshop was in a professional but friendly atmosphere which allowed the participants to express themselves.
- 71 In Vava’u (Tonga), the biggest learning that was appreciated after the technical assistance was clarifying that roles of each stakeholder were relevant to waste management and that it is very important to connect the network and build a close relationship between Government ministries and NGOs. In this way, organizations can share experiences and lesson learned to improve the roadmap for waste management in Vava’u and throughout Tonga.

72 Regarding knowledge management and best practices sharing to maximize results, other than the global/regional events, countries were not part of a live learning process, or a sustained-in-time knowledge management strategy. With limited resources and time available, the project made efforts in identifying and sharing best practices, and the COE did share knowledge with external partners, but this was done through specific products, as planned initially. However, there was not a live process, with constant communication between different parties, and follow up. One time visits were useful to ignite some interesting processes, but it won't guarantee lasting effects. There was no follow up to assist with implementation, and activities had a short timeframe, needs to be ongoing and needs to be linked to international processes to make local actions more visible with funding priorities. Again, this is a design issue because the project had a wide scope with limited resources and time for implementation.

2.3 CROSS-CUTTING ISSUES

The extent to which and how the project and its activities considered human rights, gender issues and other overarching strategies, including the achievement of the SDGs.

- a) Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?

73 As required by UN and UNDP's guidelines, gender mainstreaming and furthering the role of women in capacity building are a requirement on the UNDP's central agenda. The rationale is that programmes that are based on a gender-sensitive conflict analysis are more likely to be effective in addressing the

specific needs, capabilities and experiences of the whole society in question, including women, men, boys, girls and sexual and gender minorities.

- 74 **The central commitment to gender sensitivity and to furthering the role of women in national development is not yet consistently mirrored at the project level.** The evaluation found that the project documents do not include a dedicated gender mainstreaming strategy, and this might be because the focus of the project is institutional. From interviews, it was understood that achieving gender equality meant, for example, ensuring that women are included among workshop trainees, also, from the TA reports it can be concluded that most of the participants were women.
- 75 **Although there was no specific and clear gender mainstreaming strategies, the project did include women and men in different activities and generated gender-disaggregated data.** Again, being gender-sensitive is challenging for a project that aimed at strengthening institutional capacities.
- 76 It is also important to say that the UNDP's project is designed to benefit the government's capacities to address sustainable development, that would, in turn, led to alleviate poverty rates, increase resources available for social investment and, in the longer-term reach the most marginalized and vulnerable groups.

2.4 SUSTAINABILITY

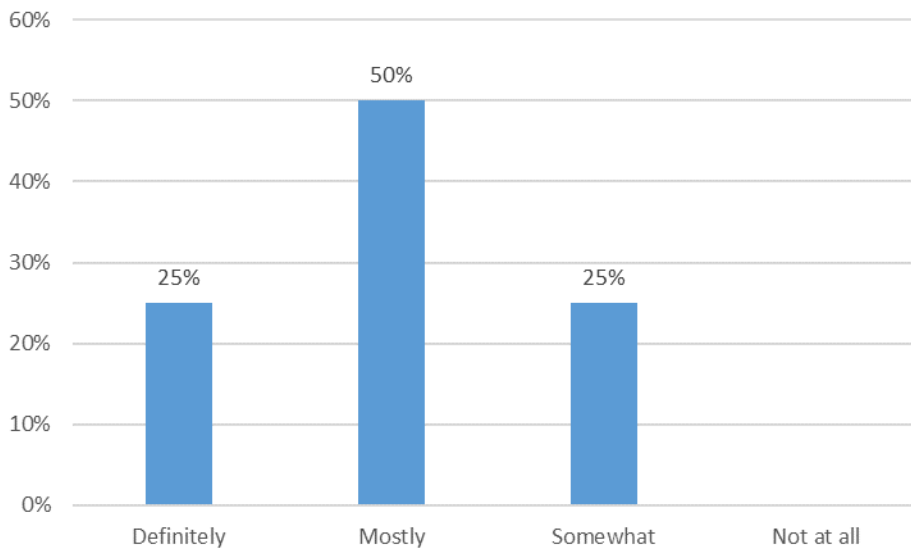
The extent to which the benefits of the project are likely to continue after funding has been withdrawn, including long-term impact, dissemination, and replication.

- 77 **The project made efforts for a sustainable intervention.** The evaluation does appreciate the fact that some efforts were made to make the project sustainable; such as the online platform, written case studies, online training courses, technical assistance from the COE, and other training material.

- 78 The evaluation found that the sustainability of the project is likely but not given because it is moderately likely to guarantee financial resources for the COE transfer to the UoA, but on the other hand, socio-politicians support is not clear, as well as the institutional framework and governance.
- 79 Sustainability has been integrated into the project design, and the project has an exit strategy with specific goals to continue the benefits achieved by the project, including the transition planning component designed to be launched at the end of the project (consultancy on the COE transition). Regarding the financial and economic sustainability of the project, the entities consulted during the field visit have expressed their interest in continuing with the advanced processes, but there needs to be clear data on the progress and results so far, both globally and at the national levels.

Figure 7

Survey Results to the question: *To what extent are the results of the project likely to continue after the project funding has been withdrawn?*



Source: Focal points survey

3. LESSONS LEARNED

- 80 Development of sensitization workshops was successful in this project because it allowed presenting the project, its scope, and expectations in front of the beneficiary countries and key stakeholders.
- 81 The technical assistance that was made in countries sought solutions tailored to the needs, taking into account national priorities, the context, and needs. This is a pragmatic approach that proved to be successful beyond theoretical approaches.
- 82 Development interventions in the SIDS face many challenges, including the lack of capacity of some countries. In these countries the possibility to execute resources and implement activities efficiently is likely to be constrained by the limited availability of government staff, low capacities of the countries, all future interventions need to take this issue as a challenge and establish a risk mitigation strategy.
- 83 The designation of national focal points was considered as a good practice of the project since it allowed to move forward positively on logistics issues, empowerment, coordination and better communication with each of the targeted countries.

4. CONCLUSIONS

- 1 The project objectives and expected achievements are relevant and well aligned with the development priorities and needs of the countries in all regions. These priorities have not changed significantly since

the start of the initiative, and continue to be centered on lessons exchange for sustainable development in targeted countries.

- 2 The project design was ambitious as it aimed at sustainable development, covering different countries in different contexts. Future intervention should aim at more impactful initiatives in fewer countries, with the possibility to scale up organically.
- 3 The approach to achieve the objectives did not have an explicit Theory of Change with specific links between inputs, activities, outputs, and outcomes. There was a clear link between inputs, activities, and outputs, but not outcomes as the project design didn't aim for outcomes.
- 4 The project delivery rate was acceptable, but scale-up and replication of best practices need to be done in the transition plan to have the COE become part of the knowledge base of the University of Aruba.
- 5 The internal project monitoring system involved 22 project board meetings, but this wasn't always sufficient as it appeared to focus mainly on activities and expenditure levels. The tracking of progress based on delivery levels (i.e., rates of expenditure) can be insufficient, although a common practice of many donors, including the UNDP.
- 6 The primary outcome of the project was the raised awareness of sustainable practices, peer-to-peer learning, and knowledge management. The project made a difference regarding behavior and consciousness of these concepts. Nevertheless, regarding how effective were the project activities in contributing to sustainable development strategies, the evaluation could not find substantial evidence on that regard.

- 7 The project was successful in sharing case studies, providing technical assistance, and training.
- 8 As the primary project beneficiaries were institutions, it was difficult for the project design to include a human rights and gender strategy. Nevertheless, during the implementation, the project strived to include both men and women in all activities.
- 9 Sustainability of the project is likely as the University of Aruba will absorb key elements of the project, but explicit support of the new Aruba government for the COE and its achievements would greatly benefit its sustainability.

5. RECOMMENDATIONS

Based on Conclusions 2, 3 and 9

For UNDP: Future projects should take special care with the design phase for greater relevance, the logic of intervention and achievement of impacts. Projects must have a theory of change from the beginning, which identifies the chain of specific results, roles, and responsibilities.

- Future interventions design need to identify the expected outputs and outcomes and to elaborate a Theory of Change that describes the path from inputs to results (outputs and outcomes). The Theory of Change should include assumptions and be linked with a risk log.

Based on Conclusion 2 and 4

For UNDP, Government of Aruba: For the next phases, reduce the number of topics to choose from and have an agenda already from the onset (the supply):

- Sustainable Tourism (high dependency SIDS)
- Sustainable energy
- Water management
- Coastal protections

- Waste management

Based on Conclusions 3, 4 and 5

For UNDP: A success factor for projects is a monitoring and evaluation system, based on specific and verifiable results indicators, which allows greater control over processes and results.

- All projects should go beyond the results framework and should elaborate a Monitoring and Evaluation system with a clear framework on progress and results indicators, sources of information and verification, roles and responsibilities (data upload and analysis), reporting procedures, etc.
- Ideally, this M&E system should be online for all stakeholders to see the project's evolution and results in a dashboard
- All indicators need to have a baseline to analyze evolution and change.

Based on conclusions 6 and 9

For UNDP: The design of projects for the capacity building must be meticulous and must take into account the participants profile, topics, the methodology, the study load, the time available to achieve the desired results, and the evaluation. Future interventions need to take into account the fact that capacity building is a sustained in time process, that needs follow-up.

Based on Conclusion 7

For UNDP-Aruba Government: Pilot projects need to have a replication strategy to share and scale-up lessons learned and best practices amongst countries.

- The online platform can move from an online information repository to a live community of practice
- This KM strategy should include dedicated staff to do a follow-up, facilitate discussions, create and update experts' directories worldwide (by topic), elaborate new case studies, etc.

Based on Conclusion 9

For UNDP-Aruba Government-Aruba University: COE project needs a sustained in time intervention to be able to scale-up its benefits. Therefore, funding and technical support are a vital need.

- The transition process from COE to the UoA faculty needs to start from presenting the COE results, a roadmap for sustainability (exit strategy) with a detailed timeline, specific roles, and a budget.

ANNEXES

Annex 1. Terms of Reference

Terms of Reference

United Nations Caribbean

United Nations Development Programme (UNDP)

Trinidad and Tobago

Job Title :	Consultant for Evaluation of COE Project
Category :	Evaluation
Brand :	Centre of Excellence for Sustainable Development of SIDS
Duty Station :	Oranjestad, Aruba
Languages Required :	English
Starting Date :	19 December 2018
Duration of Contract :	28 February 2018

BACKGROUND AND CONTEXT

The project “Towards creating a Centre of Excellence for Sustainable Development of Small Island Development States (SIDS) in Aruba” seeks to strengthen the capacity of SIDS to utilize sustainable development solutions through the establishment of a Centre of Excellence (COE) for Sustainable

Development in Aruba in 2016. In 2019, the COE will transition into a new faculty for sustainable island solutions at the University of Aruba. The project is a collaboration between the Government of Aruba, The Kingdom of the Netherlands and the UNDP. The elements of the project will allow active engagement with other UN member SIDS to transfer lessons learnt and best practices. It is a South South/SIDS-SIDS cooperation initiative and a vehicle for promoting economic development in SIDS, especially important at a time when traditional sources of funding are decreasing. Promoting South-South cooperation is an expressed priority for UNDP and this project will leverage UNDP's experience in South-South cooperation and knowledge management across the region.

Core Objectives of the COE project

“To leverage Aruba’s technical expertise and experience in sustainable development to provide a platform for strengthening innovation and resilience among SIDS through South-South cooperation and exchange of knowledge on sustainable practices in energy, public-private partnerships (PPP), water management, environment, tourism and health.”

COE Project Components

- Training in establishing country-specific sustainable development roadmaps;
- A virtual platform for technical support and knowledge exchange beyond the duration of this project;
- In-country technical assistance; and
- Knowledge products and learning tools to support knowledge transfer and exchange.

Key Output/Impact:

“To foster innovation and the transfer of knowledge on sustainable development strategies between SIDS thereby building their respective capacities to develop and implement these strategies in their national interests.”

EVALUATION SCOPE AND OBJECTIVES

An independent evaluation of the project will be conducted at the conclusion of the project to assess progress with respect to execution, alignment with objectives and achievement of agreed deliverables and targets; the evaluation also serves to assess impact of project over project lifetime. This will specifically support the output (#4) Monitoring & Evaluation as agreed in the project document by the implementing partners.

In an effort to;

- Evaluate the project against the initial and emergent objectives, activities and outputs;
- Capture lessons learned for management of future projects in similar contexts;
- Provide accountability re funding and project agreement to project donors.

The UNDP Trinidad & Tobago office is seeking to contract a vendor to carry out an evaluation of the COE project based on UNDP’s framework for M&E. This will include an analysis of the activities and outputs, including where deviations occurred from initial project plan, as well as interviews with key stakeholders.

The evaluation shall be carried out according to the criteria as outlined in the UNEG Quality Checklist for Evaluation Reports (which can be found here: <http://www.uneval.org/document/detail/607>).

The evaluation will apply the following criteria:

Relevance concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries in SIDS. Relevance also considers the extent to which the initiative is responsive to UNDP corporate plan and human development priorities of empowerment and gender equality issues.

Effectiveness is a measure of the extent to which the initiative's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved in SIDS.

Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results for SIDS. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs.

Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future.

Each criteria will be ranked as follows:

Criteria	Ranking
Relevance	<ul style="list-style-type: none"> • Relevant (R) • Not relevant (NR)

Effectiveness	<ul style="list-style-type: none"> • Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency • Satisfactory (S): There were only minor shortcomings • Moderately Satisfactory (MS): there were moderate shortcomings • Moderately Unsatisfactory (MU): the project had significant shortcomings • Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency • Highly Unsatisfactory (HU): The project had severe shortcomings
Efficiency	<ul style="list-style-type: none"> • Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency • Satisfactory (S): There were only minor shortcomings • Moderately Satisfactory (MS): there were moderate shortcomings • Moderately Unsatisfactory (MU): the project had significant shortcomings • Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency • Highly Unsatisfactory (HU): The project had severe shortcomings
Sustainability	<ul style="list-style-type: none"> • Likely (L): negligible risks to sustainability • Moderately Likely (ML): moderate risks • Moderately Unlikely (MU): significant risks • Unlikely (U): severe risks

Impact, as an evaluation criteria, will not be utilized in this evaluation. Impact results – describing changes in people’s lives and development conditions– are considered beyond the scope of this evaluation. Results at the impact level would need to control for the vast array of factors that may have influenced development in this area and would not be feasible nor cost efficient to discern the project’s and UNDP’s contribution to such change.

EVALUATION QUESTIONS

Evaluation questions define the information that the evaluation will generate. This section proposes the questions that, when answered, will give intended users of the evaluation the information they seek in order to make decisions, take action or add to knowledge. Evaluation questions include:

- Were the project’s stated outputs achieved?
- What progress toward the project outputs has been made?
- What factors have contributed to achieving or not achieving intended project outputs?
- To what extent have the project outputs and assistance contributed to the CPD outputs and UNDP CPD outcomes?
- Has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?

Evaluation questions must be agreed upon among users and other stakeholders and accepted or refined in consultation with the evaluation team.

Suggested questions for each criteria:

Criteria	Questions
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Relevance	<ul style="list-style-type: none"> • To what extent is the project in line with UNDP's mandate, the country priorities, and the requirements of the identified target groups including women and men? • To what extent did the project promote UNDP principles of gender equality, human rights and human development? • To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role in a particular development context and its comparative advantage? • To what extent was UNDP's selected method of delivery appropriate to the development context? • To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
Effectiveness	<ul style="list-style-type: none"> • To what extent have the project's expected results been achieved or has progress been made towards their achievement? • How have corresponding project outputs delivered by UNDP affected the CPD outputs and CPD outcomes, and in what ways have they not been effective? • What has been the contribution of partners and other organizations to the results generated by the project, and how effective have UNDP partnerships been in contributing to achieving the results? • What were the positive or negative, intended or unintended, changes brought about by UNDP's work? • To what extent did the results achieved benefit women and men equally?
Efficiency	<ul style="list-style-type: none"> • To what extent have the project outputs resulted from economic use of resources? • To what extent were quality outputs delivered on time? • To what extent were partnership modalities conducive to the delivery of the project outputs? • To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly? • To what extent did UNDP promote gender equality, human rights and human development in the delivery of outputs?
Sustainability	<ul style="list-style-type: none"> • What indications are there that the results achieved will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)?
Criteria	Questions

	<ul style="list-style-type: none"> • To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented? • To what extent are policy and regulatory frameworks in place that will support the continuation of benefits? • To what extent have partners committed to providing continuing support? • To what extent will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?
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METHODOLOGY

The evaluation will be carried out by an external evaluator and will engage a wide array of stakeholders and beneficiaries.

The evaluator(s) will develop a logic model of how UNDP interventions are expected to lead to the expected changes.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits where relevant.

The evaluation should also adopt other approaches and methods likely to yield most reliable and valid feedback to the evaluation questions and scope. In consultation with the program units, evaluation managers and key stakeholders, the evaluator(s) should develop the most appropriate, objective and feasible methods to address objectives and purpose of the evaluation. It is expected that the evaluation will take into consideration both the qualitative and quantitative approaches, and can therefore encompass a number of methods including:

- Desk review of relevant documents such as the studies relating to the SIDS context and situation, project documents, progress reports, and other evaluation reports.
- Discussions with project board members and project staff.
- Interviews and focus group discussions with partners and stakeholders.
- Questionnaires and participatory techniques for gathering and analysis of data.
- Consultation and debriefing meetings.

However, the final decision about the specific design and methods for the evaluation should emerge from consultations among the programme unit and the evaluator about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and existing data

EVALUATION PRODUCTS (DELIVERABLES) AND TIMEFRAME

The evaluator will be accountable for producing the following products:

- Evaluation inception report—An inception report should be prepared by the evaluator before going into the full fledged data collection exercise. It should detail the evaluator’s understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report provides the programme unit and the evaluator

with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.

- Draft evaluation report—The programme unit and key stakeholders in the evaluation will review the draft evaluation report to ensure that the evaluation meets the required quality criteria.
- Final evaluation report.

Deliverables by phase	Comments re activities	Payment Schedule upon approval	Timeline for delivery
1. <u>Evaluation Inception Report</u>	Preparation and submission of evaluation inception report, aligned to evaluation methodology and framework.	10%	4 th January 2019
2. <u>Draft Evaluation Report Submission, review and acceptance of draft evaluation report</u>	<p>This includes the following:</p> <ul style="list-style-type: none"> • Desk review of the initial project document, board minutes and all knowledge outputs, including surveys; • Interviews with Project Team (2) and Project Board members (5); • Interviews with beneficiaries of various outputs (5). <p>Note: Interviews should be conducted using a fixed template and methodology for consistency. Review of submission will be conducted by project team and project board members.</p>	40%	26 th January 2019

3. Final Evaluation Report Submission, review and acceptance of final evaluation report	Review of submission will be conducted by project team and project board members	50%	18 th February 2019
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EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The evaluator must be independent from any organizations that have been involved in designing, executing or advising any aspect of the project that is the subject of the evaluation.

- Minimum of a Master's degree in a relevant Social Science;
- Minimum 5 years' experience in managing programmes and implementation and evaluation of projects, preferably in the Caribbean;
- Experience in results-based management / logical framework approach and other strategic planning approaches, evaluation methods and approaches (qualitative and quantitative);
- Affinity with the context of small island developing states and sustainable development goals is preferred;
- Experience with UN Evaluation Guidelines and Methodologies (UNDP evaluation policies, UNEG norms and standards);
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods to projects and/or programmes;
- Experience and work as member of evaluation teams;

- Knowledge of UNDP in the Latin America and the Caribbean;
- Good presentation, interpersonal and communication skills;
- Ability to meet deadlines and prioritize multiple tasks;
- Excellent report writing and editing skills;
- Excellent working knowledge (written and oral) of English is required;
- Ability to deliver against tight deadlines;
- Availability to work on location in Aruba.

The evaluator is requested to send a completed Request for Proposal Form with all expenses budgeted (professional emoluments, air tickets, DSA, field visits, surveys, materials, etc.)

EVALUATION ETHICS

The evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'¹. The evaluator should address in the design and implementation of the evaluation the procedures that will be used to safeguard the rights and confidentiality of information providers. Evaluator should indicate the measures that will be taken to ensure proper storage and secure maintenance of collected information as well as the protocols to ensure anonymity and confidentiality.

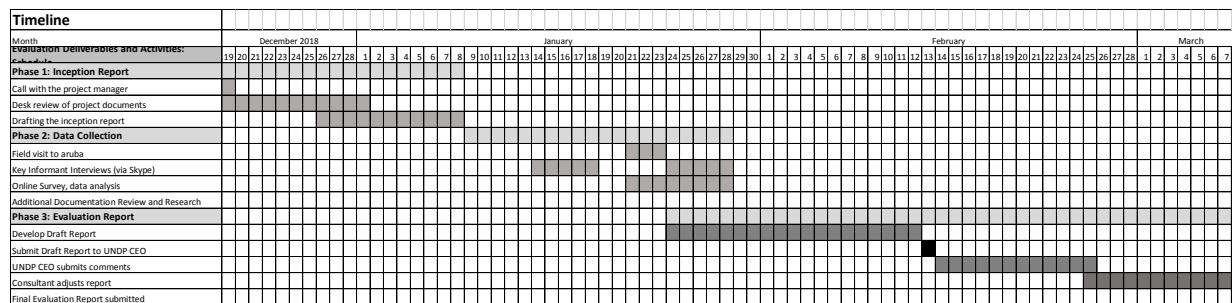
IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with UNDP Trinidad and Tobago. UNDP T&T CO will contract the evaluator. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Governments, etc.

This is expected to be a single person evaluation guided by the Project Team, UNDP programme officer and project steering committee. The evaluator will report to the UNDP programme officer. The project team will manage the day to day requirements for evaluation and oversight. The Project Board will review findings and provide feedback.

The UNDP T&T Office Procurement Department is the main point of contact for contracting purposes.

Annex 2. Evaluation Timeline



Annex 3. List of interviewees

Name	Organization	Emailadres
Patrick Arens	University of Aruba	patrick.arens@ua.aw
Jennifer Polman	TNO Caribbean	jennifer.polman@tno.nl
Jocelyne Croes	Gov of Aruba	jocelyne.croes@gmail.com
Rosemary Lall	UNDP	rosemary.lall@undp.org
Varelle Croes	Gov of Aruba	varelle.croes@gobierno.aw
Arno Boersma	UNDP	arno.boersma@undp.org
Francielle Lacle	UNDP	francielle.lacle@undp.org
Riad Meddeb	UNDP Policy Advisor, Economic Recovery, Sustainable Development	riad.meddeb@undp.org

Artie Dubrie	ECLAC Sub-regional Headquarters Sustainable Development Officer	artie.dubrie@eclac.org
Ulrich Hermans	Innovation Advisor Government of Aruba	ulrich.hermans@gobierno.aw
Khalillah Peters	Director of Department of Foreign Affairs Sint Maarten	Khalillah.Peters@sintmaartengov.org
Angelique Gumbs	Ministry of the Interior Sint Maarten	Angelique.Gumbs@sintmaartengov.org

Annex 4. List of consulted people (Anonymous Online Survey)

Name	Organization	Emailadres
Ruth Spencer	Antigua	ruthspencer5@gmail.com
Elizabeth Gonzalez Pimentel	Dom Rep	egonzalezp@economia.gob.do
Gail Nelson	Jamaica	Gail_Nelson@PIOJ.gov.jm; gailnello2@gmail.com
Daine Charlot	Seychelles	diane.charlot@tourism.gov.sc
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Annex 5. Online Survey

<https://es.surveymonkey.com/r/NJXDPRD>

1. The project objective (to foster innovation and the transfer of knowledge on sustainable development strategies between SIDS thereby building their respective capacities to develop and implement these strategies in their national interests) was aligned with national policies, priorities, and/or development objectives?

Definitely
Mostly
Somewhat
Not at all
Don't know/No answer

2. The project activities: (i) Training in establishing country-specific sustainable development roadmaps; (ii) developing a virtual platform for technical support and knowledge exchange; (iii) providing In-country technical assistance, and (iv) producing Knowledge products and learning tools, were aligned with national policies, priorities, and/or development objectives?

Definitely
Mostly
Somewhat
Not at all
Don't know/No answer

3. What was the COE project's added value for the country? (1 = low- 4 = high)

Please clarify, provide examples

4. Did the project include a consultation process with the countries to identify and design the project activities? (Yes, No)

Yes
No

5. In your opinion, how efficient and timely was the project's implementation? (from 1 = Inefficient to 4= highly efficient)

6. In your opinion, what are the main results/changes achieved by the project?

7. In your opinion, has the COE project contributed to building the SIDS sustainable development strategies in their national interests? (1 = very little- 4 = a lot)

Why? (please specify)

8. To what extent are the results of the project likely to continue after the project funding has been withdrawn?

Definitely

Mostly

Somewhat

Not at all

Don't know/No answer

9. Any recommendations or suggestions to improve future phases of the projector similar interventions in the future?

10. In your opinion, what are the projects' main strengths and weaknesses?

Weaknesses:

Strenghts:

