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THE JAPAN- CARIBBEAN CLIMATE CHANGE PARTNERSHIP PROJECT (J-CCCP) BBRSO71995 (2015 – 2019):

Final Evaluation of the Regional Japan-Caribbean Climate Change Partnership Project

***Commissioned by:
UNDP Barbados and the OECS***

FINAL REPORT



Belize;



Dominica;



Grenada;



Guyana;



Jamaica;



Saint Lucia;



Saint Vincent and
the Grenadines;



Suriname.



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**Evaluation Consultants
MARCH, 2020**

Acknowledgements and Evaluation Information

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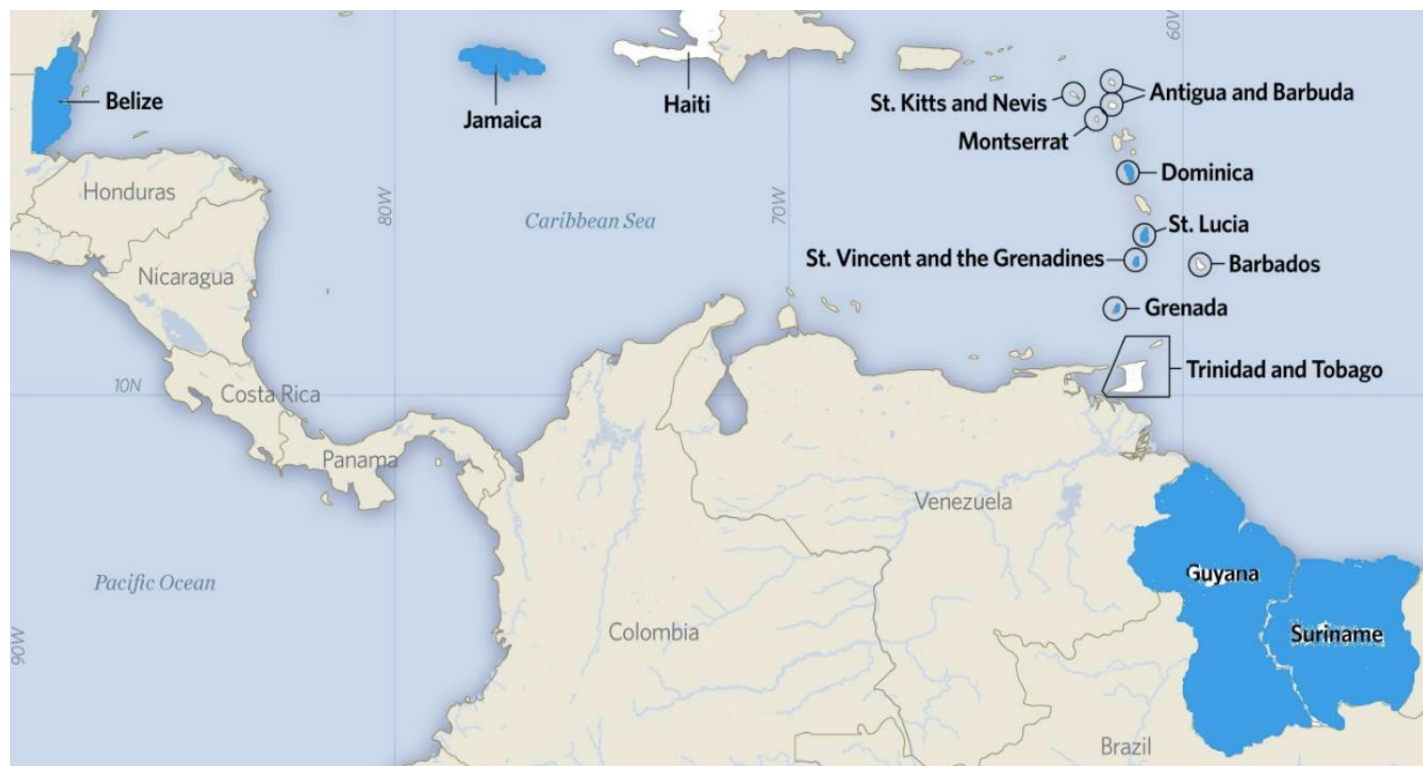
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Acronyms and Abbreviations

BMUB	Environment, Nature Conservation, Building and Nuclear Safety
CAP	Common Alerting Protocol
CARICOM	Caribbean Community
CC	Climate Change
CCCCC	Caribbean Community Climate Change Centre
DIM	Direct Implementation Modality
DIM	Direct Implementation Modality
DRR	Disaster Risk Reduction
EnGenDER	Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean
FGD	Focus Group Discussions
FPE	Final Project Evaluation
INDC	Intended Nationally Determined Contribution
IPCC	Intergovernmental Panel on Climate Change
J-CCCP	Japan-Caribbean Climate Change Partnership
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
NAMA	Nationally Appropriate Mitigation Action
NAP	National Adaptation Plan
NFP	National Focal Point
NGO	Non-Governmental Organisation
OECD-DAC	Organisation for Economic Cooperation and Development – Development Advisory Committee
OECS	Organization of Eastern Caribbean States
PEE	Project-End Evaluation
PMU	Project Management Unit
PV	Photo Voltaic
SDGs	Sustainable Development Goals
SE4ALL	Sustainable Energy For All
SIDS	Small Island Developing States
SRO	Sub-Regional Office
TA	Technical Assistance
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme

Map of the Caribbean



Map of the J-CCCP Caribbean and OES Countries: Courtesy of: UNDP Barbados

Executive Summary

Introduction

The Japan-Caribbean Climate Change Partnership (J-CCCP) was designed to strengthen the capacity of countries in the Caribbean to invest in climate change mitigation and adaptation technologies in a structured and prioritized manner, guided by their Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs). The JCCCP was to support the eight Caribbean countries of: Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St Vincent and the Grenadines, and Suriname in advancing the process of low-emission risk-resilient development by improving energy security and integrating into medium to long-term planning for adaptation to climate change. Mitigation and adaptation to climate change was to be achieved through the following three outcomes, with a strategy to encourage policy innovation, incubation and diffusion of climate-resilient technologies for mainstreamed adoption:

- a) **Outcome 1:** NAMAs and NAPs to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalized;
- b) **Outcome 2:** Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean;
- c) **Outcome 3:** Knowledge networks strengthened in Caribbean to foster South-South and North-South cooperation through sharing of experiences surrounding climate change, natural hazard risk and resilience

The J-CCCP project terminal evaluation commissioned by The United Nations Development Programme (UNDP) Barbados and OECS Sub Regional Office (SRO) was carried out by a team of independent consultants from September to December, 2019. This Final Project Evaluation (FPE) assessed progress towards the achievement of the project objectives and its three (3) key outcomes, focusing on the delivery of the project's targeted results as initially planned and as corrected after the Mid-Term Evaluation. Findings on performance results, lessons learned and recommendations generated by the evaluation will be used by UNDP, its national counterparts, implementing partners, donors and civil society to improve future projects and programmes and to identify strategies that contribute in achieving the main objective of the project.

The evaluation applied the traditional OECD criteria of; (1) Relevance and appropriateness of the design, locally and globally; (2) Effectiveness in achieving results, factors that played out, connectedness, coherence of partnerships; (3) Efficiency and cost effectiveness in resource deployment and delivery, causative factors and management systems applied; (4) Impact, and results attribution; (5) Project results' sustainability pointers, as well as the traversing human rights, gender and governance perspectives. Key evaluation questions guided data and information gathering. A forward-looking both *Formative – Contextual Process* and *Summative* Evaluation approaches were applied to provide useful and actionable recommendations to increase the realization of sustainable impact. The evaluation used a consultative approach, combining quantitative and qualitative methods. Document review and field data collection – both face to face and on-line, involving project PMU, and covering all key stakeholders were undertaken.

Highlights of main findings

On project relevance and appropriateness, the J-CCCP project reports indicate great interest and support for the project coming from the countries, which attach a lot of importance to the project. This is evidenced by high level participation – mostly at Ministerial levels in several of the core project functional interventions such as launches, inauguration of community project sites, etc. There was a systematic and highly consultative and involving process that the project design phase and subsequent implementation went through.

The need for J-CCCP interventions to catalyse and support national level policies and to create the “right environment” for market driven climate change mitigation and adaptation, and the relevance of all of these to the countries’ policies is hardly debatable. These countries recognized and prioritized mitigation and adaptation to natural disasters that are quite common in the region. The J-CCCP project supported policy innovation in the eight participating Caribbean countries through the development of NAMAs and NAPs that are country driven, based on existing national / subnational development priorities, strategies and processes. The J-CCCP not only addressed the national (as well as regional) priorities of the recipient countries for climate change resilient development. It also supported the development of national capacities to plan for and implement climate change resilient development in the medium to long-term. The J-CCCP was directly implemented by UNDP and feeds into UNDP’s Strategic Plan (2014-2017), which focused on helping countries to move towards sustainable development goals, to simultaneously eradicate poverty and make significant reduction of inequalities and exclusion.

There is direct relevance of J-CCCP design, interventions and their effects at all levels in the individual Caribbean countries as well as regional collective level. From field interviews conducted, majority of the respondents indicated that the JCCCP design was relevant at the three main levels: Community level (96%), National level (100%), Regional and International level (100%). This implies that the project was in-line with, and contributed to local needs, national policies and priorities, the SDGs and UN Mandate. In terms of clarity of objectives and project logic as contained in the J-CCCP logical Framework, a total of 9 out of 16 rated the project logic from inputs, through outputs to outcomes as adequate. Only 3 rated as inadequate. The high and consistent relevance of J-CCCP is attributable to the systematic and highly consultative and involving process that the project design and implementation phases went through during the scoping, assessment studies and development of key outputs such as the NAMAs and NAPs, that were already needed by the targeted countries, and indeed two (Jamaica and Grenada) had already initiated the development process.

JCCCP’s relevance and appropriateness based on findings are rated **Highly Satisfactory**.

The J-CCCP was effective in achieving the intended results: The project interventions at the three main operational levels (Regional, Country / National and Community levels) were designed to encourage policy innovation for climate technology, incubation adoption and diffusion, to address and overcome in a participatory and efficient manner, the key barriers to the implementation of climate- resilient technologies. It was to support the implementation of technologies that are both low-emission and help advance climate risk management including the implementation of pilot demonstration projects in the target countries. The project aimed to achieve this through mainstreaming climate change and risk resilience into national planning frameworks based on a multi-sector multi-disciplinary approach that included all of the key players that need to be part of the national policy development processes. The J-CCCP interventions were implemented to put in place a total of thirteen (13) specific outputs that would enable the socio-economic development planners and the communities in the eight targeted Caribbean countries realize and apply the three critical project outcomes. The outcomes were meant to apply NAMAs and NAPS in integrated climate change resilient medium to long term planning, trial and adoption of practical CC resilient primary production technologies, and sharing knowledge and information centered around emission risk reduction and other CC mitigation and adaptation mechanisms.

Summary from progress reports show quantified specific outcome level indicator achievements for each outcome over the 5 years of the J-CCCP project standing at 83.18% for all indicators making up outcome one on; *NAMAs and NAPs to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalized*; 97.90% for all indicators making up outcome two on; *Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean*; and, 86.99% for all indicators making up outcome three on; *Knowledge networks strengthened in Caribbean to foster South-South and North-South cooperation through sharing of*

experiences surrounding climate change, natural hazard risk and resilience. This gives an overall (non-weighted) average implementation achievement of set indicator targets, for all three outcomes at 87.07%. This is in terms of progression towards the overall impact of; *“Targeted countries achieving sustainable development through support in advancing the process of inclusive low-emission risk-resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change”*. These achievements indicate a Good to Very Good (4 to 5 on the Likert Scale used) completion of the planned interventions leading to the realization of the three core outcomes of J-CCCP. In those indicators for which an evaluation question was asked during the field survey, the responses closely match with and corroborate the reported progress. These achievements have refocused the “thinking” and practice of leaders at all levels, policy makers supporting development partners, economic investors and communities in climate smart production use of energy, water, other related resources (e.g land) and infrastructures. This lays a strong foundation for institutionalized and locally led country and region wide central focus on integrating medium to long-term planning for adaptation to and mitigating climate change.

JCCCP’s overall effectiveness based on findings is rated **Highly Satisfactory**.

In terms of implementation and management efficiency, the evaluation sought from respondent stakeholders the extent to which best management practices for optimized project delivery were applied. These ranged from effectiveness of the project set up, partnerships and synergies, sufficiency and use of funds and procurements to optimal use of M&E as a management tool for effective project management. Respondent stakeholders scored lowest on timeliness of procurements and payments. The practices rated highest included:

- a) The project institutional set-up and systems worked effectively to enable J-CCCP project implementation.
- b) High involvement of various stakeholder in the J-CCCP project processes.
- c) Synergies among implementing partners were created to optimize results and avoid duplication.

Overall, there was very good functionality and operations of the J-CCCP management structures at all levels from the Regional project Board, Regional PMU, Country level and community projects’ level committees and Task Forces / Working Groups. These were able to continuously monitor implementation, provide overall guidance, undertake the necessary review and approval processes on a timely basis, and as and when required. The project Board for instance held its 11th meeting in November at the time when this evaluation was underway. The Direct Implementation Modality (DIM) applied by the UNDP’s Sub-Regional Office (SRO) for the Eastern Caribbean based in Barbados (UNDP Barbados and OECS) worked quite well and has been instrumental in recording high levels of achieving the set targets. Partnerships were conducive and they contributed greatly to the delivery of project outputs, as testified by majority of respondents. The M&E system informed management of the project as an in-built strategy, and was effective in timely reporting.

The stipulated guidelines for procurement and human resources management were applied. A total of US D 14.90 million was budgeted and made available for project expenditure. US D 14.26 million (95.67%) was spent in the 5 years (2015 – 2019) of J-CCCP. The Government of Japan through UNDP contributed 15 million and the eight (8) participating countries also made huge contribution to J-CCCP implementation in-kind [salaries and time of the sector staff and various Committee and Working Group members]. Approximately 58.2% of total spent (US D 8.30 million) went directly to the countries for implementation of outcome two and operating the National Focal Point Offices. These funds were utilized in the countries for building capacities of country implementers and community project leaders, and for putting in place structures and systems for the identified and approved community projects. Expenses for outcomes one (at 13.7%) and three (at 13.7%) were also utilized at overall regional level for building systems, capacities and communication activities for the project in the countries. The balance of approximately 13.9% was mainly spent in the operations of the regional PMU at Barbados. The project expenditure ratios between management costs and actual interventions on the ground for the

beneficiaries at about 1:6 (13.9% : 85.6%) is quite good, indicating value for money, and high degree of resource use efficiency.

The J-CCCP's implementation efficiency based on findings is rated **Satisfactory**.

In terms of impact: The Climate Change Partnership was to help the integration of climate risks and opportunities into economic planning and budgeting across key sectors, including water, energy, agroforestry, urban development, upstream level transport, which result in concrete adaptation and mitigation technology investments in the countries. It also aimed to bring regional scale to attract and catalyse additional / incremental technology investments, by removing the barriers that prevent investment into these applications. The technical capacities, tools, systems and institutional procedures put in place by J-CCCP to support countries formulate their NAMAs and NAPs is an integral and intersectoral medium to long-term planning to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors. These have created both national level and cooperative regional level capacities in policy innovation for addressing climate resiliency.

The fact that 7 countries now have developed and nationally validated NAMAs, and all 8 countries realized increased capacity to improve national climate resilience (adaptation and mitigation, emission baseline calculations), with 5 country approved NAPs or NAP Road Maps, which consider gender impacts attests to this. The anticipated implementation of the medium-term plans in which NAMAs and NAPs have been mainstreamed and aligned with the countries' existing planning and budgeting processes – using the now developed capacity will certainly lead Caribbean countries towards a green, low-emission and climate-resilient development pathway. This backed up by the demonstrated (upto 145) community projects will then on a spontaneous basis support the implementation of actual technology that is both low-emission and advances climate risk management.

The J-CCCP also recorded success under strengthening knowledge networks to foster South-South and North-South cooperation through sharing of experiences surrounding climate change, natural hazard risk and resilience. Knowledge, experience and information shared through this cooperation has strengthened understanding of climate change, natural hazard risk and resilience. All these lay a foundation, provide the needed knowledge, skills and practice for pro-active use of the policy environment and opportunities that the national Governments will continue to put in place as part of the mainstreamed promotion of alternative low emission and climate resilient technologies that can support energy transformation and adaptation in all economic sectors.

J-CCCP's progression towards impact based on the findings is rated **Satisfactory**.

In terms of sustainability, there was in-built sustainability of the effectiveness and impact of J-CCCP by formation of partnerships and making use of their valuable synergies with ongoing initiatives in the region. These include among others: IICA on technical advice with for proper installation of agriculture technologies, United States In-Country Support Program, the IMPACT project, funded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) as part of the International Climate Initiative (IKI), the planned Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER project, which like J-CCCP will support Climate Change (CC), Disaster Risk Reduction (DRR) and environmental management interventions in 9 Caribbean countries by leveraging sector-level entry points (e.g. NAPs and NAMAs), etc. Strong partnerships with key actors in the region were built and maintained to identify opportunities for collaboration to complement, upscale or replicate proven interventions.

The sustainability of the project's emerging benefits will however depend on the willingness of stakeholders to adopt interventions and continue with institutionalized business-as-usual application of

these interventions beyond the duration of the project. It will also depend on the long-term political and financial commitment of leaders and policy-makers to provide enabling investment environments for scaling up of successful adaptation and mitigation measures. The indications from the active participation of both Governments and the communities in all the development and implementation stages and processes of J-CCCP are that the willingness to adopt exists and the governments political will exists. What remains is to attract both public and private sector financing for the proven technologies.

The upstream project interventions, such as work on NAMAs and NAPs, and the downstream climate change mitigation technologies such as community demonstrations have all to a certain extent increased the business case for adaptation and mitigation measures and the importance of integrating climate risk and low-emission considerations into planning processes. Through the implementation of pilot adaptation and mitigation initiatives at the community and national levels, this project generated a strong buy-in of adaptation and mitigation interventions from communities and national and sub-national governments, and thus a strong replicability at the community level. The local entities will own and continue to build on what J-CCCP has put in place so that the communities that make up the local entities continue benefiting from the outcomes. The Government of Jamaica for instance has shown a commitment to continue with the work done by the JCCCP by equipping all training farm schools and public general schools with water harvesting systems. Country responses also indicate that, as a result of the developed NAMAs, funding has been secured for works in schools. New sector NAPs and financing strategies have been developed, pilot projects have led to upscaling to other schools. It was noted that many of the community projects will positively impact the capability of beneficiaries in income generation, and as a result of the experience gained in continued application of practices learnt in the pilots, financial and economic sustainability will be strengthened.

J-CCCP's sustainability prospects based on the findings is rated **Satisfactory**.

In terms of gender equality and human rights, the application of an evaluability assessment¹ checklist developed specifically for HR and GE against literature available and stakeholder interviews suggests that the JCCCP Project meets the medium ranking as it relates to providing adequate data for a GE responsive evaluation and low ranking for providing adequate data for a HR responsive evaluation.

Key findings indicate that (i) data available pertained mostly to gender equality, although more diverse GE data such as age, ethnicity and other characteristics that would reflect the diversity of the stakeholders was missing, (ii) gender equality and the empowerment of women has been addressed in the design, implementation and monitoring phases of the project given that the proposal template for pilot projects included sections that strongly promote gender consideration. There is the Suriname UNDP J-CCCP/ACT project - 'Women Empowerment and Renewable Solar Energy Pilot Project', where it was reported that the project challenged gender stereotypes by empowering female technicians to install solar panels and allowed women to play a leading role in the project (iii) annual progress reports did not provide qualitative information on how empowerment of women and other groups subject to discrimination have been promoted during the reporting period; there was only emphasis on quantitative report out of male to female ratio of beneficiaries, and (iv) there is no data available for human rights analysis; this would include data on the situation of rights holders and duty bearers among the beneficiary populations.

J-CCCP's HR and GE dimensions based on the findings are rated **Moderately Unsatisfactory**

¹ An **evaluability assessment** is an exercise that helps to identify whether an intervention can be evaluated, and whether an evaluation is justified, feasible and likely to provide useful information (UNEG/G, 2011: pg. 16).

Factors influencing achievement of intended results

Overall technical support from Ministries and political buy-in have propelled the implementation of the JCCCP in countries. All respondents noted strong local partnerships across all outcome components, but particularly in outcome two that supports countries' pilot community projects. Successful partnership was noted in more than 80% of the pilot projects. Civil Society Organizations such as; 4H in Jamaica, mostly targeting the youth, Iyanola Apiculture Collective (IAC) and Mille Fleur Cooperate in Saint Lucia. Local partnerships with schools, communities and local governments was quite high and these were all instrumental in nurturing as well as successfully implementing the show-case community projects. Implementation success is attributed to among other factors:

- a) Existence of high level leadership and technical support from the respective Government Ministries contributing to faster completion of implementation with good achievements. Jamaica and Saint Lucia are cases in point. As a result of the high relevance of J-CCCP in addressing the priorities and needs of Governments and the populations, relevant Government Agencies fully embraced and provided befitting support to the interventions;
- b) Good and effective local support and ownership of the entire process was realized in all outcomes and countries at all levels. This factor and where there were sufficient local level technical capacity to review projects ensured that there was no problem in getting the required works and services undertaken;
- c) Extensive community consultations and participation at all stages from community project selection to implementation.

A number of factors slowed down rate of some of the achievements, and in most cases caused management to adopt flexible strategies to cope with the challenges. These included:

- a) The lengthy timeframe for proposal development and approval – causing waning interest and costlier implementation;
- b) There as limited national institutional capacities in some of the countries in terms of; absorption capacities for budgeted funds, technical skills, and high rate of staff turn-over. This meant that budgeted funds could not be spent until the technical requirements are met, and these often-required lengthy procurement of short-term specialists the completion;
- c) Delays in payments to vendors channeled through the National Ministries of Finance, and the very demanding procurement processes, compounded by the small procurement volumes that could not attract the more experienced international suppliers;
- d) High volume of data needed for the NAPs and NAMAs than what was originally envisaged. There were large data gaps in some countries for preparing the baseline assessments.

Concluding assessment

The J-CCCP project supported policy innovation in the eight participating Caribbean countries through the development of NAMAs and NAPs that are country driven, based on existing national / subnational development priorities, strategies and processes. The process to develop these strategic CC planning documents has been on course at different paces, depending on the internal capacity and organization of the sectors responsible in each of the national Governments. This built on related work (both completed and ongoing). The J-CCCP not only addressed the national (as well as regional) priorities of the recipient countries for climate change resilient development. It also supported the development of national capacities to plan for and implement climate change resilient development in the medium to long-term.

Conclusion 1: The overall performance rating of J-CCCP in relation to the applied evaluation criteria is satisfactory. Overall achievement of planned targets at 87 % from a 97% expenditure of budget provided is quite good for a complex regional multi-country and multi-sectoral project. There is evidence that benefits and impact resulted from a collective achievement attributable to and catalyzed

by the JCCCP, with active involvement of countries and their in-kind investments, partnerships which were established with key institutions to provide expertise and time to achieve aspects of the pilot projects with no need for payment for services.

Conclusion 2: the development of the NAMAs and NAPs is a key and scalable component of the project for advancing climate resilience from policy and planning – to implementation.

The anticipated implementation of the NAMAs and NAPs using the now developed capacity will certainly lead Caribbean countries towards a green, low-emission and climate-resilient development pathway. The real work now starts in the countries translating J-CCCP completion achievements into scaled-out implementation of Climate Change Mitigation and Adaptation Plans and strategies through various investments, incentives and further policy actions. This scaling out entails applying the provisions in the NAMAs in the framework of the NAPs to align and sustain economic growth plans of all scales and at all levels into low emission climate resilient development. This applies to all sectors, planning levels, private sector support and regulatory units, etc. in all the J-CCCP countries.

Conclusion 3: Investments in the community pilot projects are contributing towards the advancement of technologies that are both low-emission and that will help advance climate risk management.

The J-CCCP project has introduced and show-cased innovative and affordable climate-resilient community-based technologies related to water resources management (potable and agricultural uses), renewable energy and energy efficiency, climate-smart agriculture and climate-resilient infrastructure. These have created awareness of related water and climate risk management matters among local communities and policy makers alike and put them in a position to plan and budget for, and manage and maintain them effectively.

Conclusion 4: To a large extent, the J-CCCP has demonstrated that through deliberate promotion, supporting and working with stakeholders at regional, national and community levels, it is possible to inculcate and mainstream CC into national strategies, policies and community level actions. The project has also put in place building blocks for sustained capacities across sectors in the eight countries to provide for, invest in, plan for and implement climate change requirements across all public and private development investments.

Conclusion 5: The J-CCCP strengthened knowledge networks. This and wider and earlier implementation of South-South and North-South Cooperation could have been better leveraged to maximize the benefits of knowledge sharing in other viable sectors for advancing the overall objective of the project.

Collaboration with other organisations / partners (both local and international), with some providing both in-kind and financial support for activities contributed to the J-CCCP progress reached and results attained. The development and bringing together of cooperative regional level capacities in policy innovation is a building platform for CC resilience which the region will benefit from. All these achievements lay a foundation and provide skills and knowledge that can be applied for pro-active use of the policy environment and opportunities that the national Governments will continue to put in place as part of the mainstreamed promotion of alternative low emission and climate resilient technologies that can support energy transformation and adaptation in all economic sectors.

Conclusion 6: The sustainability of the project's emerging benefits will largely depend on the willingness of stakeholders to adopt and out-scale interventions and continue normal use beyond the duration of the project, and the long-term political and financial commitment of policy-makers to provide enabling investment environments for scaling up of successful adaptation and mitigation measures.

Indications from the active participation of both Governments and the communities in all the stages and implementation processes of J-CCCP so far are that the willingness and governments political will to adopt and out-scale implementation exists. This scaling out entails applying the provisions in the NAMAs in the framework of the NAPs to align and sustain economic growth plans of all scales and at all levels into low emission climate resilient development. What remains is to attract both public and private sector financing for the proven technologies.

Conclusion 7: The J-CCCP achievements have refocused the “thinking” and practice of leaders at all levels, policy makers, supporting development partners, economic investors and communities in climate smart production use of energy, water, other related resources (e.g land) and infrastructures. This lays a strong foundation for institutionalized and locally led country and region wide central focus on integrating medium to long-term planning for adaptation to and mitigating climate change. It should spur countries to mandate low-emission risk- resilient development in medium to long-term planning that supports increased investment in and application of Climate Change Resilient economic growth that contributes to expected impact in which targeted countries achieve inclusive low-emission risk-resilient sustainable development.

Conclusion 8: To a large extent, the J-CCCP has demonstrated that through deliberate promotion, supporting and working with stakeholders at regional, national and community levels, it is possible to inculcate and mainstream into CC resilience; the strategies, policies and community level actions and the wider national economic planning, those proven initiatives and innovations for mitigation and adaptation to extreme climate variabilities. The J-CCCP has also put in place building blocks for sustained capacities across sectors in the eight countries to provide for, invest in, plan for and implement climate change requirements across all public and private development investments.

Key recommendations

Recommendations for full adoption and future benefits to be realized: The national governments will need to put in more deliberate and well published work on creating market incentives and policies to attract more investment in climate change resilient resource use and economic production technologies, especially in relation to water, land and energy resources. Governments themselves will need to put in more public resources on further policy and institutional stimuli to make optimal use of what J-CCCP has put in place, while removing any inequalities in all peoples’ vulnerabilities to and capacities to cope with CC and DDR.

Recommendations for enhancing South-South and North-South knowledge exchange: The Japanese private sector could have been invited to install and demonstrate some of their technologies in some of the beneficiary communities. South-south exchange of information during the planning and implementation of pilots needed more emphasis. This could have greatly promoted the identification of opportunities for collaboration and allow for the refinement of projects based on lessons.

Recommendations for building on the successes registered, and the momentum created: The successes realized and momentum created should not be permitted to dissipate. The national governments, and if UNDP has another programme to provide support, should further strengthen the evidence base created to date to make the case for greater levels of investments in adaptation, and to develop national understanding of which policies and strategies have the optimum feasibility, technically, socially, environmentally, and can be expected to provide overall net benefits to economic growth in different sectors. The J-CCCP PMU through their monitoring and project analysis as well as knowledge management work have accumulated rich data and information to enable continuous economic and other analyses of then proven technologies and practices. This data and information need to be put into use by both the national Governments and at Regional level through an appropriate existing regional umbrella

body, and with continued support of UNDP. The analysed data needs to be packaged in a manner attractive to the potential investors and financiers, both public and private, and disseminated widely. It was already noted that involvement of the private sector in the project could have been improved. It is critical that the private sector as the main consumer of energy and generator of goods, services and employment world over is attracted to switch to more renewable energy. This for instance can be by making cost of renewable energy cheaper than energy from fossil fuel.

Recommendations for enhancing GE and HR considerations in a project – (i) Countries could have benefited from orientation and awareness building as it relates to human rights-based approach to programming and gender mainstreaming to better include activities/strategies to address same in the pilot projects (ii) reporting templates/guidelines for pilots/projects need to reinforce the importance of reporting on how GE and HR issues were addressed. That is, data captured should go beyond simple disaggregation of beneficiary information by sex and to include other parameters such as age, ethnicity, religion etc. Details on strategies and challenges towards mainstreaming GE and HR considerations need to be documented to enhance mainstreaming of GE and HR on an on-going basis in project implementation.

Recommendations for enhancing project planning, participation and management of resources:

(i) An initial assessment of the capacity of the community groups and a strategy to address weaknesses should have been part of the preparatory processes for pilot projects, this coupled with a clear criteria for membership eligibility, and a cap on the number of community-based projects for each country, would optimize productive participation of communities in their own projects, and speed up implementation; (ii) Hiring of an independent quantity surveyor might prove to be valuable for projects with larger construction components. He/she would enhance the budgeting process and elucidate the comprehensive list of items needed to inform better procurement planning; (iii) Contracts with external companies (e.g. construction companies) should have smaller units of deliverables to allow more flexibility during project implementation, especially when changes are required, and to provide contractors with more frequent, albeit smaller payments; (iv) There is need for an initial assessment of the institutional framework and plausible scope and quantity of community-based projects that can be sustainably supported by the PMU; (v) Partnering with contributing stakeholders and seeking in-kind contribution is highly recommended. In J-CCCP, there was partnership with the UNFCCC for support in training related to the NAMAs with in-kind contributions, and IICA supported the apiculture project in Saint Lucia. The 4H was instrumental in implementing community projects in Jamaica. With this, the intensity of work was stretched across all supporting parties.

Recommendations for ensuring timely completion of project as designed: There should be year zero for preparation work for the entire project similar to J-CCCP, including identifying the scope of work, preparing the implementing teams and preparing the necessary procurement documents for better planning. A more strategic intervention during year zero would be a deliberate process of intensive sensitization and orientation of the targeted population on for instance climate change and the need for adaptation and mitigation, as well as possible mechanisms for achieving these.

Key lessons learnt

Lesson #1: Existence of technical capacities, political buy-in and ownership of the process by Government Ministries / Departments / Agencies and beneficiaries is critical for successful implementation and sustainability of project results. Ownership of J-CCCP driven intervention and their successful implementation at national and community levels are essential. Prior sensitization, mentoring, capacity building, information and communication, and exchanges (North-South, and South – South) contributes to this. It is important that a complex regional project such as J-CCCP goes through these processes for successful achievement of set targets.

Lesson #2: Well-coordinated and sustainable partnerships within government and across borders are important elements for the success of regional and national level initiatives. J-CCCP successfully built and maintained a number of local and international partnerships, and were a contributing factor to project successes.

Lesson #3: It is important to maintain flexibility in planning and the implementation of complex, multi-sectoral projects. This should be supported by adaptive management practices. Capacity of project proponents regarding technical quality and reporting on pilot projects was mitigated through hiring of technical experts in the specific focal areas to assist with the proposal development and ultimately build capacity in that area.

Lesson #4: It is important that the design of a project ensures linkages to national policies, priorities and programmes of each of the participating countries, as well as their collective (regional) agendas. This ensures mainstreamed implementation, easy fitting in of the national structures and ultimate sustainability of interventions and benefits. It is also important to build on what is already existing and not re-invent the wheel.

Lesson #5: Conducting wide dissemination and training maximizes project benefits beyond immediate beneficiaries. In the same vein, it is important to incorporate participatory learning activities in the project e.g. Quiz competition and environmental fair. For instance, the south-south knowledge sharing was said to surpass that of the 20 beneficiaries because they shared the knowledge and information gained as it pertains to agriculture technologies with their wider communities upon their return.

Lesson #6: Direct Implementation Modality (DIM) strategy using contractual arrangements with Implementing Partners is effective. The project management structure offered by the UNDP is transparent and allows for impartial distribution of benefits. All stakeholders can be trained under this system. The set-up worked effectively to enable project implementation, as it ensured greater control by the implementing entity (UNDP) for organisation or project outputs, as a mitigation measure to alleviate the slow financial delivery due to limited national absorption capacity.

1 Introduction and Background

1.1 Evaluation Context

The 2014 – 2019 Regional Japan-Caribbean Climate Change Partnership (J-CCCP) project: BBRSO71995 was launched in 2016, and its implementation scheduled to end in December, 2019. The project was designed to encourage policy innovation, incubation and diffusion of climate-resilient technologies for mainstreamed adoption. This was to be achieved by mainstreaming climate change and risk resilience into national planning frameworks, as a way to address and overcome in a participatory and efficient manner, the key barriers to the implementation of climate-resilient technologies.

This final project evaluation was conducted in the period September – November, 2019 as agreed in the project document and in accordance with The United Nations Development Programme (UNDP) Evaluation Plan for the Regional Bureau for Latin America and the Caribbean's Regional Programme 2018 - 2021, UNDP's Strategic Plan, and UNDP's Evaluation Policy. The Final Project Evaluation (FPE) assessed progress towards the achievement of the project objectives and outcomes, focusing on the delivery of the project's results as initially planned and as corrected after the Mid-Term Evaluation. It also examined early signs of realization of both un-intended, and intended long-term results of: *i) encouraging policy innovation, incubation and diffusion for climate technology; ii) addressing key barriers to the implementation of climate- resilient technologies, and; iii) supporting the implementation of both low-emission technologies that advance climate risk management, including pilot demonstration projects in the target countries.* The evaluation also sought to understand markers of and contribution towards ultimate impact, which is construed to be; *Targeted countries achieve sustainable development through support in advancing the process of inclusive low-emission risk-resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change.* The evaluation assessed if / how these will be sustainable, as well as the enabling and constraining factors. The evaluation is part of physical accountability and a learning process to; 1) allow national counterparts in each project country, the donor, (Japan) and UNDP meet their accountability objectives, and 2) to capture good practices, lessons learned, and providing recommendations for follow-up.

This is a forward-looking evaluation, which spans the entire project development and implementation process, covers all geographic project areas, and provides useful and actionable recommendations to increase impact and sustainability. The evaluation goes beyond assessing whether UNDP is currently “doing things right” in programme execution and management, to a broader assessment of whether on the basis of evidence available, the approach as implemented and in comparison, with similar approaches implemented by others is likely to be the “right approach” to achieve the higher-level results agreed at the start of the project. The findings, lessons learned and recommendations generated by the evaluation will be used by UNDP, the national counterparts, implementing partners, donors and civil society to improve future projects and programmes and to identify strategies that contribute in achieving the main objectives of the project.

1.2 Report Structure

This document presents the final evaluation of the Regional J-CCCP following an intensive consultative assessment process. The next chapter (chapter two) gives a quick description of the J-CCCP project and the development context of targeted countries. Purpose and scope of the evaluation as stipulated in the Terms of Reference (ToR) is presented in chapter three, while chapter four describes the approach and method applied in this evaluation. Chapter five presents and analyses the main evaluation findings in project relevance, effectiveness, management efficiency, indications towards sustainable impact, and the main influencing factors related to challenges and mitigation measures. Key lessons learnt, conclusion and recommendations are discussed in chapter six, with annexes and some statistical tables attached as chapter seven.

2 Description of the J-CCCP Project

2.1 Project Purpose

The United Nations Development Programme (UNDP) and the Government of Japan concluded an agreement to implement a regional climate change project, titled “Japan-Caribbean Climate Change Partnership (J-CCCP)” in 2014. The project was launched officially in January 2016, with a total budget of USD 15 million equivalent. The J-CCCP was designed to strengthen the capacity of eight countries in the Caribbean to invest in climate change mitigation and adaptation technologies in a structured and prioritised manner, guided by their Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs). The adaptation technologies are to help reduce dependence on fossil fuel imports, thereby setting the region on a low-emission development path; and improving the region’s ability to respond to climate risks and opportunities in the long-run through resilient development approaches that go beyond disaster response to extreme events only. The J-CCCP project was designed to achieve these by:

- a) Encouraging policy innovation, incubation and diffusion for climate technology;
- b) Addressing and overcoming in a participatory and efficient manner, the key barriers to the implementation of climate- resilient technologies;
- c) Supporting the implementation of technologies that are both low-emission and help advance climate risk management including the implementation of pilot demonstration projects in the target countries.

The project mainstreams climate change and risk resilience into national planning frameworks based on a multi-sector multi-disciplinary approach that includes all of the key players that need to be part of the national policy development processes.

2.2 Project Results Framework

The J-CCCP project was designed to support the eight Caribbean countries of: Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St Vincent and the Grenadines, and Suriname in advancing the process of low-emission risk-resilient development by improving energy (and water) security and integrating into medium to long-term planning for adaptation to climate change. This was to be achieved through stakeholders realizing and practicing the following outcomes:

Outcome 1: NAMAs and NAPs to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalized;

Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean;

Outcome 3: Knowledge networks strengthened in Caribbean to foster South-South and North-South cooperation through sharing of experiences surrounding climate change, natural hazard risk and resilience.

To achieve ultimate project impact of; Targeted countries achieve sustainable development through support in advancing the process of inclusive low-emission risk-resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change through these three outcomes, the project planned to put in place thirteen (13) outputs Contributing project outputs for the realization of the outcomes and ultimate impact with are presented as a Results Framework in Table 2.1 shows the desired impact, main outcomes with their performance measurement indicators, baselines and targets and the contributing outputs.

Table 2-1: The J-CCCP Results (Impact, Outcome) Framework

Project Result Area	Key Performance Indicators	Baseline (2015) Values	Final Project Targets (2019)
IMPACT: Targeted countries achieve sustainable development through support in advancing the process of inclusive low-emission risk-resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change			
Outcome 1: Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalised;	<p>1A. Number of countries where implementation of comprehensive measures - plans, strategies, policies, programmes and budgets - to achieve low-emission and climate-resilient development objectives have improved (SP1.4.2)</p> <p>1B. Number of countries with increased capacity to improve national climate resilience integrated disaster reduction, mitigation and adaptation plans (SP5.2.1)</p> <p>1C. Number of national/sub-national development and key sectoral adaptation plans that explicitly address disaster and/or climate risk management disaggregated by those which are gender responsive (SP5.3.1)</p>	Some Caribbean countries have developed urgent and immediate plans for adaptation and other related climate change strategies and started their implementation, with some having coordination mechanisms in place to integrate them into the development process as well as other elements which could be used for medium to long-term planning.	<p>7 countries with developed and nationally validated NAMAs (supported under this initiative)</p> <p>8 countries with increased capacity to improve national climate resilience (adaptation and mitigation, emission baseline calculations) plans</p> <p>5 country approved NAPs or NAP Road Maps, which consider gender impacts</p>
Output 1.1. Technical support provided towards national and sub-national institutional and coordination arrangements in Caribbean countries to support the formulation of national roadmaps on the NAP process, including elements for monitoring the progress of their implementation.			
Output 1.2. National teams are trained in the use of tools, methods and approaches to advance the NAP process and budgeting.			
Output 1.3. Business-as-usual greenhouse gas emission baselines established, and climate change mitigation options for selected sectors relevant for the Caribbean region identified.			
Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems and NAMA registries in place to monitor their execution.			
Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean;	<p>2A. Number of agriculture sites implementing climate adaptation and sustainable production methods and which expand or diversify the productive base based on the use of sustainable production technologies</p> <p>2B. Number of people with improved access to water that meets international drinking standards with % female-headed households benefitting from this access</p> <p>2C. Area of farmland where climate smart agriculture technologies have been adopted (e.g. reduced tillage, permanent crop cover etc.)</p> <p>2D. Area of farmland with adaptive and improved grazing techniques;</p> <p>2E. Number of communities where sector-specific risk reduction measures are being implemented disaggregated by urban and rural areas;</p> <p>2F. Number of people with improved access to energy with % of female-headed households benefitting from improved access to energy.</p>	<p>Few positive measures exist (water harvesting, micro-dams, water saving incentives) but are limited in reach and need up-scaling</p> <p>Some countries have incentives and mechanisms to encourage sustainable practices within various sectors.</p>	<p>50 agricultural sites implementing climate adaptation and sustainable production methods</p> <p>3,000 people with improved access to water with 40% of female-headed households benefitting from this access</p> <p>5 hectares of farmland where climate smart agriculture technologies have been adopted (e.g. reduced tillage, permanent crop cover etc.)</p> <p>2 hectares of grazing area with adaptive and improved grazing techniques</p> <p>15 communities implementing risk reduction measures, disaggregated by urban/rural area</p> <p>2,000 people with improved access to energy with 40% of female-headed households benefitting from improved access to energy</p>
Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas (e.g. communal reservoirs, rooftop catchment, rainwater storage tanks and conveyance systems)			
Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate change impacts.			

Project Result Area	Key Performance Indicators	Baseline (2015) Values	Final Project Targets (2019)
Output 2.3 Community-based water capacity and irrigation systems improved or developed to test their ability to raise agricultural productivity.			
Output 2.4 Climate-resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas.			
Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster-induced losses			
Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management interventions to catalyse low-emission climate-resilient technology transfer, development and investments in the Caribbean			
Outcome 3: Knowledge Network created in Caribbean to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change.	3A. Number of new partnership mechanisms with exposure to funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or sub-national level (SP1.3.1) 3B. Number of case studies disseminated and available on regional knowledge platforms 3C. Number of targeted communities with a strengthened understanding and awareness of climate change risks and adaptation measure 3D. Number of persons benefitting from knowledge-sharing and targeted South-South and North-South cooperation	<ul style="list-style-type: none"> Several formal and informal relationships exist within the region, and opportunities for cooperation originate in many forms, including through regional bodies as well as projects Often project results can be lost after project ends or only confined to a small number of users	3 partnership mechanisms agreed 10 case studies disseminated and available on regional knowledge platforms 11,000 persons across 20 communities with a strengthened adaptation measure 800 persons benefitting from knowledge-sharing and targeted South-South and North-South cooperation
Output 3.1 Capacity building within the region to sustain and enhance approaches to climate change adaptation and mitigation			
Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management interventions to catalyse low emission technologies for sustainable cities in island towns and communities			
Output 3.3 Japan-Caribbean transfer of technical and process-oriented information on experiences, good practice, lessons and examples of relevance to medium to long-term national, sector and local planning and budgeting processes			

2.3 J-CCCP Management and Implementation

The project is funded by the Government of Japan (GOJ) and is implemented directly by United Nations Development Programme (UNDP), under the Direct Implementation Modality (DIM)². The UNDP Barbados and OECS Sub Regional Office (SRO) serves as lead office for the project, where the Project Management Unit (PMU) is situated, and responsible for implementation issues such as recruitments, consultancies, sub-contracting, travels, regional workshops, etc. A Project Board, comprised of beneficiary representatives, executive/project representatives, and development partner representatives, is responsible for management decisions for the project and plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. Additionally, the Partnership is supported by a Technical Advisory Group (TAG), which provides strategic technical oversight to the PMU for effective implementation, including building synergies with ongoing activities in the countries

² Under DIM, UNDP with its technical and administrative capacity assumes the responsibility for overall management and accountability for project implementation, including mobilizing and applying effectively the required inputs in order to reach the expected outputs following policies and procedures established for its own operations, and / or identifies a Responsible Party to carry out activities.

and the region and ensuring alignment with regional objectives.

The Barbados SRO is responsible for implementing Outcomes 1 and 3 of the project as well as Outcome 2 with respect to OECS countries (Dominica, Grenada, Saint Lucia and Saint Vincent and the Grenadines). UNDP SRO provides regular oversight of project implementation including management arrangements, annual work planning and in-situ monitoring, financial and results management, evaluation and project closure. UNDP country offices in Belize, Guyana, Jamaica and Suriname are also responsible for overseeing the implementation of Outcome 2 in their respective countries. Outcome 2 is primarily focused on the implementation of thirty-seven (37) pilot projects in all eight countries and related to all six (6) of its outputs. UNDP Panama Regional Hub and UNDP Barbados & the OECS are providing a technical advisory and oversight role to the PMU. Mid-term Evaluation was conducted in December 2017. The project will end in December 2019.

2.4 Contextual Situation and Rationale for the J-CCCP

Caribbean countries are characterized by vulnerable ecosystems due to their particular geographic position, size, limited land space, high population and infrastructure density in coastal areas, and their proneness to natural disasters and to the disproportionately huge losses these could cause. In addition, although the Caribbean countries have similar economic characteristics—all are small open economies (some commodity-based, others reliant on tourism) that are highly exposed to external shocks, their differing institutional capacities affect their vulnerability to climate change. Climate change is likely to increase the negative impact of natural disasters in the region that disrupt key economic sectors—agriculture, water resources, biodiversity and the tourism industry—as well as private property, shoreline stability, and the health of coastal and marine ecosystems. These countries recognize and prioritize mitigation and adaptation to natural disasters that are quite common in the region.

In spite of the considerable efforts of these Small Island Developing States (SIDS) and their efforts to mobilise their limited resources, progress in the attainment of the internationally agreed development goals, including the then Millennium Development Goals (MDGs), the current 2030 Social Development Goals (SDGs), and in implementing the Barbados Programme of Action and the Mauritius Strategy has been uneven. A number of significant challenges remain, and some countries have even regressed economically.

The cyclically reinforced Poverty, Environmental Degradation and Vulnerability relationships greatly affects livelihoods and access to basic needs. Lack of electrification in remote rural areas may lead to forest clearance for fuel, thus increasing likelihood of soil erosion, land slippage and flash flooding. Impacts of climate change and disaster risk on most vulnerable populations also occur as frequent small seasonal events, which cause cumulative losses that keep the poor in poverty and more vulnerability. Food insecurity is increasing as food production falls because of declining biodiversity and degradation of ecosystems. Illegal structures are constructed within floodplains and drainage systems, and lack of access to potable water poses a threat to health and livelihoods. The Caribbean's geo-political position compounds the vulnerabilities caused by poverty as the region has to protect long and numerous coastlines that are entry points for trafficking of small arms, persons and illegal drugs.

The J-CCCP project supports policy innovation for climate technology, incubation and diffusion in order to ensure that the key barriers to the implementation of climate-resilient technologies are addressed and overcome in a participatory and efficient manner. Some of the key barriers that prevented the necessary market transformation for addressing long-term climate change needs, which J-CCCP attempts to address were:

- a) Inadequate awareness, information, technical and policy capacity and limited availability of funding for formulating low-emissions development strategies;
- b) The need to improve coordination between relevant stakeholders as well as evidence-based knowledge on adaptation across the region;
- c) Insufficient human resources with adequate technical competencies in key public sector institutions with the skills and mandates to support risk resilient planning and budgeting;
- d) Deficiencies in the amount of relevant information to make climate-smart investment decisions, among regional, national and local institutions, and;
- e) Lack of adequate on-the-ground experience in promoting resilience to climate change, especially in the context of food and energy security.

These barriers were to be addressed with interventions that encompass; i) development of NAMAs and NAPs that are country driven, based on existing national / subnational development priorities, strategies and processes; ii) development of national capacities to plan for and implement climate change resilient development in the medium to long-term. In this, the Caribbean countries themselves are focusing their post-2015 long-term sustainable development strategies on the principles of climate risk management and resilience building, and; iii) transfer and adoption of selected mitigation and adaptation technologies for low emission and climate resilient development as well as sharing knowledge and experiences via networks, South-South and North-South cooperation. Design and implementation of interventions, transfer and adoption of selected mitigation and adaptation technologies for each of the eight selected countries would target two or more of the following areas based on each country-specific needs:

- a) Water resource management
- b) Sustainable agriculture
- c) Community-based climate-smart resilient infrastructure
- d) Renewable energy and energy efficiency

3 Purpose, Scope and Objective of the Final Evaluation of J-CCCP

3.1 Evaluation Purpose and Scope

The J-CCCP project end evaluation was carried out from September to December, 2019, principally to assess and determine the extent of realization of the three (3) key project outcomes, as evidenced by the level to which targets for the key outcome indicators have been reached. A forward-looking both Formative – *Contextual Process* and Summative Evaluation approaches were applied to provide useful and actionable recommendations to increase the realization of sustainable impact. The planned and implemented project activities spanning the entire project process from 2016 to 2019 were assessed, including the intervention design, implementation, and achievement of results. Through purposive sampling, all geographical areas covered by the project and the entire results chain were evaluated, with greater focus on planned outcomes, the contributing outputs and indicative progression towards expected impact. The three main levels of primary, secondary and intermediary target groups evaluated included the following;

- a) Development Partner Stakeholders;
- b) Regional Implementing PMU staff;
- c) Country Offices PMU staff;
- d) National level Government Agencies and Local Authorities involved and project implementers at those levels;
- e) Private Sector and Civil Society, and;
- f) Community level benefiting populations in each of the participating countries.

Pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, relevance of the project, incorporation of innovative solutions and prospects for sustainability are included in the analysis.

This Project Final Evaluation (PFE) provided an immediate project-end performance assessment to determine if project interventions have contributed to the set J-CCCP project objectives, key outcomes and any progression towards ultimate impact, its sustainability, and the enabling and constraining factors. Focus was on the delivery of the project's results as initially planned and as corrected after the Mid-Term Evaluation. Any early signs of realization of intended and un-intended long-term results were examined. Main purpose was to; 1) enable national counterparts in each project country, the donor, (Japan) and UNDP meet their accountability objectives, including assessing the contribution to capacity development and the achievement of global environmental benefits / goals, and 2) capture good practices and lessons learned, and provide recommendations for follow-up and to inform future similar programming. The contribution to capacity development and achievement of global environmental benefits / goals was assessed and recommendations for follow-up provided. Credible, reliable and useful evidence-based information provided in this evaluation, specifically findings on performance results, lessons learned and recommendations generated by the evaluation will be used by UNDP, its national counterparts, implementing partners, donors and civil society to improve future projects and programmes and to identify strategies that contributed in achieving the main objective of the project.

3.2 Evaluation Criteria and Performance Standards Applied

Conduct of the J-CCCP PFE was guided by the UNDP evaluation policy, guidelines, established rules and procedures as reflected in the UNDP project document. This is in accord with the UNDP evaluation plan for the Regional Bureau for Latin America, the Caribbean's Regional Programme 2018-2021, and the UNDP's strategic plan. In addition, the United Nations (UN) evaluation norms and policies, including UN Standards and Norms for Evaluations, and UNDP Handbook on Planning, Monitoring and Evaluation for Development Results were followed. These standards are all in line with the core international evaluation principles of transparency, participation, inclusiveness and cost-effectiveness.

The evaluation therefore applied the traditional criteria of; (1) Relevance and appropriateness of the design, locally and globally; (2) Effectiveness in achieving results, factors that played out, connectedness, coherence of partnerships; (3) Efficiency and cost effectiveness in resource deployment and delivery, causative factors and management systems applied; (4) Impact, and results attribution; (5) Project results' sustainability pointers, as well as the traversing human rights, gender and governance perspectives.

Key evaluation questions that guided data and information gathering are detailed at Annex 7.3, and were designed to enable:

- a) Reviewing outcomes and the key factors that affect the outcomes (both positive and negative);
- b) Reviewing and assessing the project's partnerships with stakeholders - governments, civil society, other international organisations and provide recommendations for how these partnerships can ensure sustainability;
- c) Reviewing and assessing the project's interventions as it relates to the Project Document and Quality Assurance Assessment; UNDP Barbados and OECS Evaluation Plan; UNDP Strategic Plan; UNDP Gender Strategy and the UNDP Youth Strategy, and providing recommendations for sustainability;
- d) Assessing how the project has targeted and met current beneficiary needs (as dictated by project document and updated Results Framework) and disaggregated as recommended.

The evaluation questions cover the project's three outcomes and their contributing outputs as provided in the project's results framework in Table 2.1.

4 Evaluation Methodology

4.1 Evaluation Approach.

The “Triple Results Focus” methodological approach applied, linked three broad and key methodological questions namely:

To what degree did the project effectively and efficiently achieve its set goals and objectives?

What internal and external factors accelerated or inhibited the achievement of project objectives?

What were the risks, enabling and constraining factors on project performance?

Inside this “Triple Results Focus”, the consultants applied to varying levels, the two main holistic and analytical evaluation approaches that involved comprehensive data gathering – to examine whether targets have been achieved using resources and other inputs as predetermined to achieve specific results and whether the project has made a difference. These included;

- a) **Formative – implementation / process evaluation** – that helped in understanding the before J-CCCP treatment and after treatment state, and the processes and influences that played out, particularly assessing performance in all outcome areas, their contributing outputs and activities.
- b) **The Summative Evaluation** – that helped to objectively learn the progression of the use of project outcomes, and determination of what contribution J-CCCP made towards overall impact, and what is specifically attributed as much as feasible to the J-CCCP interventions.

With this double-pronged approach, the evaluation focused on outcome and impact level evaluation, enabling critical assessment of the successes and shortfalls as J-CCCP utilized its resources to implement activities into outputs, and progressively built up its key results (outcomes and impact), given the realistic assumptions and influences, and how these manifested over time.

This learning approach measured and assessed all relevant performance aspects of the J-CCCP (technical, financial, socio-economic, environmental, and institutional) in supporting the eight targeted countries to improve energy (and water) security and integrate adaptation to climate change into medium to long-term planning in the countries, so as to advance the process of low-emission risk-resilient development. The methodical approach was developed in a fully consultative manner, involving project PMU. Its application covered all key stakeholders and enabled reflection on what has been achieved, what worked well, what did not and emerging lessons learned.

4.2 Data Collection Procedures and Instruments Applied

Mixed evaluation methods were applied. These combined quantitative data collection and analysis of statistically representative data, and qualitative methods that permitted in-depth analysis and assessment of the quality of implementation, outputs and results. Data was obtained from primary sources through sample in-depth surveys, using both on-line and face to face interviews of sampled representative key Informants, guided by questionnaires, that were designed to answer the key evaluation questions. Much data was also obtained from systematic analysis of secondary source project documents, work plans, reports, implementation discussions, etc. Case studies generated and triangulated during Workshops and Focus Group Discussions (FGDs), as well as continuous observations also constituted part of the data collection tools

The evaluation design used simple comparison of achieved performance with baseline situation of the same treatment groups at outcome level where some baseline information was available. Analysis of differences in baseline indicator value from present value was used to determine post-intervention

change in the key outcome indicators to understand what differences were caused by the J-CCCP project interventions. Comparative assessment of output level performance was undertaken as part of analysis of outcome level indicator achievement as there were no clear output level indicators and their baselines. The questionnaires applied for data collection from primary sources enabled respondents to rank their knowledge and assessment of the key project findings using simple likert scale from 1 (low/poor) to 5 (high/very good). This stakeholder rating was used to triangulate the reported project performance in the progress report. The data collection instruments used are attached at Annex 7.4.

4.2.1 Data Sources

Secondary data sources

Data was obtained using content analysis from among others, the following documents:

- a) J-CCCP Project Document
- b) Original and the revised Results Framework documents
- c) Annual Reports 2016-2019 (3 reports)
- d) Quarterly Progress Reports 2016-2019 (17 reports)
- e) Annual Work Plans 2016-2019 (4 plans)
- f) Pilot Project Progress reports
- g) Pilot project terminal reports for selected community projects
- h) Pilot project documents/proposals from Saint Lucia, Jamaica, Suriname and Grenada
- i) Project Board Minutes - 2016-2019 (7 reports)
- j) Monitoring Tool
- k) Reporting Templates for Pilot Projects (5 documents)
- l) Monitoring Progress Reports - Pilots
- m) Quality Assurance Assessments
- n) Final NAMA - St Lucia, St Vincent, Grenada and Suriname
- o) Final NAPs - St. Lucia and St. Vincent
- p) Saint Lucia's Sectoral Adaptation Strategy and Action Plan for the Water Sector (Water SASAP) 2018-2028
- q) Monitoring and Evaluation Plan of Saint Lucia's National Adaptation Planning Process
- r) Saint Lucia's National Adaptation Plan (NAP) 2018-2028
- s) J-CCCP Mid-Term Review Report, 2017
- t) Presentations from the recent close out workshop in Saint Lucia
- u) Evaluation Report of the Japan Study Tour
- v) Case Studies (5 reports)
- w) UNDP Social and Environmental Screening Procedure for the JCCCP
- x) Saint Lucia Climate Change Baseline Assessment Report (2016)
- y) J-CCCP Monitoring Tool -Objective and Outcomes 2017
- z) JCCCP Lessons Learned 2016
- aa) JCCCP Results Snapshot
- bb) JCCCP Updated Risk Log
- cc) National Climate Change Policy, Strategy an Action Plan for Suriname (2014-2021)
- dd) The National Climate Change Policy, Strategy and Action Plan in Belize
- ee) A Low Carbon Development Strategy: Transforming Guyana's Economy While Combating Climate Change
- ff) National Climate Change Policy for Grenada, Carriacou and Petite Martinique (2017-2021)

Primary data sources

Purposive sampling was applied and the four countries of; Jamaica, Suriname, St. Lucia and Grenada were specifically selected as the core primary sources of in-depth data, to represent the eight J-CCCP

countries. Additional information was obtained on-line and via Skype discussions from the other countries that were not physically visited. The sampled four countries were selected on account of having more J-CCCP activities under implementation at country level. Sampled key informants that provided primary source data were drawn from the sampling frame for each category of targeted groups as derived from the list categories of key stakeholders provided in the ToR, and indicated below.

a) UNDP BARBADOS REGIONAL COORDINATING OFFICE FOR J-CCCP:

1. UNDP – J-CCCP PMU Barbados and the OECS – 8 Representatives
2. JCCCP Technical Committee – 1 Representative

b) BELIZE

3. Director, Energy Department. Ministry of Finance, Public Service, Energy and Public Utilities;

c) DOMINICA:

4. Permanent Secretary, Ministry of Environment, Climate Resilience, Disaster Management and Urban Renewal;
5. Senior Economist/UN Focal Point, Ministry of Planning, Economic Development and Investment;

d) GRENADA

6. Department of Economic and Technical Cooperation, Ministry of Finance, Economic Development, Planning and Physical Development – 2 representatives;
7. Juvenile Rehabilitation and Treatment Centre – 1 Representative;

e) GUYANA

8. Head, Office of Climate Change Ministry of the Presidency;
9. Technical Coordinator, Office of Climate Change Ministry of the Presidency;

f) JAMAICA

10. Principal Director, Climate Change Division;
11. Senior Technical Officer (Adaptation), Climate Change Division, Ministry of Water, Land, Environment and Climate Change;
12. UNDP National Focal Office – 3 representatives;
13. 4H Clubs Office - 3 representatives;
14. Global Environment Facility Small Grants Programme (GEF SGP) – 1 Representative
15. Clarendon Community (38 combining parents, teachers and pupils of Victoria Primary School and Richmond Primary School with the neighboring communities);
16. Denbigh 4-H Skill Training Centre (3 staff members led by the Centre Manager, and 13 trainee youths.

g) ST. LUCIA

17. Iyanola Apiculture Collective (IAC) – 3 representatives
18. UNDP - SLU NFP
19. Ministry of Agriculture – 2 representatives
20. Department of Fisheries– 1 representative
21. Ministry of Education– 1 representative
22. Department of Sustainable Development – 1 representative
23. Ministry of Finance - 1 Representative
24. Mille Fleur Cooperate – 1 Representative
25. Forestiére Methodist Combined School – 1 Representative

h) CARRIACOU

26. Pastoralist – 2 Representatives
27. Princess Royal Hospital – 1 Representative
28. Government of Carriacou and Petite Martinique Affairs – 2 Representatives

i) SAINT VINCENT

29. Ministry of Finance, Economic Planning, Sustainable Development and Information Technology – 1 Representative

j) SURINAME

30. Legal Advisor, Office of Environmental Legal Services National Institute for Environment & Development (NIMOS);

31. Senior Programme Advisor, National Institute for Environment and Development (NIMOS);

32. J-CCCP National Focal Officer;

33. J-CCCP National Project Assistant.

k) Embassy of Japan

34. Embassy of Japan – 1 Representative

Face to face interviews, observations and FGDs were conducted in the four sampled countries. On-line administration of the designed survey questionnaire were sent to a few key informant stakeholders in the other four J-CCCP countries that were not visited. Key informants reached included; The Regional Implementing PMU staff; National Focal Point Officers in each of the four participating countries physically visited (Jamaica, St. Lucia, Grenada, - with discussions with Suriname undertaken on-line); The funding Development Partner Stakeholders, Members of the Project Board, drawn from National level Government Agencies and Donor Organizations; Implementing Partner Organizations and the community level benefiting populations in each of the four countries. The whole sample of persons interacted with (both face to face and on-line), with communities taken through FGDs, included the countries, organizations and offices listed. Sex disaggregation of respondents to the questionnaires is indicated in Table 4.1.

Table 4-1: The sex distribution of the respondents.

Sex Distribution of Respondents		
Sex	#	%
Male	16	40%
Female	22	55%
Unknown	2	5%
Total	40	100%

4.2.2 Data Processing, Quality Assurance, Analysis, and Ethical Considerations

Quality aspects were considered in the entire evaluation process, from onset of inception, through meetings with client (UNDP & J-CCCP PMU). This allowed full comprehension of the evaluation design, and map out all possible and potential sources of data for each of the components and levels in the evaluation exercise. Tools used during data collection were shared and discussed with the client for clarity, relevance and comprehension during preparatory and briefing discussions, and errors corrected.

Actions which would potentially negatively impact on political, cultural and other ethnic sensitivities and actions that would compromise adherence to the ethical standards, and therefore validity and reliability of the findings were avoided. The following ethical considerations were made;

- a) Permission was sought from relevant authorities prior to mission travel;
- b) The evaluation team sought informed consent from the respondents prior to the interviews and data collection of any sort (their participation was totally voluntary);

- c) The interviews, meetings, discussions, FGDs and workshops were held in socially approved places and settings and were conducted in accordance with the local community values and norms;
- d) Machine recordings, video or photo cameras were only used after verbal informed consent was obtained from respondents;
- e) Consultants took neutral postures at all times, and made thorough explanations about purpose of the evaluation and sole use of data obtained purely for project performance improvement;
- f) Consultants have and will continue to ensure confidentiality of participants and protection of their rights. In the reporting of findings, participants' identifiers were removed to ensure anonymity and guarantee confidentiality;
- g) The database was designed in such a way that the respondents were given a code and this was used as the record entry of their interviews. While the database also contains a list of names of the interviewees, their unique identifier code is not revealed;
- h) The intention is to keep information obtained from the field for an appropriate period in a safe and private place where no unauthorized persons can access it.

4.3 The Evaluation Team

Two experienced consultants; **Mr. John Kockas OGWANG** (*International Development Design and Evaluation Expert – Team Leader*), and **Ms. Saudia RAHAT** (*Regional Evaluator*) who meet the technical, professional, operational, leadership, and personality requirements for the final evaluation tasks spelled out in the ToRs carried out this Final Project Evaluation. The consultant team had a gender mix and complementary experiences in social and technical programmes and projects. They have previously carried out rigorous impact evaluations; result-based management and evaluation methodologies; development project design applying SMART Results and VARSUN³ indicators; baseline scenarios; agriculture, water, environment and climate change management and capacity development.

4.4 Major Methodological Limitations/Challenges during the Evaluation.

The evaluation was conducted in 32 working days spread out over the three months from September, to November, 2019. The J-CCCP is a regional project spread out over eight (8) Island States between which the only mode of transport was by air, which, for travel to Suriname and Jamaica (two of the four selected mission sites) takes a minimum of one day from one country to the next, and is further complicated by the lengthy procedure of getting the required VISA to Suriname for the International Consultant. The mission planning in terms of booking hotels and airfares was also very last minute given the timeframe for UNDP seeking permission from the requisite national counterparts.

The scattered nature of project/pilot sites and stakeholders meant spending a lot of time and cost on ground travel, against a short time for the evaluation. Consequently, time available for face to face discussions with a large number of stakeholders was limited. These (including FGDs) had to be handled hurriedly. The consulting team mitigated this by focusing on a few carefully selected stakeholders and making use of electronic survey questionnaires submitted through e-mail and supported with Skype discussions and interviews where these were possible.

Questionnaires were administered to 56 individuals from the sampling frame, and 40 individuals actually returned completed questionnaires (via interviews or email). This fairly good return of completed questionnaires was possible because of frequent reminders from both the consultants and the J-CCCP

³ SMART criteria of; *Simple, Measurable, Achievable, Reliable and Time-bound*;

³ VARSUN criteria of; *Validity, Achievability / attainability, Reliability, Simplicity of measurement, Unambiguity in common understanding, and Neutrality in performance measurement.*

PMU and National Focal Offices in each country. Waiting for returned on-line questionnaires however took much time.

The small number of questionnaires received (40) did not warrant use of statistical software for analysis. The recourse to manual analysis, which would be prone to errors was avoided by use of excel spreadsheet to enter each of the questionnaires and carrying out basic descriptive and qualitative analysis; this also took some time to complete.

The evaluation design was based on the before and after treatment (project interventions) comparison. This requires a solid baseline for the main indicators to be in place, which was lacking at output level. The project documents, records and reports provide qualitative baseline status only at outcome level. Meaningful comparison of the before and after project indicator status is therefore done at outcome level.

5 Main Evaluation Findings and Assessment

The main evaluation findings on J-CCCP performance are presented along the five main evaluation criteria of; (1) **Relevance and appropriateness** of the design, locally and globally; (2) **Effectiveness in achieving results**, factors that played out, connectedness, coherence of partnerships; (3) **Efficiency and cost effectiveness** in resource deployment and delivery, causative factors and management systems applied; (4) **Impact, and results attribution**; (5) **Project results' sustainability pointers**, as well as the traversing **human rights and gender equality perspectives**. The presentation and analysis attempt to answer the main evaluation questions in the ToRs, attached here as matrix in Annex 7.3, and covering the three project outcome areas and the relevant contributing outputs. The findings are based on analysed evidence obtained from the respondents during interviews and discussions, and through review of project documents. Table 5.1 summarises the evaluators rating of overall J-CCCP performance against the five key criteria used. Detailed evidence backing up the assigned rating is presented in the subsequent sections.

Table 5-1: Evaluation criteria rating matrix⁴

Evaluation Criteria	Key Considerations	Evaluator's Rating
RELEVANCE & APPROPRIATENESS	The J-CCCP project reports indicate great interest and support for the project coming from the countries, which attach a lot of importance to the project. From field interviews conducted, majority of the respondents indicated that the JCCCP design was relevant at the three main levels: Community level (96%), National level (100%), Regional and International level (100%).	HS
EFFECTIVENESS - OVERALL	Summary from progress reports show an overall implementation achievement of set targets for the key indicators of all three outcomes averaging 87.07%. This is in terms of progression towards the overall impact of; <i>"Targeted countries achieve sustainable development through support in advancing the process of inclusive low-emission risk-resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change"</i> .	HS
EFFECTIVENESS BY OUTCOME:		
Achievement of Outcome 1	NAMAs and NAPs to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalized. The % achievement of the indicator targets is 83.18%	S-HS
Achievement of Outcome 2	Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean; The % achievement of the indicator targets is 97.90%	HS

⁴ RATING KEY

RATING	QUALIFICATION
Highly Satisfactory (HS)	The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Satisfactory (S)	The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Moderately Satisfactory (MS)	The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Moderately Unsatisfactory (MU)	The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Unsatisfactory (U)	The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
Highly Unsatisfactory (HU)	The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Evaluation Criteria	Key Considerations	Evaluator's Rating
Achievement of Outcome 3	Knowledge networks strengthened in Caribbean to foster South-South and North-South cooperation through sharing of experiences surrounding climate change, natural hazard risk and resilience. The % achievement of the indicator targets is 86.99%	HS
EFFICIENCY & COST EFFECTIVENESS	<ul style="list-style-type: none"> A total of US D 14.90 million was budgeted and made available for project expenditure. US D 14.26 million (95.67%) was spent for the 5 years (2015 – 2019) of J-CCCP to achieve 87.07% of all planned targets. The project expenditure ratios between administrative and actual interventions on the ground for the beneficiaries of 1:6 is quite good, indicating value for money, and high degree of resource use efficiency. The least rated practice – that somewhat affected management effectiveness and efficiency was timeliness in procurement and flow of resources, while the achievement rated highest were: <ol style="list-style-type: none"> The project institutional set-up (DIM) and systems worked effectively to enable J-CCCP project implementation. Various stakeholders were involved in the J-CCCP project processes. There were synergies among implementing partners created to optimize results and avoid duplication. 	S
IMPACT AND RESULTS ATTRIBUTION	<ul style="list-style-type: none"> total of 84% of responding stakeholders expect the NAMAs and NAPs to contribute to building climate change resilience J-CCCP project contributed to building partnerships and to promoting countries and local level ownership of CC resilience planning, programs, projects, research findings and policies 145 pilot projects demonstrate the contribution of the JCCCP in addressing adaptation to and mitigation of climate variability and change at the community level within various sectors. 	S
SUSTAINABILITY	<ul style="list-style-type: none"> Majority of respondents agree that J-CCCP included strategies to ensure sustainable impact at completion Full adoption of the J-CCCP processes in countries long-term planning is rated average (8 out of 19) agreeing Much capacity building and awareness of the populace on climate change and mitigation has taken place through JCCCP and other projects. There is evidence of follow-up projects/investment (ENGENDER) that build on the JCCCP But collective feedback from respondents indicates relatively weak private sector involvement in the implementation of the JCCCP. There are potential risks to (future) sustainability of the benefits of the J-CCCP, which have been flagged by respondents 	S
HUMAN RIGHTS AND GENDER EQUALITY - OVERALL		MU
Human Rights	The JCCCP Project meets the low ranking for providing adequate data for a HR responsive evaluation (using the UNEG checklist -see Annex 7.5- for determining the evaluability of a project in the context of GE and HR). There is little to no data available for human rights analysis, like the situation of rights holders and duty bearers among the beneficiary populations.	U
Gender Equality	JCCCP Project meets the medium ranking for providing adequate data for a GE responsive evaluation (using the UNEG checklist for determining the evaluability of a project in the context of GE and HR). Gender equality and the empowerment of women has been addressed in the design, implementation and monitoring of the project and is evident by the fact that the design phase of the project includes consideration of the regional situation; pilot projects proposals promote gender consideration; there is evidence of GE and the empowerment of women in some of the case studies of the pilot projects; the results matrix includes indicators (both at outcome and	MS

Evaluation Criteria	Key Considerations	Evaluator's Rating
	output levels) that incorporate gender consideration and these indicators promote gender analysis and disaggregation of information by sex. Training reports primarily capture the sex of participants/beneficiaries. The key limitation with monitoring data is that there is limited emphasis on other useful characteristics such as ethnicity, age etc. that would reflect the diversity of the stakeholders, which would be critical for deeper GE and HR analysis with respect to the impacts of the project. Also, annual progress reports did not provide qualitative information on how empowerment of women and other groups subject to discrimination have been promoted during the reporting period; there was only emphasis on quantitative report out of male to female ratio of beneficiaries	
OVERALL RATING	Cognizant of the foregoing considerations, the overall rating of the JCCCP is considered to be satisfactory.	S

The J-CCCP Design, Relevance and Appropriateness

The J-CCCP project intervention was premised on the realization by the Caribbean countries of the *high level of vulnerability* of their ecosystems and economies to climate variabilities, and proneness to natural disasters and to the disproportionately huge losses these could cause, which is common to all countries. The J-CCCP countries have been active in formulating policies and strategies relating to adaptation and climate resilience over the past years. However substantial gaps and challenges existed in areas of; enforced legislation with effective sanctions; incomplete evidence-based data; lack of requisite national strategies and policy environment; lack of technical and institutional capacities to support investment decisions that lead to the required market transformations that will reduce the vulnerability of the economy to climate change risks, including capacities for CC policy formulation and implementation; awareness among populations on the CC risks to their livelihoods, how they can adapt to CC for sustained livelihoods and benefits from climate resilient investments. On the national level, an integrated and strategic approach to embed adaptation into planning tools and policies and prioritise activities was still weak. Furthermore, the coordination between relevant stakeholders as well as evidence-based knowledge on adaptation in the region needed improvement. The need for J-CCCP interventions to catalyse and support national level policies and to create the “right environment” for market driven climate change mitigation and adaptation, and the relevance of all of these to the countries’ policies is therefore hardly debatable. These countries recognized and prioritized mitigation and adaptation to natural disasters that are quite common in the region.

5.1.1 Project Linkages to Existing National Priorities, Plans and Goals

The J-CCCP baseline study of the national development plans / policies, national energy strategies and other national planning documents for all eight participating countries carried out at its inception found that not all of the Caribbean countries had the much-needed systematic process for incorporating disaster and climate risk into national planning and budgeting processes. Often “mainstreaming” of these issues was left with the key ministry and was not sufficiently integrated across sectors. Some of the countries developed urgent and immediate plans for adaptation and other related climate change strategies and started their implementation, with some having coordination mechanisms in place to integrate them into the development process as well as other elements which could be used for medium to long-term planning. At baseline period for instance: At least 3 countries (Grenada, Jamaica, Saint Lucia) had projects underway to develop NAPs/LEDS/GE Strategy. Dominica, which is one of the J-CCCP countries had already submitted a NAMA to the United Nations Framework Convention for Climate Change (UNFCCC). However, almost all Caribbean countries lacked capacity, data, expertise, institutions and financial resources to undertake medium-to long-term oriented impact assessment and adaptation planning; hence, the J-CCCP project supported policy innovation in the eight participating

Caribbean countries through the development of NAMAs and NAPs that are country driven, based on existing national / subnational development priorities, strategies and processes. This built on related work (both completed and ongoing), avoid duplication and examine upscaling potential where applicable.

Project reports indicate great interest, importance and support for the project coming from the countries. This is evidenced by high level participation – mostly at Ministerial levels in several of the core project functional interventions such as launches, inauguration of community project sites, etc. This was verified by a review of a sample of national plans/policies such as the National Climate Change Policy, Strategy and Action Plan for Suriname (2014-2021), The National Climate Change Policy, Strategy and Action Plan in Belize, A Low Carbon Development Strategy: Transforming Guyana's Economy While Combating Climate Change, and National Climate Change Policy for Grenada, Carriacou and Petite Martinique (2017-2021).

Level of interest at country level is noticeably high - from field survey findings on relevance as indicated in table 5.1. This reflects the prioritization given to the project, therefore confirming that the overarching project is aligned to national development plans, policies, national energy strategies and other national planning documents. Out of the 24 respondents who answered this question, majority of the respondents (*sum of those who rated J-CCCP design as conforming, and as highly conforming*) indicated that the JCCCP design was relevant at the three main levels: Community (96%), National (100%), Regional and International (100%). This implies that the project was in-line with, and contributed to local needs, national policies and priorities, the SDGs and UN Mandate. It is important to note that all stakeholders that responded to this question (24 out of 39) further indicated that the objectives, outcomes and immediate outputs remained valid and relevant to the local, national and UN priorities/needs/requirements throughout the lifetime of the JCCCP. Also notable is that the Situational Analysis, Strategy and Approach of the Pilot Project Proposal template required that all pilot proposals indicate how the project is aligned with national strategic priorities (e.g. Intended National Determined Contribution (INDC), national policies, strategic plans, development agendas, etc.). This ensured that linkages between pilot projects and national plans/policies were not missed out, and these would be monitored and maintained / strengthened throughout the lifetime of the JCCCP.

The J-CCCP Project was designed after consultation with governments from the eight beneficiary countries, civil society, Caribbean Community (CARICOM) Secretariat, OECS Commission, Caribbean Community Climate Change Centre (CCCCC), UNDP / GEF Small Grants Programme in the Eastern Caribbean, UNDP Country Offices, Government of Japan including the Embassy of Japan in Trinidad and Tobago and Japan International Cooperation Agency (JICA) representation in Georgetown and Castries.

Table 5-2: Respondents' assessment of level of J-CCCP compliance to local, national and international priorities

Scale	Local	Local %	Country	Country %	UN	UN %
1- Do not conform	0	0%	0	0%	0	0%
2- somewhat not conforming	0	0%	0	0%	0	0%
3- somewhat conforming	1	4%	0	0%	0	0%
4- conforming	12	50%	13	54%	9	43%
5 - highly conforming	11	46%	11	46%	12	57%
Total respondents per question	24	100%	24	100%	21	100%

The J-CCCP not only addresses the national (as well as regional) priorities of the recipient countries for

climate change resilient development, it also supports the development of national capacities to plan for and implement climate change resilient development in the medium to long-term. Recognizing that persistent climate-related liabilities will continue to undermine their potential for sustainable development, Caribbean countries are focusing their post-2015 long-term sustainable development strategies on the principles of climate risk management and resilience building – understood as market transformations based on “adjustments in ecological, social, or economic systems in response to actual or expected climatic stimuli and their effects or impacts”⁵. Studies in the literature have shown that cost-effective adaptation and risk mitigation solutions can help to avoid up to 90% of expected losses⁶. There is therefore direct relevance of J-CCCP design, interventions and their effects at all levels in the individual Caribbean countries as well as regional collective level.

5.1.2 Project Linkages to Priorities, Goals and Strategies of UNDP and Development Partners

The J-CCCP is directly implemented by UNDP and feeds into UNDP’s Strategic Plan (2014-2017), which focused on helping countries to move towards sustainable development goals, to simultaneously eradicate poverty and make significant reduction of inequalities and exclusion. The UNDP strategic plan like the J-CCCP recognized that climate change may have potentially catastrophic consequences, more severely for the poor, and it explicitly emphasizes the need to support countries with integrating low-emission, climate-resilient objectives into national and sector development plans. The plans identify priority mitigation and/or adaptation measures; reforms that reduce investment risk and offer improved incentives for adaptation and mitigation responses that can work over the medium to long term; implementation of measures to reduce vulnerability and increase adaptive capacity across affected sectors, and; develop capacities to access, deliver, monitor, report on and verify the use of climate finances. In addition, the UNDP plan emphasizes the need to adopt inclusive and sustainable solutions to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy). The projects’ support towards mitigation and adaptation to climate change through support for NAMAs, NAPs, and show-case community projects is entirely compatible with UNDP’s mandate of pursuing sustainable human development.

Successful implementation and achievement of the J-CCCP objectives makes direct contribution to the achievement of the following primary outcomes and the contributory outputs of the UNDP Strategic Plan (SP);

- a. **Primary Outcome 1.** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded:
- b. **Contributing SP Outputs:**
 - SP Output 1.4. Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented
 - SP Output 1.5. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and
 - universal modern energy access (especially off-grid sources of renewable energy)
- c. **Primary Outcome 5.** Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters including climate change
- d. **Contributing SP Outputs:**
 - SP Output 5.1. Mechanisms in place to assess natural and man-made risks at national and sub-national levels
 - SP Output 5.2. Effective institutional, legislative and policy frameworks in place to enhance

⁵ Definition of “adaptation”: IPCC Working Group II. 2001. Third Assessment Report Climate Change 2001: Impacts, Adaptation and Vulnerability

⁶ CCRIF. 2010. Economics of Climate Adaptation in the Caribbean

the implementation of disaster and climate risk management measures at national and sub-national levels

The UNDP also enhances development partnerships with funding for improved sustainable energy solutions targeting underserved communities and groups. For instance, with funding from the Global Environment Facility (GEF), UNDP is promoting change in energy efficiency and modern energy coverage for a wide range of users in a variety of sectors. With its focus on resilience, UNDP continues to emphasize reducing vulnerabilities from a holistic perspective, addressing natural hazard and climate risk through preparedness and humanitarian response, as well as mitigation through improved ecosystem management, poverty reduction, social inclusion and sustainable livelihood initiatives. The UNDP-UNEP Poverty-Environment Initiative supports country-led efforts to mainstream poverty-environment objectives into national development and sub-national development planning, from policymaking to budgeting, implementation and monitoring, so as to manage the environment in a way that improves livelihoods and leads to sustainable growth. UNDP is also supporting realization of Sustainable Energy For All (SE4ALL) in the Caribbean.

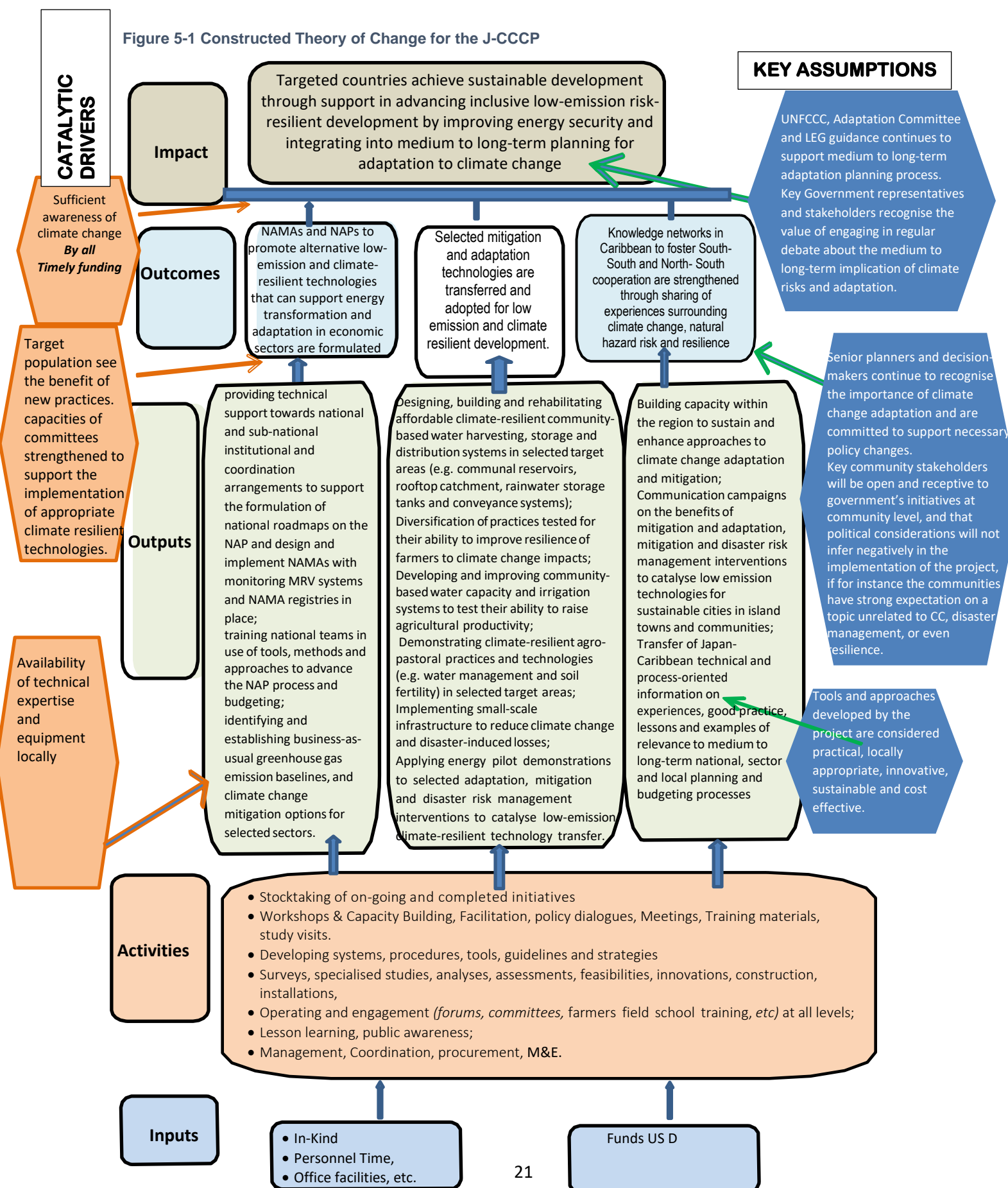
5.1.3 Logical Consistency and Adequacy of Project

The project interventions at the three main operational levels (Regional, Country / National and Community levels) were designed to encourage policy innovation for climate technology, incubation and diffusion, to address and overcome in a participatory and efficient manner, the key barriers to the implementation of climate-resilient technologies. It was to support the implementation of technologies that are both low-emission and help advance climate risk management including the implementation of pilot demonstration projects in the target countries. The project aimed to achieve this through mainstreaming climate change and risk resilience into national planning frameworks based on a multi-sector multi-disciplinary approach that includes all of the key players that need to be part of the national policy development processes. The interventions were implemented to achieve a total of thirteen (13) outputs as presented in Table 2.1, and contributing to the three key outcomes.

Focus of the initial concept of the regional J-CCCP was at *“Supporting Caribbean countries improve energy security and integrate into medium to long-term planning for adaptation to climate change for low-emission risk resilient development”*. During the follow-on country and stakeholder consultations at the start of implementation, this focus was slightly expanded to bring in improved water security, and refocusing energy needs to support water provision, as well as community practices for sustainable primary production based on low emission energy. The adjustment resulted from specific countries’ interests on realization that a large segment of their population was economically dependent on small-holder agricultural production for livelihoods besides tourism.

Clarity of objectives and project logic was assessed through performance in the implementation of the J-CCCP project plan as contained in the Project Results Framework and its given assumptions. The implicit Theory of Change (ToC) can be summarized in figure 5.1, and is further analysed in section 5.4 on analysis of outcome to impact:

Figure 5-1 Constructed Theory of Change for the J-CCCP



In terms of stakeholders' perception of the level of clarity and logical consistency between, inputs, activities for each output, and how these progress towards achievement of outcomes in terms of quality, quantity and time-frame, 16 out of 40 persons responded to this question. The question was asked for each of the 13 outputs that J-CCCP was to deliver. See details in Table 5-3. Specifically, a total of 9 out of 16 persons rated the project logic from inputs, through outputs to outcomes as highly adequate and quite adequate when the two criteria are combined. Only 3 rated as inadequate, and another three as average. The 24 respondents that did not answer were mostly community level respondents from countries who may not have the whole picture of J-CCCP as their focus was limited to pilot projects.

The specific outputs that had higher number of responses on quite adequate and highly adequate were 1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 2.4, and 2.5. This could be attributable to the more tangible deliverables from these outputs as compared to the less tangible outputs on communication and information sharing. The responses indicate that the project logic worked effectively given the assumptions and the work undertaken to mitigate any risks.

Table 5-3: Respondents' assessment of level of clarity and logical consistency

between, inputs, activities for each output, and how these progress towards achievement of outcomes in terms of quality, quantity and time-frame

KEY: 1 = Do Not Know 2 = Not adequate; 3 = Somewhat adequate; 4 = Quite adequate; 5 = Highly adequate

Outputs by Outcomes	Findings Per Rating						
	1	2	3	4	5	No answer	Total # of respondents per question
Outcome 1: Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) are formulated and institutionalised;							
Output 1.1. Technical support provided to support the formulation of national roadmaps on the NAP process;	2	0	5	1	8	24	16
Output 1.2. National teams are trained in the use of tools, methods and approaches for NAP;	3	0	4	5	4	24	16
Output 1.3. Business-as-usual greenhouse gas emission baselines established, & mitigation options identified	3	1	2	5	5	24	16
Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems done;	2	1	4	2	7	24	16
Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean;							
Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas;	0	0	3	5	8	24	16
Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate change impacts;	4	1	0	7	3	25	15
Output 2.3 Community-based water capacity and irrigation systems improved or developed;	1	1	1	6	6	25	15
Output 2.4 Climate-resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas;	2	1	2	8	3	24	16
Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster-induced losses;	1	1	3	4	7	24	16
Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management.	4	1	4	4	3	24	16
Outcome 3: Knowledge Network created to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change							
Output 3.1 Capacity building within the region to sustain and enhance approaches to climate change adaptation and mitigation	3	1	4	5	3	24	16
Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management	2	3	4	3	4	24	16
Output 3.3 Japan-Caribbean transfer of technical and process-oriented information on experiences, good practice, lessons and examples of relevance	2	2	5	3	4	24	16

Closer examination per Outcome reveals that for Outcome 1, over 56% of the interviewees indicated that outputs 1.1, 1.2, 1.3 and 1.4 were quite to highly adequate. For Outcome 2, 81%, 67%, 80%, 69%, 69%

and 44% of interviewees indicated that outputs 2.1, 2.2, 2.3, 2.4, 2.5 and 2.6, respectively, were quite to highly adequate. Output 2.6 is the only output falling below 50% and this could be due to the highly technical nature of the energy pilot demonstration that were implemented in countries that were reportedly challenging in the design and implementation phases. For Outcome 3, between 44-50% of the interviewees indicated that Outputs 3.1, 3.2 and 3.2 were quite to highly adequate.

5.1.4 Local Ownership and Stakeholder Participation

The final dimension of assessing relevance relates to the extent to which local ownership and stakeholder participation was promoted during the design and implementation phases of the project.

During the J-CCP design, there were consultations in most of the countries and all countries were afforded an opportunity to review and provide feedback into the JCCCP project design. Other notable evidence of systematic and highly consultative and involving process that the project design phase went through includes the participatory, systematic and mostly country led development of key outputs such as the NAMAs and NAPs in selected beneficiary countries. With regards to the design of the community level interventions (pilot projects), the requirements for the completion of the proposal (template) demonstrate a strong emphasis on stakeholder analysis and engagement / inclusion.

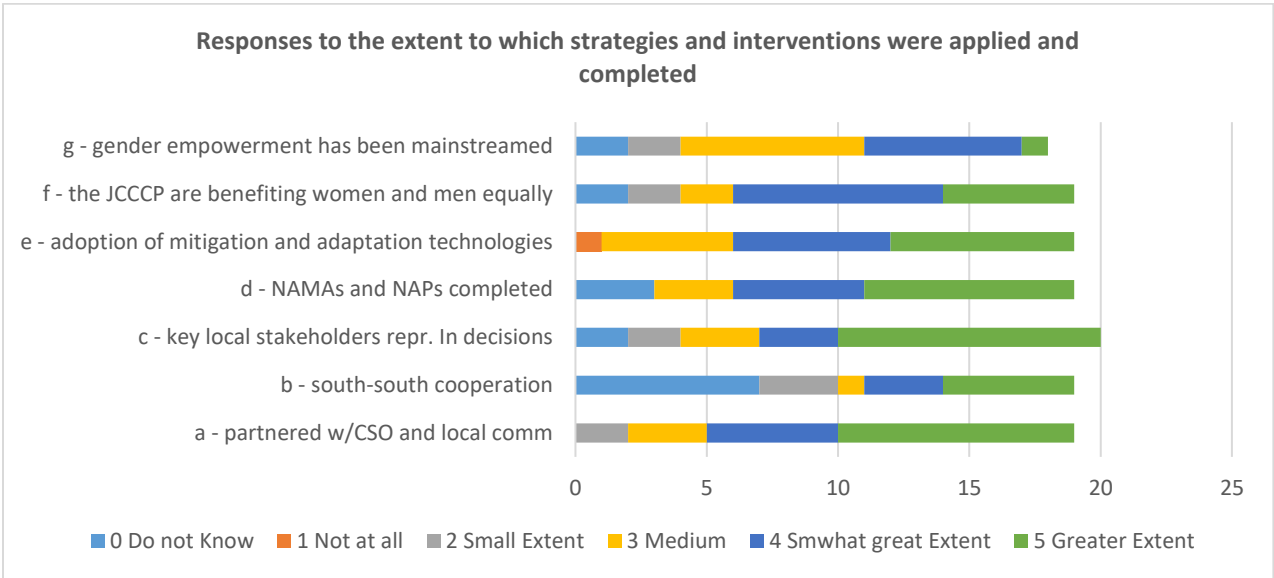


Figure 5-2: Extent of implementation of measures to ensure ownership

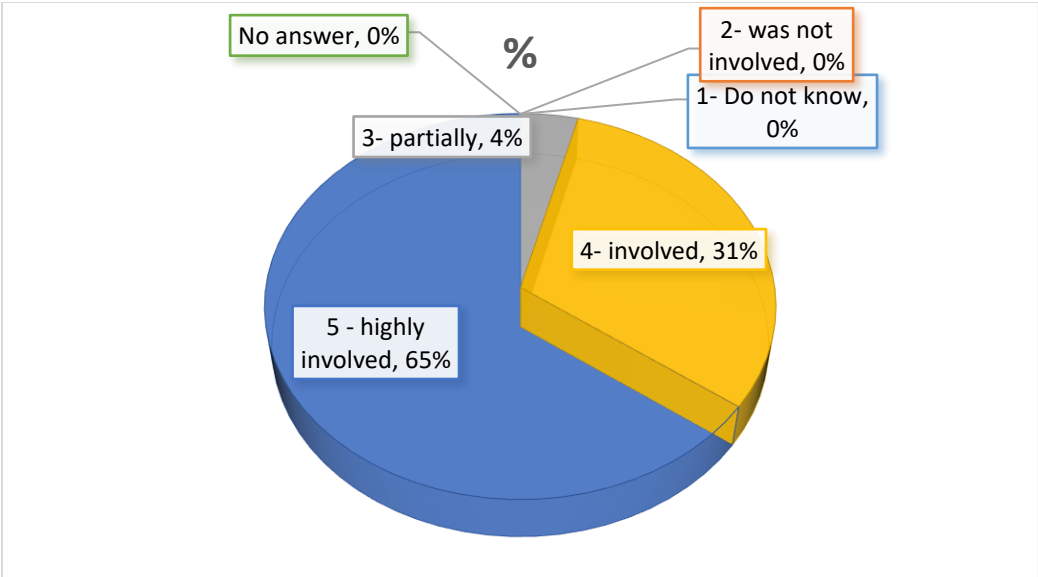


Figure 5-3: stakeholder’s participation in the conception, design, implementation and monitoring of the JCCCP

To assess the extent to which local ownership of the project is ensured, questions were asked about the extent to which the project, including pilots, partnered with CSOs and local communities, and representation of country level stakeholders in decision making (See Fig. 5.1) as well as stakeholder’s view on participation levels in the conception, design, implementation and monitoring of the JCCCP (See Fig 5-2). Based on Figure 5-1. there was a consistently high proportion of respondents who reported that there was great extent of local partnership with CSOs (b), at 14 out of 19, and local involvement in decision making (c), at 13 out of 19 who responded to this question. According to Figure 5-2 (see below), majority of respondents (96%) indicated that they have either been involved or highly involved in project design, including the stakeholder analysis, scoping studies, etc.

In view of the foregoing, Relevance and Appropriateness of JCCCP’s design based on the findings is rated **Highly Satisfactory**.

5.2 Effectiveness of J-CCCP Process in Achieving Results.

Description of project effectiveness in terms of results achieved / not achieved also includes factors that played out, partnerships and coherence.

5.2.1 Performance of J-CCCP in achievement of expected results:

Summary from progress reports show quantified specific outcome level indicator achievements for each outcome over the 5 years of the J-CCCP project standing at 83.18% for all indicators making up outcome one; 97.90% or all indicators making up outcome two; and, 86.99% of the set targets for outcome three, as depicted in Fig: 5.4. This gives an overall average implementation achievement of set indicator targets, for all three outcomes at 87.07%. This is in terms of progression towards the overall impact of; *“Targeted countries achieving sustainable development through support in advancing the process of inclusive low-emission risk-resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change”*. These percentages are a non-weighted average of percent achievement of the key outcome indicators as well as the contributing outputs, as reported in the annual progress reports. For those indicators for which an evaluation question was asked during the field survey, the responses closely match with and corroborate the reported progress.

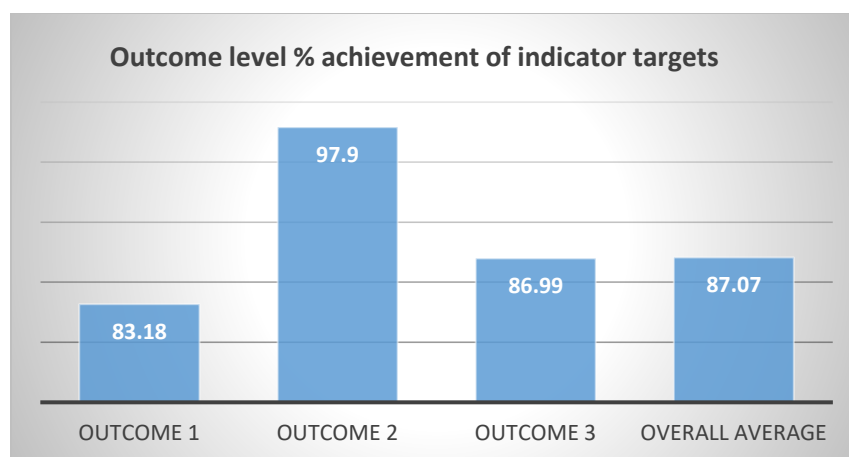


Figure 5-4: Percent achievement of indicator targets at outcome level

Details of progress achieved for each of the core output and outcome indicators are presented in Table 5.3, and highlights of country level achievements are attached as Annex 7.2. These achievements indicate a Good to Very Good (4 to 5 on the Likert Scale used) completion of the planned interventions leading to the realization of the three core outcomes of J-CCCP. These achievements have refocused the “thinking” and practice of leaders at all levels, policy makers, supporting development partners, economic investors and communities in climate smart production use of energy, water, other related resources (e.g land) and infrastructures. This lays a strong foundation for institutionalized and locally led country and region wide central focus on integrating medium to long-term planning for adaptation to and mitigating climate change. It should spur countries to mandate low-emission risk- resilient development in medium to long-term planning that supports increased investment in and application of Climate Change Resilient economic growth that contributes to expected impact in which targeted countries achieve inclusive low-emission risk-resilient sustainable development.

A cross comparison of project performance in terms of realization of set targets at outcome level can be seen in Table 5.3. The highest progress was made in outcome two on: *Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean*. Project progress reports put this outcome level performance at 97.9% of what was planned, while average from the respondents that responded to this question estimated outcome two achievement at over 90%, thus confirming the documented progress. Outcomes one and three followed closely, scoring 83.18% and 86.99% respectively from progress records, and 87% and 83% respectively from respondents’ own rating. In terms of completion of delivery of planned interventions, J-CCCP has performed extremely well with an overall average performance standing at 87%. For the NAMAs and NAPs, 57% only represents those completed and approved. The balance of 43% are in various stages of approval, and indications are that by December, 2019, most will be completed and approved.

Table 5-4: Extract from reports and respondents’ quantified estimate of % completion of outputs and outcomes

over the 5 years of the J-CCCP project

Expected outcomes of the J-CCCP project and their outputs to be achieved in 5	Achievement (%)	Evidence for the quantitative estimate vis-a-viz project targets
i) Outcome 1: Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalised;	Overall 87% 57% for NAMAs & NAPs	4 out of targeted 7 NAMAs completed and approved by the countries of; Grenada, Guyana, St. Lucia, Suriname. The remaining three under review for approval. Overall outcome one performance – based on completion of outputs at 87%.

Expected outcomes of the J-CCCP project and their outputs to be achieved in 5	Achievement (%)	Evidence for the quantitative estimate vis-a-viz project targets
<ul style="list-style-type: none"> Output 1.1. Technical support towards national and sub-national institutional and coordination arrangements in Caribbean countries to support the formulation of national roadmaps on the NAP process, including elements for monitoring the progress of their implementation. 	60%	3 out of 5 NAPs (Grenadines, St. Vin, St. Lucia) completed 2 (Bel, Guy in process, but not complete).
<ul style="list-style-type: none"> Output 1.2. National teams are trained in the use of tools, methods and approaches to advance the NAP process and budgeting. 	191%	Capacity developed in all 8 countries to improve national plans for climate resilience (adaptation and mitigation, emission baseline calculations; <ul style="list-style-type: none"> 152 persons out of the targeted 140 trained in climate change adaptation principles and techniques, and another 684 persons trained in general climate change adaptation, and over 50,000 youth trained in climate smart agriculture practices; 381 out of targeted 200 persons were trained as part of the national teams in the use of tools, methods and approaches to advance the NAP process and budgeting.
<ul style="list-style-type: none"> Output 1.3. Business-as-usual greenhouse gas emission baselines established, and climate change mitigation options for selected sectors relevant for the Caribbean region identified. 	40%	2 out of 5 baselines established, and options identified
<ul style="list-style-type: none"> Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems and NAMA registries in place to monitor their execution. 	57%	4 out of 7 NAMAs with systems in place (Grenada, Guyana, St. Lucia, Suriname)
What factors in your own understanding have contributed to ACHIEVING the intended outputs and outcome 1 above?		<ul style="list-style-type: none"> Push by Technical Experts under effective PMU leadership; Country and local ownership with technical and organizational capacity
What factors have contributed in your own understanding to NOT ACHIEVING the intended outputs and outcome 1 above?		Taking long to review each product by relevant bodies because of lack of "driving champion" and technical know-how.
ii) Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean;	Over 90%	Majority of the activities set out in the life span were completed and, in most cases, surpassed. Few on-going activities include slope stabilisation project undergoing procurement process. A total of 145 demonstration sites (out of target of 150) implementing some form of climate adaptation and sustainable farm production methods in 50 agricultural sites;
<ul style="list-style-type: none"> Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas (e.g. communal reservoirs, rooftop catchment, rainwater storage tanks and conveyance systems) 	100%	<ul style="list-style-type: none"> 17,273 persons (out of target of 3,000) with improved access to water, benefiting from 108,600 gallons for water for drinking and domestic use from rain water harvesting facilities renovated / built across the project countries, in schools and other institutions.
<ul style="list-style-type: none"> Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate change impacts. 	100%	<ul style="list-style-type: none"> 10.074 ha of farmland (out of target of 5 ha) cultivated under climate smart agriculture technologies for adoption; <p>Improved water efficient irrigation set up under drip irrigation systems covering approximately 12.5 hectares of agriculture;</p>
<ul style="list-style-type: none"> Output 2.3 Community-based water capacity and irrigation systems improved or developed to test their ability to raise agricultural productivity. 	100%	859 Households (40% Female headed HH) benefiting from improved access to water under improved storage capacity of 71,500 gallons of water for irrigation; SV2 Irrigation component was completed with the installation of irrigation lines to farming systems with solar water pumps to assist with the rain water harvesting systems.
<ul style="list-style-type: none"> Output 2.4 Climate-resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas. 	75%	29 men and women in 13 communities benefited from adaptive and improved grazing techniques covering 40 hectares of grazing area with adaptive and improved climate smart grazing and other agricultural diversification practices; A total of 145 demonstration sites (out of target of 150) implementing some form of climate adaptation and sustainable farm production methods in 50 agricultural sites; Pelletizer training conducted with agricultural officers and farmers in rural communities. Under SV4- Livestock, farmers also received water tanks to

Expected outcomes of the J-CCCP project and their outputs to be achieved in 5	Achievement (%)	Evidence for the quantitative estimate vis-a-viz project targets
		assist with their farming practices and promote sustainable agriculture.
<ul style="list-style-type: none"> Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster-induced losses 	100%	238 meters of infrastructure (road or slope stabilization) implemented to reduce climate change and disaster-induced losses; Two pathways were constructed in the areas of Fair Hall and Barrouallie and successfully commissioned.
<ul style="list-style-type: none"> Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management interventions to catalyse low-emission climate-resilient technology transfer, development and investments in the Caribbean 	100%	Total of 421 people (out of targeted 2,000) with improved access to energy (Solar), and adopted by Government of Suriname for Scaling out solar energy to the interior. Based on successes of the five community pilot projects implemented through CSOs and CBOs, on; (1) Women Empowerment & Renewable Solar Energy; <ul style="list-style-type: none"> 10 communities (out of targeted 15) implementing risk reduction measures; 9 fully completed pilot projects with another 22 of the targeted 37 projects on course to successful full completion
What factors in your own understanding have contributed to ACHIEVING the intended outputs and outcome 2 above?		<ul style="list-style-type: none"> Good and effective local support, and where local level technical capacity to review projects is high; Readily available budgets. The rigorous selection and vetting process for the pilot projects ensured selection of implementable viable projects.
What factors have contributed in your own understanding to NOT ACHIEVING the intended outputs and outcome 2 above?		<ul style="list-style-type: none"> Ineffective ground support; Uncertainty about technical specifications of items required by projects against restrictive budgets; Inadequate budgets to meet the project needs
iii) Outcome 3: Knowledge Network created in Caribbean to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change.	85%	Overall outcome performance – based on completion of outputs
<ul style="list-style-type: none"> Output 3.1 Capacity building within the region to sustain and enhance approaches to climate change adaptation and mitigation 	133% 90%	4 out of 3 new partnerships with potential access to funding for sustainable management solutions made 9 out of 10 case studies done
<ul style="list-style-type: none"> Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management interventions to catalyse low emission technologies for sustainable cities in island towns and communities 	100%	Communication campaigns done in all 8 countries Cumulative total of 88,843 persons accessed / viewed the communication campaigns;
<ul style="list-style-type: none"> Output 3.3 Japan-Caribbean transfer of technical and process-oriented information on experiences, good practice, lessons and examples of relevance to medium to long-term national, sector and local planning and budgeting processes 	100%	All targeted study tours and knowledge sharing sessions completed, including the study tour and YCCC – North South on Transfer of Knowledge tours and workshop. A total of 810 persons benefitted from knowledge-sharing and targeted South-South and North-South cooperation;
What factors in your own understanding have contributed to ACHIEVING the intended outputs and outcome 3 above?		Having evidence based (KAP & Knowledge Perception Studies) approach led to good targeting
What factors have contributed in your own understanding to NOT ACHIEVING the intended outputs and outcome 3 above?		Delays from long wait for feedback from Japan on exchanges and tours

Collaboration with other organisations / partners (both local and international), with some providing both in-kind and financial support for activities contributed to the J-CCCP progress reached and results attained. Some of the collaborative partnerships included the following:

- Co-organizing a Regional NAP workshop for Latin American and the Caribbean enabled developing capacity of 12 country representatives on the full NAP process including gender considerations.
- 2 partnerships (UNFCCC and NAP Global Network) established to co-organize NAMA & NAP seminar/workshop.

- c) 2 partnerships agreed with Caribbean Community Climate Change Center (5Cs) to co-finance an international conference on climate change for the Caribbean to provide a platform for interaction and knowledge sharing among natural and social scientists, policy makers and development partners;
- d) UNFCCC on collaboration for developing the standardized baseline for NAMA)
- e) Partnered with FAO and Farmers' Associations to distributed survey through their network for transfer of technical and process-oriented information on experiences, good practice, lessons and examples of relevance to medium to long-term national, sector and local planning and budgeting processes, especially from Japan.
- f) 4H Clubs in Jamaica

There is evidence of GE and the empowerment of women in some of the case studies of the pilot projects; for example, the Suriname UNDP J-CCCP/ACT project - 'Women Empowerment and Renewable Solar Energy Pilot Project', where the project empowered female technicians to install solar panels and allowed women to play a leading role in the project (Source: A JCCCP Review, n.d). In the results framework matrix, indicators (both at outcome and output levels) that incorporate gender consideration and promote gender analysis and disaggregation of information by sex are included. Further, training reports primarily capture the sex of participants/beneficiaries. The key limitation with monitoring data is that there is limited emphasis on other useful characteristics such as ethnicity, age etc. that would reflect the diversity of the stakeholders that would be informative for deeper GE and HR analysis with respect to the impacts of the project. Availability of gender disaggregated reporting and the J-CCCP partnership with Civil Society, e.g the 4H in Jamaica, has enabled setting up a diverse network, and to empower women to have representation for participating in decisions about their own livelihoods economic activities that are climate change resilient.

Stakeholders' feedback with respect to Outcome 3, output 3.3 on knowledge and information exchange and sharing is that there was better South-South than North-South cooperation. Feedback indicates increase in knowledge, but this North-South knowledge exchange was only in the agriculture sector. This limited the scope of knowledge and information exchange that took place especially given the multi-sectoral emphasis supported by the J-CCCP. As such, a key recommendation from respondents is that the involvement of Japanese technologies could have been scaled up from project inception, for example, the Japanese private sector could have been invited to install and demonstrate some of their technologies in some of the beneficiary communities. That is, a matchmaking between available technologies in Japan and current problems in the Caribbean (especially with climate resilient infrastructure) could have been explored for implementation of unique and technologically advanced pilot demonstrations. The critical intervention on knowledge networks, especially the North-South and South-South cooperation addressed one of the identified deficiencies during situation analysis at the time of J-CCCP design. Then there were limited partnerships, communication and outreach strategies that existed between developing country governments and global and regional institutions, networks and platforms for addressing adaptation needs, in a collaborative manner. The collaboration is crucial for exchanging lessons on NAP and NAMA development and coordination. South-South exchange is critical as developing countries can identify with each other on common needs, barriers, and problems as well as common solutions and best practices.

The real work now starts in the countries translating J-CCCP completion achievements into scaled-out implementation of Climate Change Mitigation and Adaptation Plans and strategies through various investments, incentives and further policy actions. This scaling out entails applying the provisions in the NAMAs in the framework of the NAPs to align and sustain economic growth plans of all scales and at all levels into low emission climate resilient development. This applies to all sectors, planning levels, private sector support and regulatory units, etc. in all the J-CCCP countries.

The effectiveness of J-CCCP in achieving results based on the findings is rated **Highly Satisfactory**

5.3 Project Management, Implementation Efficiency and Financial Management

5.3.1 Project Management

The J-CCCP was designed for a 5-year implementation period from January 2014 – December 2017. The project was executed under UNDP's Direct Implementation Modality (DIM) through the UNDP's Sub-Regional Office (SRO) for the Eastern Caribbean based in Barbados (UNDP Barbados and OECS). Dedicated Project Management Unit (PMU) was created to support the SRO to deliver on the outputs outlined in the project document, and was responsible for the day-to-day management and coordination of the project, under the supervision of the SRO. The PMU and SRO in Barbados had direct responsibility for implementing activities leading to outcomes 1 and 3, while component 2 on show-case implementation of transferable and adoptable mitigation and adaptation technologies for low emission and climate resilient development was undertaken at the national level, relying on implementing partners including Government entities, other regional or UN organisations, CSOs such as 4H in Jamaica. A mid-term review undertaken at the end of 2017 recommended enhancements in management, M&E, and a no cost one-year extension bringing the close of the project to December, 2018. The latter is as a result of project implementation effectively starting in January 2016 instead of 2014. Project closure was again extended by another one-year up to December 2019.

In addition to the UNDP Sub-Regional office for Barbados and the OECS (UNDP SRO Barbados) – the core implementing agency of the J-CCCP project, and the Government of Japan in its capacity of development partner, the main strategic level stakeholders included the following:

- a) Key Ministries of the beneficiary countries; Finance and Economic Planning, Energy, Public Utilities, Water, Health, Environment, Agriculture, Lands, Forestry, Fisheries, Livestock, Science and Technology);
- b) CARICOM Secretariat in Guyana
- c) OECS Commission in Saint Lucia
- d) The organisations that are part of the Technical Advisory Group, including:
 - Caribbean Community Climate Change Centre (CCCCC)
 - Caribbean Institute for Metrology and Hydrology (CIMH)
 - Caribbean Public Health Agency (CARPHA)
 - Caribbean Natural Resources Institute (CANARI)
 - Caribbean Agricultural Research and Development Institute (CARDI)
 - University of West Indies (UWI)
 - Centre for Resource Management and Environmental Studies (CERMES)
 - Caribbean Disaster Emergency Management Agency (CDEMA)
 - United Nations Framework Convention for Climate Change Regional Collaboration Centre (UNFCCC-RCC) in Grenada
 - Global Water Partnership Caribbean (GWP-C)
- e) UNDP Regional Centre in Latin America and the Caribbean (UNDP-RBLAC)
- f) UNDP offices of Belize, Barbados and the OECS, Guyana, Jamaica and Suriname.

Records of meetings, M&E and progress reporting indicate very good functionality and operations of the J-CCCP management structures at all levels from the Regional project Board, Regional PMU, Country level and community projects' level committees and Task Forces / Working Groups. These were able to continuously monitor implementation, provide overall guidance, undertake the necessary review and approval processes on a timely basis, and as and when required. The project Board for instance held its 11th meeting in November at the time when this evaluation was underway.

5.3.2 Implementation Efficiency

In addition to comparing budgets and expenditures against work plans implemented and targets met, the evaluation also sought from respondent stakeholders the extent to which project optimization best management practices were applied. These ranged from effectiveness of the project set up, partnerships and synergies, timeliness of funding and procurements to optimal use of M&E as a management tool for effective project management. Response results are shown in figure 5.5 that uses a scale of 0 – 5, where 5 denotes highest agreement rating, with 4 simply agreeing that the best management practices were used. 1 is the poorest rating in which respondents strongly disagree that the best practice was applied, and 0 means do not know. The practice that was scored lowest was g) on timeliness of procurements and recruitments. The practices rated highest (14 and above out of 20 when the high ratings of 4 and five are combined) included:

- a) The project institutional set-up (DIM) and systems worked effectively to enable J-CCCP project implementation.
- b) Various stakeholders were involved in the J-CCCP project processes.
- a) There were synergies among implementing partners created to optimize results and avoid duplication

Direct Implementation Modality (DIM) strategy using contractual arrangements with Implementing Partners worked well and has been instrumental in recording high levels of achieving the set targets. This is evidenced by 15 out of 20 interviewed stakeholders that responded to this question, and rated the applied project institutional set up highly (at 4 & 5). The set-up worked effectively to enable project implementation, as it ensured greater control by the implementing entity (UNDP) for organisation or project outputs, as mitigation measure for risks in Slow financial delivery due to limited national absorption capacity.

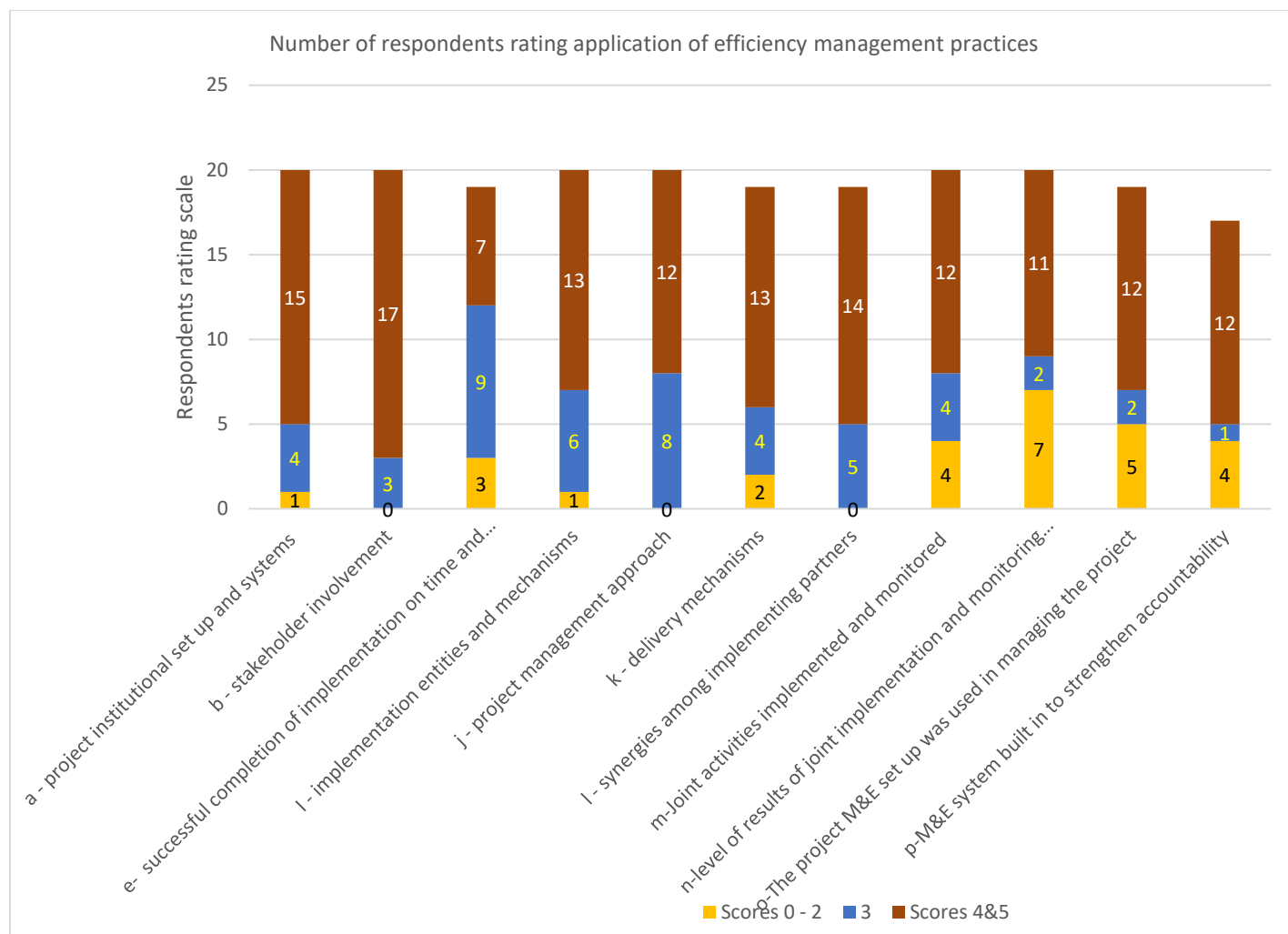


Figure 5-5: Effectiveness and Efficiency of other management practices applied

Decentralizing implementation responsibility of outcome 2 to UNDP countries' offices and their local Governments and communities was effective and this enabled efficient achievement of outputs under outcome 2 rated highly. The fact that stakeholder involvement was rated highest by 17 out of 19 respondents confirms this. Implementation entities and mechanisms such as the National Focal Point (NFP) mechanism were reported to be effective in coordinating and managing the J-CCCP project implementation.

From the PMU's perspective, adaptive management was applied. This was verified by the progress quarterly and annual reports, which show evidence that mitigation measures were identified and applied for key challenges encountered, particularly those related to procurement and payments. UNDP also applied agreement type modalities for transferring funds to the proponent of pilot projects. This ensured timeliness in resourcing and implementing especially country level and community interventions.

The inadequacy of technical quality and reporting capacity of project proponents on pilot projects was mitigated through hiring of technical experts in the specific focal areas to assist with proposal development and ultimately build capacity for continuity in proposal development post project. The Monitoring and Evaluation Analyst was also hired to support capacity development in reporting and M&E on the pilots. The J-CCCP Mid-Term Review carried out in December, 2017 rated Management Arrangements for J-CCCP implementation as Highly Satisfactory (HS). Adaptive Management and only outcome one were also rated as Satisfactory, while all other outcome areas, including Partnerships were

rated as Moderately Satisfactory. The J-CCCP at project-end performance seems to have kept up with this rating.

Partnerships were conducive and they contributed greatly to the delivery of project outputs, as testified by 14 out of 19 respondents in item l in figure 5.4. The M&E system informed management of the project as an in-built strategy, and was effective in timely reporting. Up to 12 respondents agreed to this (item p in figure 5.4).

5.3.3 Financial and Human Resources Efficiency

The stipulated guidelines for procurement and human resources management were applied as noted by 12 respondents (item h) in figure 5.5. The least rated practice – that somewhat affected management effectiveness and efficiency was timeliness in procurement (item g) and flow of resources (item c). The delays that were experienced arose from; (i) limited national institutional capacity primarily attributed to heavy workloads for officers from Ministries that support implementation of JCCCP project as well as the selected participating community groups (ii) UN procedures and requirements being extensive and very particular, coupled with limited user knowledge and experience in some beneficiary countries (iii) all payments being channeled through one unit within UNDP, which was not adequately resourced to deal with the increased demands / volume of the J-CCCP (iv) the payment systems is not as suitable for community projects (like the GEF payment system would have been) and (v) the funding earmarked per pilot project turned out to be insufficient in many instances due to inadequacies in the initial budgeting processes.

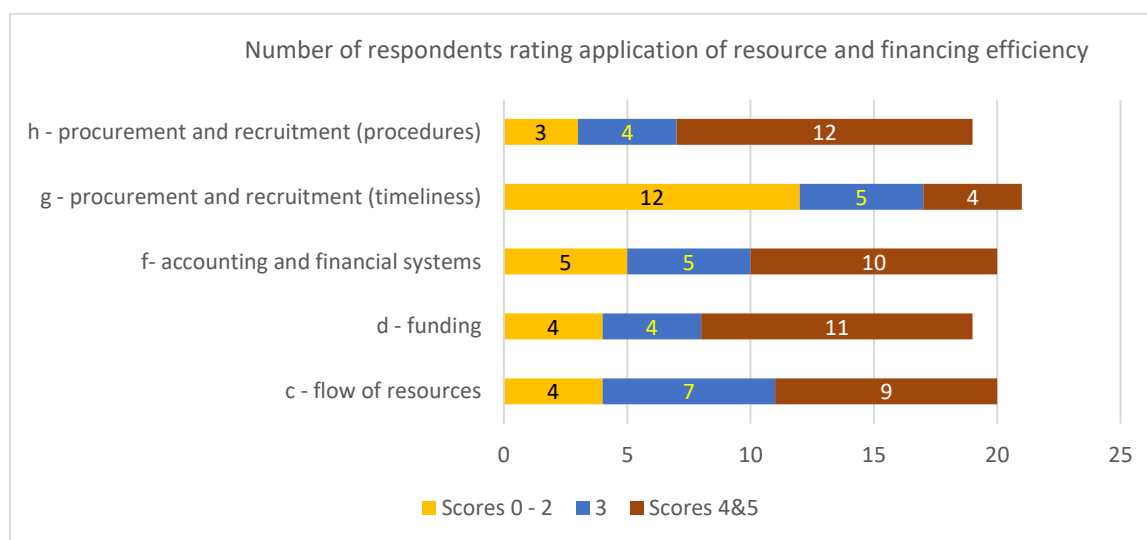


Figure 5-6: Finance and resource management efficiency

On flow of financial resources, The Government of Japan through UNDP contributed USD 15 million. The eight (8) participating countries also made huge contribution to J-CCCP implementation in-kind [salaries and time of the sector staff and various Committee and Working Group members]. A total of USD 14.90 million was budgeted and made available for project expenditure. USD 14.26 million (95.67%) was spent for the 5 years (2015 – 2019) of J-CCCP.

Approximately 58.2% of total (USD 8.30 million) went directly to the countries for implementation of outcome two and operating the National Focal Point Offices. These funds were utilized in the countries for building capacities of country implementers and community project leaders, and for putting in place structures and systems for the identified and approved community projects. Expenses for outcomes one (at 13.7%) and three (at 13.7%) were also utilized at overall regional level for building capacities and

communication activities for the project in the countries. The balance of approximately 13.9% was mainly spent in the operations of the regional PMU at Barbados. The project expenditure ratios between management costs and actual interventions on the ground for the beneficiaries at about 1:6 (13.9% : 85.6%) is quite good, indicating value for money, and high degree of resource use efficiency. Table 5.4, and Figure 5.6 present a 5-year total of funds budgeted and spent on key J-CCCP outcome areas.

Table 5-5: J-CCCP Budget & Expenditure By Key Expense Outcome Area (USD)

Expenditure Outcomes & Countries	Overall Project Budget USD	Midterm Expenditure (2015 thru Q3 2017 USD)	Midterm Expenditure (thru Q3 of 2017) as % of Total Budget USD	Total Expend and Committed to October, 2019 USD	Project-end Expenditure (2015 thru Q3 2019) as % of Total Budget USD	Balances as at October, 2019 USD
Outcome 1	2,271,831.00	665,659.20	29%	1,947,785.12	85.74	324,045.88
Outcome 2	8,107,730.00	2,287,826.22	28%	8,295,774.74	102.32	(188,044.74)
• OECS		1,332,378.98		4,599,406.73		
• Jamaica		265,600.09		1,022,484.09		
• Belize		362,279.65		914,654.43		
• Suriname		212,863.00		952,397.90		
• Guyana		114,704.50		754,461.71		
Outcome 3	1,978,780.00	740,279.33	37%	1,987,694.52	100.45	(8,914.52)
Project Mgmt.	2,541,658.00	912,866.72	36%	1,978,198.58	77.83	563,459.42
Total	14,899,999.00	4,606,631.47	31%	14,255,563.87	95.67	644,435.13

Following the show-case successes, some Governments already started budgeting for similar community projects as part of adoption and scaling up. The Government of Jamaica for instance has shown a commitment on building on the work done by the JCCCP by equipping farm schools and general elementary schools with water harvesting systems. In Carricou a Memorandum of Understanding between the community and the National Water and Sewerage Authority (NAWASA), which is a government entity within the ambit of the Ministry of Communications, Works, Physical Development, Public Utilities & ICT is planned. This MoU is for the routine testing and treatment of water quality. J-CCCP has therefore empowered communities and water users to have a greater say and take control of managing the water resources they use. Country responses also indicate that, arising from the developed NAMAs funding has been secured for works in schools, new sector-NAPs and financing strategies have been developed, pilot projects have been used as a model to upscale to other schools.

Disbursement records indicated that there was effective and efficient utilization of funds received and enabled accomplishments recorded to-date. In relation to deliverables so far generated, there was prudent usage of funds. Within the five-year implementation period. Expenditure amounting to 97% of project budget was spent to achieve an estimated 87.07% of set project targets shows good value for money. As earlier indicated in figure 5.5, a total of 56.06% of respondents agreed to varying levels that the project was efficiently managed in terms of financial resource flow, timeliness of decisions, etc.

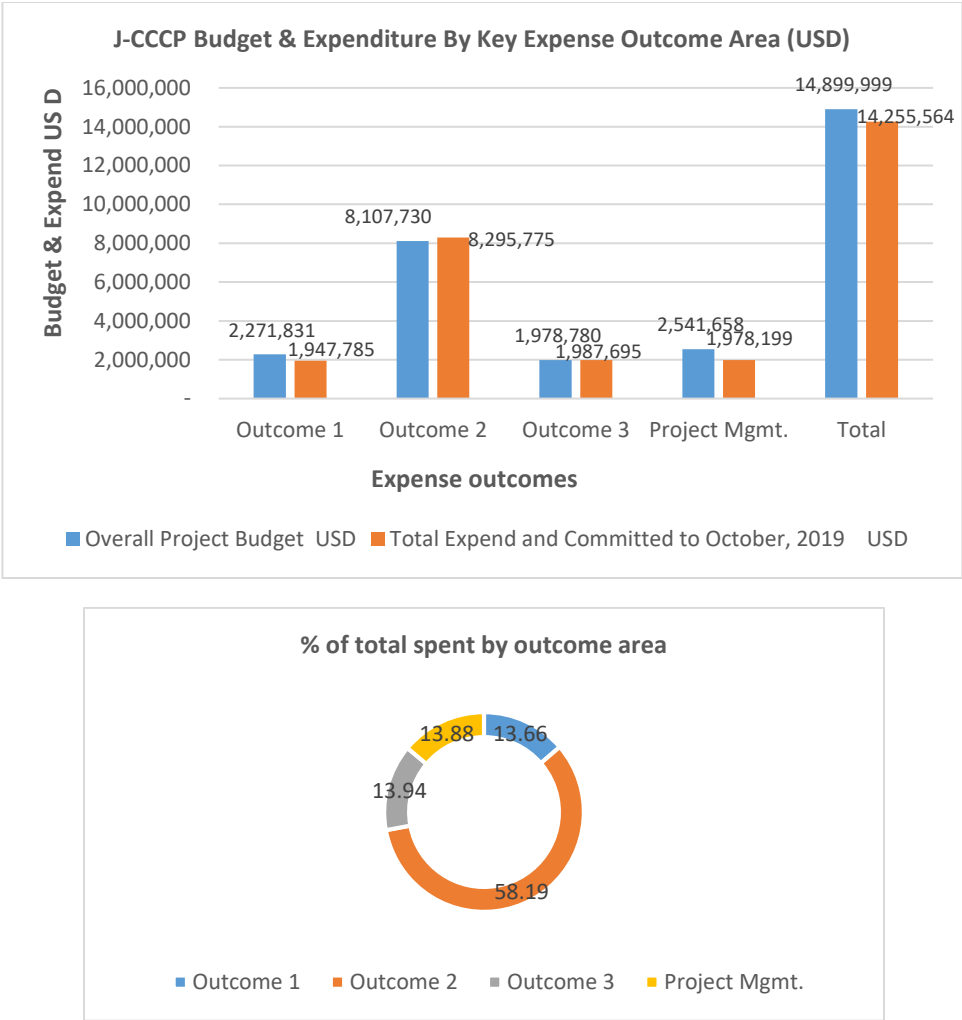


Figure 5-7: J-CCCP Total Budget & Expenditure by Source and Key Expense Outcome Area (USD)

In human resources utilization, while use of DIM, including short-term Technical Assistance (TA) has proven effective in project delivery, in terms of sustainability, short-term TA quickly gets work done and deliverables achieved. It also imparts and transfers mostly technical related skills to implementing counterparts. Transfer of project management skills for sustainable management of similar projects is missed. Long-term use of TAs can also prove costly.

The PMU took steps towards further reduction of transaction costs. For instance, they partnered with contributing stakeholders and sought in-kind contribution. There was partnership with the UNFCCC for support in training related to the NAMAs with in-kind contributions, and IICA supported the apiculture project in Saint Lucia. The 4H was instrumental in implementing community projects in Jamaica. However, both transaction costs and time could have been reduced further if countries could have done tenders in parallel. In some instances, vendors can bid for several tenders and if knowing this at the inception they would provide more cost-efficient pricing. This would promote saving by the project.

JCCCP’s overall implementation efficiency based on findings is rated **Satisfactory**.

5.4 Analysis of Outcome to Impact Pathways and Sustainability Prospects

5.4.1 Towards Impact

The real essence in evaluation is to understand from beneficiaries of any development intervention if what is reported as having been achieved has evidence on the ground, and how this is influencing / affecting the state of the beneficiaries. This sub-section examines each outcome and its potential for contribution to longer time impacts, based on evidence presented in preceding criteria such as effectiveness and efficiency.

In outcome 1 of the J-CCCP - supporting countries to prepare their NAMAs and NAPs, all eight countries have dire need for localized NAMAs and NAPs. The target was to have 7 NAMAs completed, and 4 had by October 2019 been completed and approved by the countries (Grenada, Guyana, St. Lucia, Suriname). The remaining three (Belize, Jamaica, St. Vincent) were also completed but are awaiting countries approval for application. The project also targeted to complete 5 NAPs, and 3 (Grenadines, St. Vincent, St Lucia) had been approved, with the other two (Belize, Guyana) in the process for approval. There is evidence that the process to develop these strategic CC planning documents has been on course at different paces, depending on the internal capacity and organization of the sectors responsible in each of the national Governments.

The technical capacities, tools, systems and institutional procedures put in place by J-CCCP to support countries formulate their NAMAs and NAPs is an integral and intersectoral medium to long-term planning to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors. The support has undoubtedly created both national level and regional level capacities in policy innovation for addressing climate resiliency. Seven (7) countries now have developed and nationally validated NAMAs. In all 8 countries, J-CCCP has increased capacity to improve national climate resilience (*adaptation and mitigation, emission baseline calculations*). This is evidenced by training of 193 National Counterparts (46% F, 54% M) in NAMA preparation & Emissions calculations, and developing capacity of 66 representatives of 8 countries in NAP process developed. Five 5 countries have approved NAPs or NAP Road Maps, which consider gender impacts. The anticipated implementation of the medium-term plans in which NAMAs and NAPs have been mainstreamed and aligned with the countries' existing planning and budgeting processes – using the now developed capacity will certainly lead Caribbean countries towards a green, low-emission and climate-resilient development pathway. The implemented medium-term plans augmented by the demonstrated community projects will then on a spontaneous basis support the implementation of actual technology that is both low-emission and advances climate risk management.

This is corroborated by respondents as seen in Table 5-6. Out of 19 respondents, 10 expect the NAMAs and NAPs to greatly contribute to increased resilience of countries and populations to climate change, and another 6 expect that they will make an average contribution, bringing to a total of 16 out of 19 (84%) of responding stakeholders who expect the NAMAs and NAPs to contribute to building climate change resilience. There was a common perception of different stakeholder groups (Local Implementing Staff, NGOs, Local Communities) about the effects and likely impact of the JCCCP interventions across the board and in all eight countries, without any significant differences as indicated by the responses to the survey questions from the various stakeholder groups interviewed. Further, majority of respondents indicated that the J-CCCP project process had catalytic effects on Climate Change Resilience Development (item c of Figure 5-7).

Table 5-6: If designed NAMAs and NAPs will contribute to CC Resilience

Scale	Number	%
1- Do not know	2	0.1
2- not at all	0	0%
3- to small extent	1	5%
4- to average extent	6	32%
5 - to great extent	10	53%
Total respondents	19	100%

It is worth making special mention of the utility of the NAMAs, NAPs and Knowledge, Attitude, Practices (KAP) and Behavior Studies. The objective of the KAP studies are to enable efficient targeting of audiences, formulation of key messages and identifying effective channels for communication on the benefits of mitigation, adaptation and disaster risk management interventions for sustainable towns and communities. Case studies such as the Suriname Storytelling Workshops, which used storytellers to create their own climate change content was a novel approach that has successfully expanded the scope for the development and reach of communication campaigns.

In Outcome 2 , demonstrating simple innovation technologies through community projects - as highlighted in the earlier sections has been successful, and will likely have a catalytic effect on the transformation of the key economic sectors including energy and agriculture. The fact that upto 145 demonstration sites (out of target of 150) spread in the 8 J-CCCP targeted countries are implementing some form of climate adaptation and sustainable farm production methods in 50 agricultural sites, representing some 96.7% achievement. This demonstrates the coverage of efforts in the transfer and adopted of selected mitigation and adaptation technologies for low emission and climate resilient development in the Caribbean. Besides showcasing how the private sector in their normal market oriented production investments of any magnitude can be undertaken in a low-risk emission manner, which climate change resilient, it demonstrates to policy makers what incubated technologies and market transformations work and can be taken up and incorporated as part of the National and sector planning processes for formulating, budgeting and implementing public policy responses that systematically incorporate climate change risks and opportunities.

Good example is the innovations for supplementing water supply through rainwater harvesting: Affordable climate-resilient community-based water harvesting capture, storage and distribution systems were designed and built on a demonstration basis. with this innovation, an increasing number of households will have more secured and climate-resilient access to water for household and community uses. The beneficiaries will be fully aware of related water and climate risk management matters and they will be in a position to manage and maintain them effectively. This essentially adapted and improved the already existing innovative technologies, giving focus to water collection during the rainy season and storage for use in times of prolonged dry spells and drought. This innovation uses solar PV panels as energy source for lifting water to a point where gravity driven distribution system is used for drinking water, supplementary irrigation for greenhouses or field crop production. The solar photovoltaic technologies are also applicable in shelters, community and other public buildings – including schools, hospitals and other public spaces – both in response to disasters and as backup energy source. The J-CCCP project has introduced and demonstrated that these technologies work and are feasible.

A few notable impact cases can be cited - arising from the pilot community projects that demonstrate the contribution of the JCCCP in demonstrating ways of addressing adaptation to and mitigation of climate variability and change at the community level within various sectors:

Case 5.2: J-CCCP funded JM2-4H pilot project in Jamaica enhanced the 4H supported school gardens by, promoting climate smart technologies in schools, funded through US \$210,444.99 from JCCCP Grant Funding, and In-Kind Contributions of US \$ 22,491.77, mostly by Jamaica Climate Change Division in the Ministry of Economic Growth and Job Creation as collaborating implementing Agency, with 4H Clubs as the local implementing partner.

Target was to establish model sustainable climate smart school gardens in selected zones to serve as training grounds for students and community groups towards enhancing food security and engaging youth more extensively, in the agricultural sector. This involved installation of irrigation infrastructure comprising:-rainwater catchment/harvesting channels; water storage via tanks; and gravity fed drip irrigation water distribution lines. The project design included completing the infrastructure with training in Climate Smart Agriculture at 70 educational facilities island-wide namely :- 10 Training Centres, 2 Correctional facilities, 22 Primary Schools, 2 Special Education Schools, 7 All Age Schools, 19 High Schools, 6 Primary and Junior High and 2 Primary and Infant.

As at 30th October, the project had met all of the stated objectives had delivered results and benefits that had not been anticipated. Infrastructure was provided country-wide in the form of storage tanks, guttering and irrigation for gardens in: 22 High Schools; 34 all age primary schools; 11, 4-H Training Centres. Training was provided to farmers and community members; to persons with multiple disabilities; The Hilltop Juvenile Correctional Facility-St Ann and The St Catherine Correctional Facility. In addition, It:

- ✓ Contributed to School Feeding Programme and additional income for schools, in which produce of the school garden is included in the school feeding programme and excess is sold to enhance income. The main produce of the gardens are vegetables, with the main types being; pak choi, cabbage, tomato, sweet pepper, callaloo, cucumber, hot pepper, lettuce, contributing positively to Government's high priority area of nutritional value of the School Feeding Programme. Excess of vegetables over school needs was sold to teachers or other community members. The funds received are ploughed back into replanting and enhancing the School Garden Programme, in purchasing other items for the canteen such as meat and starches, and in the case of Comfort castle in Portland, some of the excess produce was donated to the elderly in the community.
- ✓ Contributed to enhancing the Education curriculum. The JCCCP Project equipment has been utilized as teaching aids in integrated science, resource and technology, environmental science and social studies. This contributed to the Caribbean Examinations Council's School Based Assessment (SBA) requirement of some 237 male and 302 female students in 10 high schools.
- ✓ Contributed to Post-Secondary Education and Community Involvement by providing equipment to 11 Training institutions across the island operated by the Jamaica 4-H for the purposes of providing training to farmers, especially young adults seeking to gain knowledge of climate smart agricultural techniques. From these training centres, 367 students (221 males;146 females) benefited. There was also community involvement in provision of planting material, labour for land preparation, security for gardens and purchase of excess produce.
- ✓ Enhanced awareness of climate smart agriculture and relationship to Sustainable Development Goals: The project increased awareness in adaptation to climate change in agriculture through physical demonstration Units coupled with training and sensitization sessions. The physical infrastructure serves as long lasting demonstration of ways in which water can be harvested and stored for irrigation to counter the effects of severe periods of drought and to extend periods of crop growth. Awareness has also been raised through various training sessions, exhibitions and symposia. Through the awareness sessions, 70 institutions island-wide trained in excess of 7,018 persons (3540 males; 3478 females). Overall more than 100,000 persons benefited from the Project including student population, teachers parents / community members, special needs persons and other youth involved in agriculture. The Project launched exhibits at 7 key visibility events many of these were attended by key national officials including: The Governor General, The Prime Minister, The Minister and opposition shadow spokesperson with responsibility for Agriculture; officials of the Japanese Community and the UNDP directorate.
- ✓ J-CCCP also contributed to Rehabilitation of incarcerated persons and persons with disabilities, through providing enhanced the gardens by providing equipment at the St Catherine Correctional facility; the Hilltop Juvenile Correctional Facility and the Abilities Foundation for rehabilitation and skills development of persons who have been incarcerated as well as special education needs of persons with disabilities.

Case 5.2: J-CCCP funded the “Building Resilience to Climate Change and Weather Variations at Mirabeau Propagation Station” project in Grenada.

The project was designed to improve water availability for irrigation through the construction of a rainwater harvesting and storage system for irrigation with the increased water storage capacity. The station can now irrigate for an additional 4-6 weeks which will significantly reduce crop loss by approximately 10% (promoting food security by 10% of what it originally was). Total available storage capacity at the station increased to 53,000 gallons from 20,000 gallons thereby increasing water security more than 2 folds.

Case 5.3: J-CCCP funded the “Improvement of Climate Resilience among Small Farmers” project in St. Vincent and the Grenadines.

The project was designed to enhance farmers’ capacity to improve their climate resilience through the adoption of climate smart strategies, and to meet their economic needs through installation of irrigation capacities on and off farm. Before the project, farmers in St. Vincent and the Grenadines were forced to manually irrigate crops, which resulted in 2 to 3 hours several times a day in watering fields. This manual method meant that only small areas could be planted and reduced the crop yield. Testimonials from farmers indicated that after the irrigation, one farmer reportedly reaped approximately 700 - 800 pounds as compared to approximately 60 pounds before; another farmer explained that before the consistent irrigation he was averaging \$200 - 300 in sales and this has increased to \$600 - 700 per week. This demonstrates direct increase in food and income amidst climate variability.

These impact stories are just a few among others that demonstrate how the JCCCP is influencing the “thinking” and attitude of beneficiaries, and how these can be escalated to responsible policy level Ministries and Agencies at national level. Further, there is evidence of GE and the empowerment of women in some of the case studies of the pilot projects. The following are noteworthy:

- a) The Suriname UNDP J-CCCP/ACT project - ‘Women Empowerment and Renewable Solar Energy Pilot Project’, where it was reported that the project challenged gender stereotypes by empowering female technicians to install solar panels and allowed women to play a leading role in the project (Source: A JCCCP Review, n.d).
- b) Two communities in Clarendon, Jamaica benefited from enhancing water security. The pilot demonstrates strong evidence of female participation and empowerment, including that of young females (youth). Over 400 persons (252 females and 157 males) were trained in adaptation technologies and practices related to climate change and the youth were also involved in an awareness-raising climate adaptation quiz completion. Because youth play such an important role in any society, their active involvement in such activities is important towards their empowerment and skills building (Source: A JCCCP Review, n.d).
- c) These findings are corroborated by interviewees of the final evaluation. See Figure 5-4, which includes clear perspectives from 14 out of 18 respondents that gender has been mainstreamed. Also, Figure 5-8 (items j, k and l) that indicates respondents are of the opinion that make and females were engaged in the process with women playing a role in decision making.

Based on the case studies and in the context of our understanding of the different vulnerabilities of women and men to climate change; we can deduce that potential positive benefits of the project on gender in the long term to include: empowerment of women, including young women (youth), enhanced awareness of the implications of climate change on key sectors such as water and agriculture, enhanced technical capacities and skills that can improve access to employment (and ultimately income) and/or a role in the development of rural communities.

In Outcome 3, the J-CCCP recorded success under strengthening knowledge networks to foster South-South and North-South cooperation through sharing of experiences surrounding climate change, natural hazard risk and resilience. The fact that: 3 case studies (out of the planned 10) on aspects of NAPs, CC resilience communication, etc were disseminated on regional knowledge platforms; nearly 90,000 persons were reached through communication campaigns, visits to schools, knowledge-sharing and targeted South-South and North-South cooperation is an indication of the potential impact. Four (4) partnership mechanisms were operational (out of the planned 3) with exposure to funding for sustainable management solutions, and 3,725 persons across 41 communities (out of the targeted 20 communities) now have strengthened understanding of climate change, natural hazard risk and resilience. All these lay a foundation and “fertile ground” for pro-active use of the policy environment and opportunities that the national Governments will continue to put in place as part of the mainstreamed promotion of alternative low emission and climate resilient technologies that can support energy transformation and adaptation in all economic sectors.

Partnerships contributed to the collective achievement of impact and benefits of J-CCCP, including; countries in-kind investments, partnerships which were established with key institutions to provide expertise and time to achieve aspects of the pilot projects with no need for payment for services. For example, IICA was consulted for technical advice with regards to the design and practical tips for proper installation of technologies related to the agriculture pilots and technical and financial assistance was also provided by the United States In-Country Support Program (managed by the Institute for Sustainable Development [IISD], host to the NAP Global Network Secretariat) and the IMPACT project, funded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) as part of the International Climate Initiative (IKI), which led to a well-coordinated and successfully developed NAP in a condensed timeframe.

Finally, an examination of the TOC at Figure 5-1 coupled with the outcome to impact pathways described above demonstrates that the project’s intervention logic is robust, structurally sound and plausible. In this regard, it is highly likely that the project will make a positive contribution towards the achievement of the long-term goal of supporting the beneficiary countries in achieving sustainable development by advancing the process of low-emission risk-resilient development through improvements in energy (and water) security and integrating into medium to long-term planning for adaptation to climate change.

J-CCCP’s progression towards impact based on the findings is rated **Satisfactory**.

5.4.2 Sustainability Prospects

There was in-built sustainability of the effectiveness and impact of J-CCCP by formation of partnerships and making use of their valuable synergies with ongoing initiatives in the region such as: IICA on technical advice with for proper installation of agriculture technologies, United States In-Country Support Program (managed by the Institute for Sustainable Development [IISD], the IMPACT project, funded by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) as part of the International Climate Initiative (IKI), the planned Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER project, etc. These built and maintained strong partnerships with key actors in the region to identify opportunities for collaboration to complement, upscale or replicate proven interventions.

The sustainability of the project’s emerging benefits will however depend on the willingness of stakeholders to adopt interventions and continue with them beyond the duration of the project, and the long-term political and financial commitment of leaders and policy-makers to provide enabling investment environments for scaling up of successful adaptation and mitigation measures. The indications from the active participation of both Governments and the communities in all the stages and implementation

processes of J-CCCP so far are that the willingness to adopt exists and the governments political will exists. What remains is to attract both public and private sector financing for the proven technologies. To a large extent, the J-CCCP has made inroads into building capacities of the key stakeholders at all levels in working towards accessing financing from different sources. The upstream project interventions, such as work on NAMAs and NAPs, and the downstream climate change mitigation technologies such as community demonstrations have all to a certain extent increased the business case for adaptation and mitigation measures and the importance of integrating climate risk and low-emission considerations into planning processes. Through the implementation of pilot adaptation and mitigation initiatives at the community and national levels, this project generated a strong buy-in of adaptation and mitigation interventions from communities and national and sub-national governments, and thus a strong replicability at the community level. The following are some of the implemented J-CCCP interventions that are ensuring sustainable specific benefits after the project lifetime:

- a) Building strong engagement across sectors (planning and land use development, environment, water, energy, agriculture, disaster management, finance, etc.) and across levels (communities, civil society, private sector, sub-national and national governments, regional).
- b) Continuous monitoring of the progress, productivity, economic and technical feasibility, and acceptance by the farmers of each intervention.
- c) Capacity building (through training) within local leaders, subject matter specialists and communities to ensure continuous monitoring and improved management above and beyond assistance received from project.
- d) Synergies with regional technical agencies and stakeholder groups e.g. CIMH, CARDI, specialised development partners e.g. FAO, the Inter- American Institute for Cooperation on Agriculture (IICA), and similar ongoing initiatives in the target countries;
- e) Continuous capture of lessons that went on during the process by knowledge management and M&E experts. These were documented in the form of technical reports as well as in a feasibility analysis, and will also be used for lobbying for policy change and catalysing upscaling, including financing.
- f) Increased public awareness on the benefits of adaptation through continuous dissemination to the general public.

Majority of respondents interviewed in looking at pathway towards sustainability agree that J-CCCP included strategies to ensure sustainable impact at completion. Highest agreement of 16 out of 19 respondents in figure 5.7 agree that the J-CCCP project contributed to building partnerships and to promoting countries and local level ownership of CC resilience planning, programs, projects, research findings and policies (item e). This is a significant pointer towards sustainability. The rationale is that the local entities will own and continue to build on what J-CCCP has put in place so that the communities that make up the local entities continue benefiting from the outcomes. The Government of Jamaica for instance has shown a commitment on building on the work done by the JCCCP by equipping farm schools and general elementary schools with water harvesting systems. In Carricou a Memorandum of Understanding between the community and the National Water and Sewerage Authority (NAWASA), which is a government entity within the ambit of the Ministry of Communications, Works, Physical Development, Public Utilities & ICT is planned. This MoU is for the routine testing and treatment of water quality. J-CCCP has therefore empowered communities and water users to have a greater say and take control of managing the water resources they use.

Country responses also indicate that, arising from the developed NAMAs funding has been secured for works in schools, new sector-NAPs and financing strategies have been developed, pilot projects have been used as a model to upscale to other schools. It was noted that many of the community projects will positively impact the beneficiaries' ability for income generation; with experience and continued application, financial and economic sustainability will be strengthened. Also notable is that there was a

sustainability component in the community projects’ proposal write-up, which enables development of a working sustainability plan for each pilot project.

In figure 5.8, full adoption of the J-CCCP processes in countries long-term planning (item a) is still rated at average, with 8 out of 19 agreeing that the CC processes of J-CCCP are now in the long-term planning. Substantial proportion of 14 out of 19 affirm that the J-CCCP interventions benefit all gender groups and the marginalized (item L), further building up a base for successful application of J-CCCP outputs and outcomes as one of the strategies for wider and sustainable societal benefit. Much capacity building and awareness of the populace on climate change and mitigation has taken place through JCCCP and other projects.

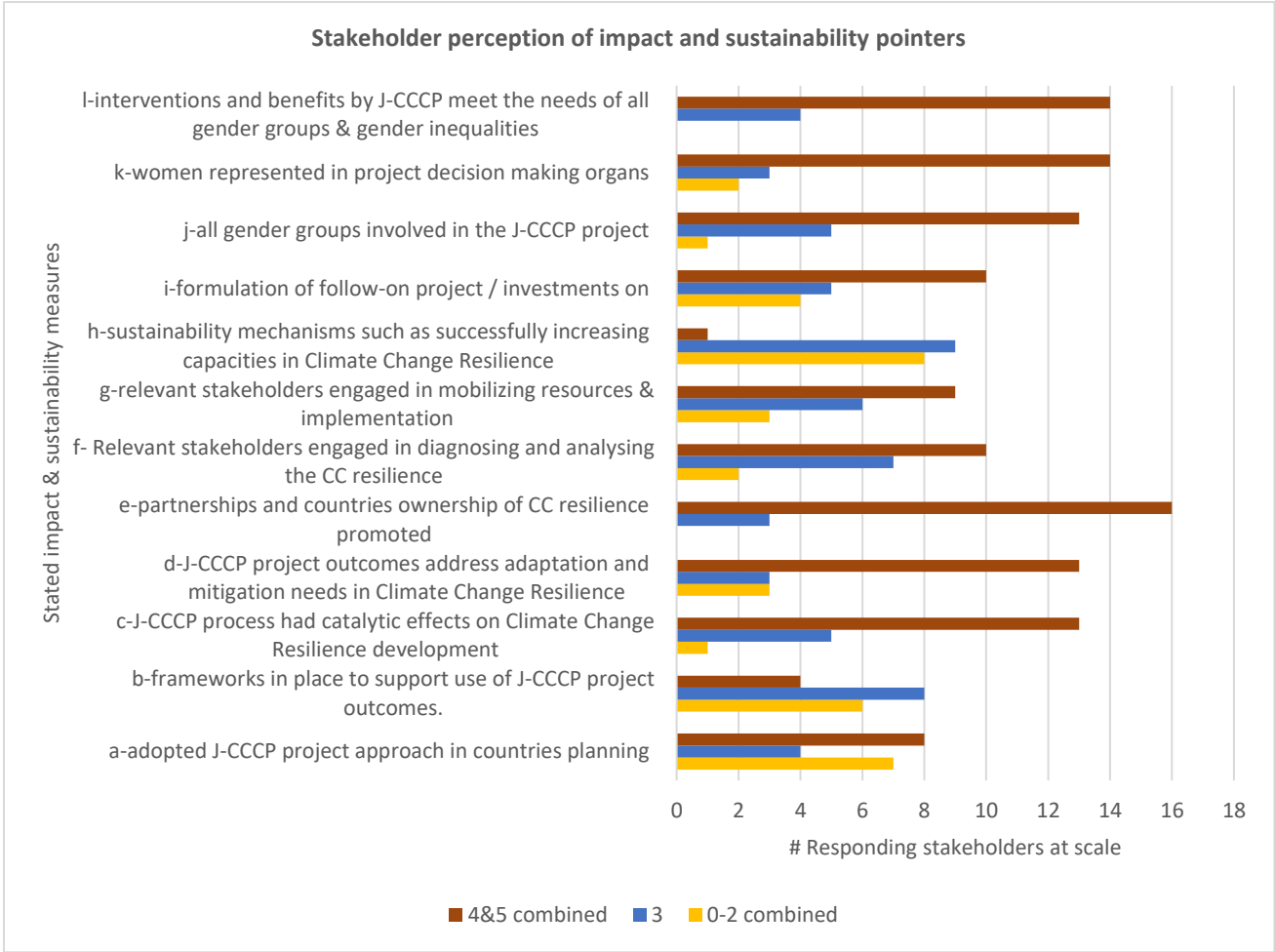


Figure 5-8: Stakeholder perception of impact and sustainability

There is evidence of follow-up projects/investment (item i) that build on the JCCCP despite the collective feedback from respondents indicating relatively weak private sector involvement in the implementation of the JCCCP. For example, the UNDP’s Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER) project was just launched as J-CCCP is winding up. The EnGenDER project (like J-CCCP) will support CC, DRR and environmental management interventions in 9 Caribbean countries by leveraging sector-level entry points (e.g. NAPs and NAMAs), specifically supporting implementation and / or upscaling of countries’ priority actions. This naturally makes continuity from what has been put in place by the J-CCCP. EnGenDER project will analyse and

prioritise the needs of the most vulnerable with respect to climate change adaptation and mitigation in priority sectors, including increasing their resilience in key livelihood sectors. It will also improve institutional capacities for delivering services effectively for the most vulnerable to accelerate post-disaster recovery and mitigate risk. By using a multi-disciplinary and integrated approach, the project also aims to contribute to the achievement of several SDGs (2, 5, 10, 11, 13, 14, 15, 16).

Notwithstanding the foregoing, the following potential risks to (future) sustainability of the benefits of the J-CCCP have been flagged by respondents:

- a) Occurrence of natural climate events that can damage infrastructure works implemented/completed. These required that a maintenance and risk monitoring system is put in place for any infrastructure developed, and mainstreamed into the institutional roles and functions of the constitutionally mandated responsible public agency;
- b) Political dimensions – e.g. not enough consultation by high-level policy makers, making these enact policies that are not consistent with realities on the ground;
- c) Limited annual budget (from the government) to support maintenance of infrastructure projects;
- d) Lack of continuity in cooperation between beneficiaries (especially cohesion of community groups);
- e) Unplanned interventions in the future can undermine interventions;
- f) Shift in the interest or some other challenges faced by the beneficiaries.

Sustainability prospects of J-CCCP's impact and benefits based on findings is rated **Satisfactory**.

5.5 Analysis of Human Rights and Gender Equality

The JCCCP terminal evaluation TOR has explicitly identified gender equality⁷ and human rights⁸ as two evaluation criteria to be covered within the scope, with specific reference to the following key evaluation questions to be answered:

- a) *Does the project have capacity to provide data for a HR & GE responsive evaluation?*
- b) *Is there baseline data on the situation of rights holders, and in particular women, at the beginning of the intervention?*
- c) *To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?*
- d) *Is the gender marker data assigned to this project representative of reality?*
- e) *To what extent has the project promoted positive changes in gender*

Question: Does the project have capacity to provide data for a HR & GE responsive evaluation?

“An evaluation that is HR & GE responsive addresses the programming principles required by a human rights-based approach and gender mainstreaming strategy. It contributes to the social and economic change process that is at the heart of most development programming by identifying and analyzing the inequalities, discriminatory practices and unjust power relations that are central to development

⁷ “Gender equality refers to the equal rights, responsibilities and opportunities of women and men, girls and boys. Equality does not mean that women and men will become the same, but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. It implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a “women’s issue”, but concerns and should fully engage men as well as women. Equality between women and men, girls and boys is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development. It is also an essential component for the realization of all human rights” (OSAGI in UNEG/G, 2011: pg. 13).

⁸ “Human rights are the civil, cultural, economic, political and social rights inherent to all human beings, regardless of one’s nationality, place of residence, sex, sexual orientation, national or ethnic origin, colour, disability, religion, language etc. All human beings are entitled to these rights without discrimination. They are universal, inalienable, interdependent, indivisible, equal and non-discriminatory” (UNEG/G, 2011: pg. 11).

problems. HR & GE responsive evaluation can lead to more effective interventions and better, more sustainable results” (UN Women in UNEG/G, 2011: pg. 14).

This question was assessed by applying an evaluability assessment⁹ that is specific to HR and GE dimensions of an intervention. The matrix was adopted from the UNEG (2011)¹⁰, and it contains a checklist of characteristics of an intervention related to a high, medium or low evaluability. The characteristics of high and medium evaluability are detailed Table (A) in Annex 7.5.

A review of literature coupled with stakeholder interviews suggests that the JCCCP Project meets the medium ranking as it relates to providing adequate data for a GE responsive evaluation and low ranking for providing adequate data for a HR responsive evaluation. This is because the indicator targets at outcome level, as well as targets of some for the outputs, and the quantitative performance progress reporting are gender disaggregated. However, the data available pertained mostly to gender equality. More diverse data such as age, ethnicity and other characteristics that would reflect the diversity of the stakeholders is needed. There is no data available for human rights analysis; this would include data on the situation of rights holders and duty bearers among the beneficiary populations. The Social and Environmental Screening Procedure that was prepared for the Project noted that there were no risks related to principles 1 (human rights) and 2 (gender equality and empowerment). This assumption, particularly for Principle 1, could be the root cause for the attainment of a low ranking for providing adequate data for a HR responsive evaluation. Details of the remaining GE and HR – related evaluation questions (#2-5) are detailed in Table (C) in Annex 7.5, and can be summarized as follows:

- a) In terms of whether there is baseline data on the situation of rights holders, and in particular women, at the beginning of the intervention - the overarching project document provided the context for implementation with respect to gender considerations; specifically, regional statistics and information were provided for women as it relates to their vulnerability in the Caribbean such as unemployment rates, composition female-headed households, economic and social statuses and other information surrounding their roles in the home and community that increases their exposure and vulnerability to disaster events. However, no information on the situation of rights holders were found for project level indicators or even within the baseline assessments completed for key outputs such as the NAPs and NAMAs
- b) In terms of the extent that gender equality and the empowerment of women have been addressed in the design, implementation and monitoring of the project - there is evidence of this for instance, in the design phase the proposal template for pilot projects includes 2 sections (D and E) that strongly promote gender consideration. For the implementation phase, there is strong evidence of GE and the empowerment of women in some of the case studies of the pilot projects for example two communities in Clarendon, Jamaica benefited from enhancing water security. The pilot demonstrates strong evidence of female participation and empowerment, including that of young females (youth). Over 400 persons (252 females and 157 males) were trained in adaptation technologies and practices related to climate change. Because youth play such an important role in any society, their active involvement in such activities is important towards their empowerment and skills building (Source: A JCCCP Review, n.d). For the monitoring phase - the log frame/results matrix includes indicators (both at outcome and output levels) that incorporate gender consideration and these indicators promote gender analysis and disaggregation of information by sex. Further, training reports primarily capture the sex of participants/beneficiaries. The key limitation with monitoring data is that there is limited emphasis on other useful characteristics such as ethnicity, age etc. that would reflect the diversity of the stakeholders that would be informative for deeper GE

⁹ An **evaluability assessment** is an exercise that helps to identify whether an intervention can be evaluated, and whether an evaluation is justified, feasible and likely to provide useful information (UNEG/G, 2011: pg. 16).

¹⁰ UNEG (2011). Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance. Pg18-20

- and HR analysis with respect to the impacts of the project
- c) The evaluation found that the gender marker data assigned to this project (score of 2¹¹) is representative of reality

J-CCCP's HR and GE dimensions (combined) based on the findings are rated as performing **Moderately Unsatisfactory**.

5.6 Factors influencing the achievement of intended results

5.5.1 Key Implementation Success Factors

Overall technical support from Ministries and political buy-in have propelled the implementation of the JCCCP in countries; this is particularly so for advancing Outcome 1 of the JCCCP with Saint Lucia being a shining example of the rapid and positive gains that can be achieved with political and technical support. While the figures report high achievement rates for the outputs and outcomes, the 'road to get there' was not always smooth. This partly contributed to the second extension that was granted to the JCCCP (see section 5.3.1).. For larger and more complex outcomes, such as outcome 2, there is evidence across majority of the beneficiary countries, that absorptive and technical capacities were limited, both at the community and government department levels, and this slowed down the would-be speedy completion of the setting up of community projects and climate change planning tools such as NAMAs and NAPs at national level. This is corroborated by interviewees, including the Saint Lucia case study that performed remarkably for Outcome 1 but still encountered delays and setbacks in the implementation of the pilots with respect to Outcome 2. This challenge was also recognized by UNDP and in order to accelerate the pilot project proposal review process and address the lack of project formulation capacity, the PMU mobilised nine (9) sub-thematic experts from four (4) focal areas (Water [2 experts], Agriculture [4 experts], Disaster Risk Reduction [2 experts], and Renewable Energy / Energy Efficiency [1 expert]). These experts also contributed to ensure the technical quality of proposals and supporting the proponents to develop the key procurement documents for some of the pilot projects.

The J-CCCP project overall was very successful in completing its work plans and achieving the set five-year targets for the three outcomes and all the 13 outputs therein, albeit to varying levels. This implementation success is attributed to a number of factors, including the following:

- a) Higher and faster completion and success rates were notable in countries that provided higher leadership and technical support from the respective Government Ministries. Jamaica and Saint Lucia are cases in point. As a result of the high relevance of J-CCCP in addressing the priorities and needs of Governments and the populations, relevant Government Agencies fully embraced and provided befitting support to the interventions. This made implementation and all required mobilizations run smoothly;
- b) Good and effective local support and ownership of the entire process was realized in all outcomes and countries at all levels. This factor and where there were sufficient local level technical capacity to review projects ensured that there was no problem in getting the required works and services undertaken;
- c) Readily available budgeted funds – that were promptly disbursed;
- d) Dedicated Regional Project Management Unit which offered step by step guidance on all aspects of overall project implementation;

¹¹ On the basis of the Project QA Assessment Report, Question # 6 was assigned a score of 2, which means that the project team has some data and evidence on the relevance of the measures to address gender inequalities and empowering women. There is evidence that at least some adjustments were made, as appropriate (both must be true to select this option).

- e) Full support of the respective UNDP country offices, which provided organized transparent project management structures, and which is not limited by the national governments' bureaucracies;
- f) High successes from good choices of local implementing partners with experience and similar objectives and priorities. The implementation synergies built in the process enabled speedy completion of agreed work plans;
- g) The rigorous selection and vetting process for the pilot projects ensured selection of implementable viable projects;
- h) Extensive community consultations and participation at all stages from community project selection to implementation. The sense of ownership created in the process meant that community member involved in a particular pilot project were passionate about its success;

All respondents noted strong local partnerships across all outcome components, but particularly in outcome two that supports countries' pilot community projects. Successful partnership was noted in more than 80% of the pilot projects. Civil Society Organizations such as; 4H in Jamaica, mostly targeting the youth, Iyanola Apiculture Collective (IAC) and Mille Fleur Cooperate in Saint Lucia. Local partnerships with schools, communities and local governments was quite high and these were all instrumental in nurturing as well as successfully implementing the show-case community projects. Other local and international partnerships cited as supportive to the successful implementation of the project included:

- a) Co-organizing a Regional NAP workshop for Latin American and the Caribbean enabled developing capacity of 12 country representatives on the full NAP process including gender considerations;
- b) Two (2) partnerships (UNFCCC and NAP Global Network) established to co-organize NAMA & NAP seminar/workshop, and for developing the standardized baseline for NAMA;
- c) Two (2) partnerships agreed with Caribbean Community Climate Change Center (5Cs) to co-finance an international conference on climate change for the Caribbean to provide a platform for interaction and knowledge sharing among natural and social scientists, policy makers and development partners;
- d) Partnered with FAO and Farmers' Associations on a survey through their network for transfer of technical and process-oriented information on experiences, good practice, lessons and examples of relevance to medium to long-term national, sector and local planning and budgeting processes, especially from Japan.

5.5.1 Key Implementation Constraints

Even within the over 85% success rates in most of the achievements, a number of factors slowed down rate of some of the achievements, and in most cases caused management to adopt flexible adaptive strategies to cope with the challenges. The following summarizes the main constraints to seamless implementation:

- a. Proposal development and approval for community projects took longer than anticipated, and this resulted in the late start of the projects. Changes / feedback provided by UNDP, which were extensive also contributed to these delays, in addition to low preparatory capacity at community levels. The timeframes for implementation of the national pilots was reduced as a measure to mitigate the inevitable time overrun, causing reduced team morale at the start of some pilot projects because momentum was lost. This was compounded by a serious capacity gap experienced in budgeting for pilot projects. The PMU relied heavily on budgets for the pilot projects that countries provided and in many cases these budgets went well beyond the available overall budgets. This meant that initial proposals for pilots had to be scaled back on account of insufficient funds;
- b. Pilot project proposals also assumed that community groups were well established and had capacity to convene meetings, take meeting minutes, organize and mobilize etc. However, capacity

of the community groups was limited, thus affecting smooth and speedy implementation following the necessary procedures and processes. The necessary “orientation” and coaching of committees for the pilots meant additional delays;

- c. Some of the stakeholders were not fully involved in the preparation of the proposals, particularly for the GAAP projects. Beneficiaries of these projects expressed gratitude for the much-needed technologies but did confirm a desire to be more involved in the planning and even management processes. This suggests that even in instances where consultation was not enough, the high relevance of the pilots was able to maintain interest and buy-in.
- d. National institutional capacities were limited in some of the countries in terms of:
 - Low absorptive rate and actual implementation - attributed to heavy workloads for officers from Ministries, which slowed down the implementation processes;
 - Insufficient technical skills - some pilot projects required specialised skill sets that were not readily available within government institutions to guide implementation, procurement of equipment and even budgeting. This meant that budgeted funds could not be spent until the technical requirements are met, and these often required lengthy procurement of short term specialists;
 - High rate of staff turn-over - affecting the steady pace of implementation since hand overs were not always seamless and/or newly appointed people needed to be re-oriented / informed prior to taking the tasks at full speed;
- e. Delayed payments to vendors from funds channeled through the National Ministries of Finance, and the very demanding procurement processes. This was compounded by the small procurement volumes that could not attract the more experienced international suppliers;
- f. Unavailability of equipment needed in the country or region to facilitate easier procurement. Recourse to overseas procurement resulted in extended procurement times and the subsequent delays in completing the interventions;
- g. Sometimes lengthy rainy periods beyond project control disrupted infrastructural work on the ground, causing delays in completion. On the other extreme, the extended drought that was experienced in Carriacou in 2019 affected the germination of the drought resistant grass that was imported from USA;
- h. Coordinating on a local level was difficult. For example, in St. Vincent the national steering committee comprised 11-13 persons. Confirming availability of everyone was difficult at times. Further, non-mainline people were not actively involved in the national steering committee;
- i. There was intense data needs for the NAPs and NAMAs than what was originally envisaged. Also, there were data gaps for some countries for preparing the baseline assessments.

5.5.2 Key Mitigation Measures

Notwithstanding the constraints highlighted, achievements were realized because UNDP PMU promoted adaptable management as well as flexible overall implementation strategies. The following summarizes the mitigation measures that were applied to mitigate delays and other implementation constraints and difficulties:

- a. Both the overall J-CCCP macro-level interventions and the ensuing pilot projects needed some baseline data at country level at start of implementation, and this was lacking. A rather lengthy collaborative process was undertaken with line Ministries to generate some baseline information;
- b. To mitigate against delayed payments, UNDP and Ministries responsible for Finance stepped in to advance some payments – later recoverable from the UNDP system. To accommodate budget shortfalls, plans were amended to fit within the funding available. In addition, community members and contractors provided in-kind support to complete pilot projects;

- c. The National Coordinating Committee utilized the round-robin approach to review and approve documents. However, response rate was not always good. In addition, pilot proposal development processes were hastened and was enhanced through webinars conducted by PMU to explain the project template;
- d. To overcome the limited institutional capacities available for implementation, National Focal Points were hired to support and coordinate national implementation of JCCCP activities. In addition, PMU provided nine (9) thematic experts to support the country counterparts to develop their project proposals. J-CCCP management at all levels also worked with other organisations involved in similar work, to provide expertise and time to achieve mutual aspects of the pilot projects without additional payment for services. For example, JIICA was consulted for technical advice;
- e. To mitigate effects caused by frequent changes in national counterparts, J-CCP management ensured that new counterparts were promptly briefed and oriented by NFPs. Senior managers would also interface with the new focal person to strengthen the orientation process. Up-to-date project dossier was also in place for updating new staff especially from Government and the PMU. The improved networking and advocacy achieved at the different levels of government also helped in continuity of project implementation.
- f. The implementation constraints caused by delayed procurements were successfully overcome by assigning a project dedicated procurement staff at the UNDP Regional PMU office. The PMU team also conducted extensive market research to identify potential suppliers, as well as disseminate the procurement information in different methods (through the government system. In some instances, and where applicable, expedited procurement procedures and acceptable countries' procedures were applied to ensure that all required documentation was submitted timely and correctly to minimize further process delays;

6 Conclusion and Recommendations and Lessons

6.1 Concluding Assessment

The need for J-CCCP interventions to catalyse and support national level policies and to create the “right environment” for market driven climate change mitigation and adaptation, and the relevance of all of these to the countries’ policies is hardly debatable. The project interventions at the three main operational levels (Regional, Country / National and Community levels) were designed to encourage policy innovation, incubation, adoption and diffusion of climate technology, to address and overcome in a participatory and efficient manner, the key barriers to the implementation of climate- resilient technologies. It was to support the implementation of technologies that are both low-emission and help advance climate risk management including the implementation of pilot demonstration projects in the target countries. The project aimed to achieve these through mainstreaming climate change and risk resilience into national planning frameworks based on a multi-sector and multi-disciplinary approach that includes all of the key players that need to be part of the national policy development processes.

The J-CCCP project supported policy innovation in the eight participating Caribbean countries through the development of NAMAs and NAPs that are country driven, based on existing national / subnational development priorities, strategies and processes. The process to develop these strategic CC planning documents has been on course at different paces, depending on the internal capacity and organization of the sectors responsible in each of the national Governments. This built on related work (both completed and ongoing). The J-CCCP not only addressed the national (as well as regional) priorities of the recipient countries for climate change resilient development. It also supported the development of national capacities to plan for and implement climate change resilient development in the medium to long-term.

Conclusion 1: The overall performance rating of J-CCCP in relation to the applied evaluation criteria is satisfactory.

Overall achievement of planned targets at 87 % from an expenditure of 97% of budget provided is quite good for a complex regional multi-country and multi-sectoral project. There is evidence that benefits and impact resulted from a collective achievement attributable to and catalyzed by the JCCCP, with active involvement of countries and their in-kind investments, partnerships which were established with key institutions to provide expertise and time to achieve aspects of the pilot projects with no need for payment for services. The project design phase and subsequent implementation went through a systematic and highly consultative and involving process that successfully developed flagship products, including the NAMAs and NAPs.

Conclusion 2: The development of the NAMAs and NAPs is a key and scalable component of the project for advancing climate resilience from policy and planning – to implementation.

Scaling out entails applying the provisions in the NAMAs in the framework of the NAPs to align and sustain economic growth plans of all scales and at all levels into low emission climate resilient development. This applies to all sectors, planning levels, private sector support and regulatory units, in all the J-CCCP countries. The anticipated implementation of the medium-term plans in which NAMAs and NAPs have been mainstreamed and aligned with the countries’ existing planning and budgeting processes – using the now developed capacity will certainly lead Caribbean countries towards a green, low-emission and climate-resilient development pathway. This augmented by the demonstrated community projects will then on a spontaneous basis support the implementation of actual technology that is both low-emission and advances climate risk management. The real work now starts in the countries translating J-CCCP completion achievements into scaled-out implementation of Climate Change Mitigation and Adaptation Plans and Strategies through various investments, incentives and further policy actions.

Conclusion 3: Investments in the community pilot projects are contributing towards the advancement of technologies that are low-emission and help advance climate risk management.

The J-CCCP project has introduced and show-cased innovative and feasible climate-resilient community-based technologies related to water resources management (potable and agricultural uses), renewable energy and energy efficiency, climate-smart agriculture and climate-resilient infrastructure. These have created awareness of related water and climate risk management matters among local communities and policy makers alike and put them in a position to plan and budget for, and manage and maintain them effectively. It was noted that many of the community projects will positively impact the capability of beneficiaries in CC resilient income generation, and as a result of the experience gained in continued application of practices learnt in the pilots, financial and economic sustainability will be strengthened.

Conclusion 4: To a large extent, the J-CCCP has demonstrated that through deliberate promotion, supporting and working with stakeholders at regional, national and community levels, it is possible to inculcate and mainstream CC into national strategies, policies and community level actions.

The introduced and demonstrated technologies have created awareness of climate risk management matters among local communities and policy makers alike, and put them in a position to plan and budget for, and manage and maintain the technologies effectively. The project has also put in place building blocks for sustained capacities across sectors in the eight countries to provide for, invest in, plan for and implement climate change requirements across all public and private development investments.

Conclusion 5: The J-CCCP strengthened knowledge networks. This and wider and earlier implementation of South-South and North-South Cooperation could have been better leveraged to maximize the benefits of knowledge sharing in other viable sectors for advancing the overall objective of the project.

The J-CCCP recorded some successes under strengthening knowledge networks to foster South-South and North-South cooperation through sharing of experiences surrounding climate change, natural hazard risk and resilience. Collaboration with other organisations / partners (both local and international), with some providing both in-kind and financial support for activities contributed to the J-CCCP progress reached and results attained. The development and bringing together of cooperative regional level capacities in policy innovation built a platform for CC resilience which the region will benefit from. All these achievements lay a foundation and provide skills and knowledge that can be applied for pro-active use of the policy environment and opportunities that the national Governments will continue to put in place as part of the mainstreamed promotion of alternative low emission and climate resilient technologies that can support energy transformation and adaptation in all economic sectors. Feedback however indicates increase in knowledge, but this North-South knowledge exchange was only in the agriculture sector. This limited the scope of knowledge and information exchange that took place especially given the multi-sectoral emphasis supported by the J-CCCP.

Conclusion 6: The sustainability of the project's emerging benefits will largely depend on the willingness of stakeholders to adopt and out-scale interventions, and continue normal use beyond the duration of the project, and the long-term political and financial commitment of policy-makers to provide enabling investment environments for scaling up of successful adaptation and mitigation measures.

There was in-built sustainability of the effectiveness and impact of J-CCCP in the formation of partnerships and making use of their valuable synergies with ongoing initiatives in the region. These built and maintained strong networks among key actors in the region to identify opportunities for collaboration, that will complement, upscale and replicate proven interventions. The indications from the active participation of both Governments and the communities in all the stages and implementation processes of J-CCCP so far are that the willingness and governments political will to adopt exists. This scaling out

entails applying the provisions in the NAMAs in the framework of the NAPs to align and sustain economic growth plans of all scales and at all levels into low emission climate resilient development. This applies to all sectors, planning levels, private sector support and regulatory units, etc. in all the J-CCCP countries. What remains is to attract both public and private sector financing for the proven technologies.

Conclusion 7: The J-CCCP achievements have refocused the “thinking” and practice of leaders at all levels, policy makers, supporting development partners, economic investors and communities in climate smart production use of energy, water, other related resources (e.g land) and infrastructures. This lays a strong foundation for institutionalized and locally led country and region wide central focus on integrating medium to long-term planning for adaptation to and mitigating climate change. It should spur countries to mandate low-emission risk- resilient development in medium to long-term planning that supports increased investment in, and the application of Climate Change Resilient economic growth, which will contribute to expected impact in which targeted countries achieve inclusive low-emission risk-resilient sustainable development.

Conclusion 8: To a large extent, the J-CCCP has demonstrated that through deliberate promotion, supporting and working with stakeholders at regional, national and community levels, it is possible to inculcate and mainstream into CC resilience; the strategies, policies and community level actions and the wider national economic planning, those proven initiatives and innovations for mitigation and adaptation to extreme climate variabilities. The J-CCCP has also put in place building blocks for sustained capacities across sectors in the eight countries to provide for, invest in, plan for and implement climate change requirements across all public and private development investments. It was noted that many of the community projects will positively impact the capability of beneficiaries in CC resilient income generation, and as a result of the experience gained in continued application of practices learnt in the pilots, financial and economic sustainability will be strengthened.

6.2 Key Recommendations

The following summarizes key recommendations that can be applied to similar projects in the future.

Recommendations for full adoption and future benefits to be realized: The national governments will need to put in more deliberate and well publicized work on creating market incentives and policies to attract more investment in climate change resilient resource use and economic production technologies, especially in relation to water, land and energy resources. Governments themselves will need to put in more public resources on further policy and institutional stimuli to make optimal use of what J-CCCP has put in place, while removing any inequalities in all peoples’ vulnerabilities to and capacities to cope with CC and DDR.

Recommendations for enhancing South-South and North-South knowledge exchange: There was better South-South than North-South cooperation, especially in relation to community projects. This limited the scope of knowledge and information exchange that took place especially given the multi-sectoral emphasis supported by the J-CCCP. Involvement of Japanese technologies could have been scaled up from project inception, for example, the Japanese private sector could have been invited to install and demonstrate some of their technologies in some of the beneficiary communities. That is, a matchmaking between available technologies in Japan and current problems in the Caribbean (especially with climate resilient infrastructure) could have been explored for implementation of unique and technologically advanced pilot demonstrations. South-south exchange of information during the planning and implementation of pilots needed more emphasis. This could have greatly promoted the identification of opportunities for collaboration and allow for the refinement of projects based on lessons.

Recommendations for building on the successes registered, and the momentum created: The successes realized and momentum created should not be permitted to dissipate. The national governments, and if UNDP has another programme to provide support, should further strengthen the evidence base created to date to make the case for greater levels of investments in adaptation, and to develop national understanding of which policies and strategies have the optimum feasibility, technically, socially, environmentally, and can be expected to provide overall net benefits to economic growth in different sectors. The J-CCCP PMU through their monitoring and project analysis as well as knowledge management work have accumulated rich data and information to enable continuous economic and other analyses of the proven technologies and practices. This data and information need to be put into use by the national Governments and at Regional level through an appropriate existing regional umbrella body, and with continued support of UNDP. The analysed data needs to be packaged in a manner attractive to the potential investors and financiers, both public and private, and disseminated widely. It was already noted that involvement of the private sector in the project could have been improved. It is critical that the private sector as the main consumer of energy and generator of goods, services and employment world over is attracted to switch to more renewable energy. This for instance can be by making cost of renewable energy cheaper than energy from fossil fuel.

Recommendations for enhancing GE and HR considerations in a project – (i) Countries could have benefited from orientation and awareness building as it relates to human rights-based approach to programming and gender mainstreaming to better include activities/strategies to address same in the pilot projects (ii) reporting templates/guidelines for pilots/projects need to reinforce the importance of reporting on how GE and HR issues were addressed. That is, data captured should go beyond simple disaggregation of beneficiary information by sex and to include other parameters such as age, ethnicity, religion etc. Details on strategies and challenges towards mainstreaming GE and HR considerations need to be documented to enhance mainstreaming of GE and HR on an on-going basis in project implementation.

Recommendations for enhancing project planning, participation and management of resources: (i) An initial assessment of the capacity of the community groups and a strategy to address weaknesses should have been part of the preparatory processes for pilot projects, this coupled with a clear criteria for membership eligibility, and a cap on the number of community-based projects for each country, would optimize productive participation of communities in their own projects, and speed up implementation; (ii) Hiring of an independent quantity surveyor might prove to be valuable for projects with larger construction components. He/she would enhance the budgeting process and elucidate the comprehensive list of items needed to inform better procurement planning; (iii) Contracts with external companies (e.g. construction companies) should have smaller units of deliverables to allow more flexibility during project implementation, especially when changes are required, and to provide contractors with more frequent, albeit smaller payments. The latter is important for the contractors to be able to cover expenses incurred (iv) There is need for an initial assessment of the institutional framework and plausible scope and quantity of community-based projects that can be sustainably supported by the PMU; (v) Partnering with contributing stakeholders and seeking in-kind contribution is highly recommended. In J-CCCP, there was partnership with the UNFCCC for support in training related to the NAMAs with in-kind contributions, and IICA supported the apiculture project in Saint Lucia. The 4H was instrumental in implementing community projects in Jamaica. With this, the intensity of work was stretched across all supporting parties.

Recommendations for ensuring timely completion of project as designed: There should be year zero for preparation work for the entire project similar to J-CCCP, including identifying the scope of work, preparing the implementing teams and preparing the necessary procurement documents for better planning. A more strategic intervention during year zero would be a deliberate process of intensive sensitization and orientation of the targeted population on for instance climate change and the need for adaptation and mitigation, as well as possible mechanisms for achieving these.

6.3 Key Lessons Learned

The following summarizes key lessons gleaned from the 5 years of J-CCCP implementation that can be applied to similar projects in the future:

Lesson #1: Existence of technical capacities, political buy-in and ownership of the process by Government Ministries / Departments / Agencies and beneficiaries is critical for successful implementation and sustainability of project results. Ownership of J-CCCP driven intervention and their successful implementation at community levels results from the project ensuring that local communities understand climate change, its catastrophic effects, and the need to do something about it, as well as what can actually be done within their local context to promote buy-in and sustainability. Prior sensitization, mentoring, capacity building, information and communication, and exchanges (North-South, and South – South) contributed to this. It is important that a complex regional project such as J-CCCP goes through these processes for successful achievement of set targets.

Overall technical support from Ministries and political buy-in have propelled the implementation of the JCCCP in countries; this was particularly critical for advancing Outcome 1 of the JCCCP with Saint Lucia being a shining example of the rapid and positive gains that can be achieved with political and technical support.

Lesson #2: Well-coordinated and sustainable partnerships within government and across borders are important elements for the success of regional and national level initiatives. J-CCCP successfully built and maintained a number of local and international partnerships, and were a contributing factor to project successes. Implementation entities and mechanisms such as the National Focal Point (NFP) mechanism was critical for the success recorded in the implementation of the national projects. This implies that when PMU is set up, its replica in each of the participating countries is essential for speedy implementation, rather than simply relying only on the countries' own establishments, that are usually bogged down with much of their other work amidst sometimes insufficient and difficult work facilities.

Lesson #3: It is important to maintain flexibility in planning and the implementation of complex, multi-sectoral projects. This should be supported by adaptive management practices. Capacity of project proponents regarding technical quality and reporting on pilot projects was mitigated through hiring of technical experts in the specific focal areas to assist with the proposal development and ultimately build capacity in that area. Both before and after Mid-Term Review, J-CCCP management also undertook intensification of project-and country specific procurement improvements. Complete and early procurement planning, is important to reduce delays and avoid cost escalation.

Lesson #4: It is important that the design of a project ensures linkages to national policies, priorities and programmes of each of the participating countries, as well as their collective (regional) agendas. This ensures mainstreamed implementation, easily fitting into and contributing to the established national priorities and their institutionalized implementing structures, as well as ultimate sustainability of interventions and benefits. It is also important to build on what is already existing and not re-invent the wheel. This was applied to all the SSAPs and NAP that were developed for Saint Lucia, and NAMA and NAP processes that had been initiated by the governments of Jamaica and Grenada prior to J-CCCP start.

Lesson #5: Conducting wide dissemination and training maximizes project benefits beyond immediate beneficiaries. In the same vein, it is important to incorporate participatory learning activities in the project e.g. Quiz competition and environmental fair. For instance, the south-south

knowledge sharing was said to surpass that of the 20 beneficiaries because they shared the knowledge and information gained as it pertains to agriculture technologies with their wider communities upon their return (JCCCP Review, n.d: 93).

Lesson #6: Direct Implementation Modality (DIM) strategy using contractual arrangements with Implementing Partners is effective. The project management structure offered by the UNDP is transparent and allows for impartial distribution of benefits. All stakeholders can be trained under this system. The set-up worked effectively to enable project implementation, as it ensured greater control by the implementing entity (UNDP) for organisation or project outputs, as a mitigation measure to alleviate the slow financial delivery due to limited national absorption capacity. Decentralizing implementation responsibility of outcome 2 to UNDP countries' offices and their local Governments and communities was effective and this enabled efficient achievement of outputs under outcome 2 rated highly.

7 Annexes:

Annex 7.1: Terms of Reference for FPE (International and Regional Consultants)

Annex 7.2: Country-Specific Performance Highlights

Annex 7.3: Matrix of Key Evaluation Questions

Annex 7.4: Generic Data Tools used (adapted to specific stakeholders)

Annex 7.5: Characteristics of high and medium evaluability as it pertains to GE and HR and a detailed analysis of the findings vis-a-vis the characteristics related to high evaluability

Annex 7.6: Extracts of Analyzed Data Summaries

Annex 7.7: Evaluator's Code of Conduct

7.1 Annex: Terms of Reference for FPE (International and Regional Consultants)

Terms of Reference (INTERNATIONAL CONSULTANT)

Title:	Lead Evaluator for Final Evaluation of the Project “Japan-Caribbean Climate Change Partnership (J-CCCP)”
Supervisor:	J-CCCP Project Manager
Duty Station:	Home based with missions to Project Management Unit in Barbados and two beneficiary countries (Jamaica and Suriname)
Expected Duration of Assignment:	32 Working days periodically
Period:	June - August 2019
Expected Contract Start Date:	24 June 2019

I. BACKGROUND AND CONTEXT

The United Nations Development Programme (UNDP) and the Government of Japan concluded an agreement to implement a regional climate change project, titled “Japan-Caribbean Climate Change Partnership (J-CCCP)” in 2014. The project was launched officially in January 2016, with a total budget of USD 15 million equivalent. It is a regional project, participated by eight countries including Belize, the Commonwealth of Dominica, Grenada, the Republic of Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines, and the Republic of Suriname.

The project aims to support these eight Caribbean countries in advancing the process of low-emission risk-resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change. The project has three components (Outcomes):

Outcome 1: NAMAs and NAPs to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalised

Output 1.1. Technical support towards national and sub-national institutional and coordination arrangements in Caribbean countries to support the formulation of national roadmaps on the NAP process, including elements for monitoring the progress of their implementation.

Output 1.2. National teams are trained in the use of tools, methods and approaches to advance the NAP process and budgeting.

Output 1.3. Business-as-usual greenhouse gas emission baselines established, and climate change mitigation options for selected sectors relevant for the Caribbean region identified.

Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems and NAMA registries in place to monitor their execution.

Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean

Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas (e.g. communal reservoirs, rooftop catchment, rainwater storage tanks and conveyance systems)

- Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate change impacts.
- Output 2.3 Community-based water capacity and irrigation systems improved or developed to test their ability to raise agricultural productivity.
- Output 2.4 Climate resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas.
- Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster induced losses
- Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management interventions to catalyse low emission climate resilient technology transfer, development and investments in the Caribbean.

Outcome 3: Knowledge Network created in Caribbean to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change

- Output 3.1 High level policy events and financial tools to support the implementation of a mitigation actions programs in selected sectors (e.g. fiscal incentives, feed in tariffs, credits and guarantees) and to look at effective practices in NAPs and Community Based Adaptation.
- Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management interventions to catalyse low emission technologies for sustainable cities in island towns and communities
- Output 3.3 Japan-Caribbean transfer of technical and process-orientated information on experiences, good practice, lessons and examples of relevance to medium to long-term national, sector and local planning and budgeting processes

The project is funded by the Government of Japan (GOJ) and is implemented directly by United Nations Development Programme (UNDP). UNDP Barbados and OECS Sub Regional Office (SRO) serves as lead office for the project, where the Project Management Unit (PMU) therefore sits. The Barbados SRO is responsible for implementing Outcomes 1 and 3 of the project as well as Outcome 2 with respect to OECS countries (Dominica, Grenada, Saint Lucia and Saint Vincent and the Grenadines). UNDP other country offices in Belize, Guyana, Jamaica and Suriname are responsible for implementing Outcome 2 in their respective countries. Outcome 2 primarily focused on the implementation of thirty-seven (37) pilot projects in all eight countries and related to all six (6) of its outputs. UNDP Panama Regional Hub and UNDP Barbados & the OECS are providing a technical advisory and oversight role to the PMU. Mid-term Evaluation was conducted in December 2017. The project will end in December 2019.

II. EVALUATION PURPOSE, SCOPE AND OBJECTIVES

The evaluation is being conducted as agreed in the project document and in accordance with the UNDP Evaluation Plan for the Regional Bureau for Latin America and the Caribbean's Regional Programme 2018-2021, UNDP's Strategic Plan, and UNDP's Evaluation Policy which sets out a number of guiding principles, norms and criteria for evaluation in the organization.

Amongst the norms that the Policy seeks to uphold, the most important are that the evaluation exercise should be independent, impartial and of appropriate quality, but also that it should be intentional and designed with utility in mind. The evaluation should generate relevant and useful information to support evidence-based decision making.

This evaluation has been designed with dual purposes: 1) to allow national counterparts (in each project country),

the donor, Japan) and UNDP meet their accountability objectives, and 2) to capture good practices and lessons learned.

The Final Evaluation will focus on the delivery of the project's results as initially planned and as corrected after the Mid-Term Evaluation, and as deemed necessary management. The Final Evaluation should also examine impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals and provide recommendations for follow-up activities.

It is expected that the evaluation will follow a forward-looking approach and provide useful and actionable recommendations to increase the likelihood of success relating to impact and sustainability. In line with standard evaluation practice, the scope of the exercise goes beyond assessing whether UNDP is currently "doing things right" in programme execution and management, to a broader assessment of whether on the basis of evidence available, the approach -- as implemented and in comparison with similar approaches implemented by others-- is likely to be the "right approach" to achieve the higher-level results agreed in the start of the project.

The findings, lessons learned and recommendations generated by the evaluation will be used by UNDP, its national counterparts, implementing partners, donors and civil society) to improve future projects and programmes and to identify strategies that contribute in achieving the main objective of the project.

Under the direction of the J-CCCP Project Manager and working closely with the J-CCCP Monitoring and Evaluation Analyst, the independent evaluator is expected to conduct a final evaluation and prepare an evaluation report which should assess the achievement of project results. The assessment should focus on criteria such as relevance, efficiency, effectiveness and impact. It should also ultimately include lessons that can improve sustainability of benefits from this project and that also relate specifically to Outcomes in the UNDP Strategic Plan.

The evaluator will review all project activities (according to the criteria identified) to assess the achievements of the project against its key objectives, as set out in the project document and revised results framework. It will also identify factors that have facilitated or impeded the achievement of the objectives. The evaluation will span the entire project process from the beginning to the present, and will include focus on both design and implementation, especially major project activities and results. The evaluation will extend over all specific geographic areas covered by the project, and assess the entire results chain, but will focus more specifically on outputs and planned outcomes, and also the likelihood of achieving planned impacts. Pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, incorporation of innovative solutions and prospects for sustainability should also be included in the analysis.

More specifically, the evaluation should:

Review outcomes and the key factors that affect the outcomes (both positive and negative);

Review and assess the project's partnerships with stakeholders - governments, civil society, other international organisations and provide recommendations for how these partnerships can be ensure sustainability;

Review and assess the project's interventions as it relates to the Project Document and Quality Assurance Assessment; UNDP Barbados and OECS Evaluation Plan; UNDP Strategic Plan; UNDP Gender Strategy and the UNDP Youth Strategy, and provide recommendations for sustainability.

Assess how the project has targeted and met current beneficiary needs (as dictated by project document and updated Results Framework) and disaggregated as recommended.

III. EVALUATION CRITERIA AND KEY QUESTIONS

The evaluators will be expected to prepare a more targeted and specific set of questions and to design related survey instrument/questionnaires in line with the above evaluation purpose. The following questions are expected to be included (but not limited to) in the assessment:

Relevance: concerns the extent to which the project and its intended outputs are consistent with national and

local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the project is responsive to UNDP corporate plan and human development priorities of empowerment and gender equality issues.

To what extent is the initiative in line with the UNDP mandate, national priorities?

Were the project's broader and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability clear and realistic? How feasible was it for the project to meet its stated targets and objectives?

Was the project relevant to the needs of target beneficiaries?

Was there a clear and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame)?

Was the project's criteria for the selection of beneficiaries appropriate?

How has the project contributed to the priorities of UNDP?

How relevant has the project been to the country's national policies and plans?

Were the counterparts appropriately involved?

Were they participating in the identification of their critical problem areas and in the development of technical cooperation strategies and

Were they actively supporting the implementation of the project approach?

Is the local ownership of the project ensured? Of the Government, counterparts and at the level of beneficiaries?

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

To what extent have the outputs and outcome targets been achieved? How has project contributed to its expected outcomes?

What factors have contributed to achieving or not achieving intended outputs and outcomes?

What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome? Instances of co-financing and its influence on project activities can also be cited (if possible)

To what extent has the project improved the capacities of national implementing partners to advocate on climate change issues?

To what extent has the project partnered with civil society and local communities to promote climate change awareness and actions in the country?

To what extent are the current results benefitting women and men equally?

To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?

To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?

In which areas does the project have the greatest achievements? Why and what have been the supporting factors?

How can the project build on or expand these achievements?

In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?

The evaluation will include a full and systematic assessment of outcomes and outputs produced to date (quantity and quality as compared with results framework/work plan)

Efficiency: measures 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.

Were the strategies utilized adequate? How have they contributed to the maximum intervention efficiency?

Did the management arrangements (centralized management with decentralized support teams) deliver efficient

outcomes?

To what extent was the DIM strategy using IP agreements (as compared to NIM or other) efficient in completing activities delivering results?

Did the project design reflect effective analysis of the market to define realistic cost estimates?

Were the use of recourses been efficient? Was there economic use of resources?

To what extent was project implementation (procurement, recruitment) guided by effectiveness principles such as accountability, fairness and value for money?

To what extent were quality outputs delivered on time?

To what extent were partnership modalities conducive to the delivery of outputs?

How was monitoring used to manage the project? Was it adequate?

Sustainability: measures 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.

Did the project have the intended impact and/or is the project likely to?

What strategies and mechanisms have been incorporated to the implementation of the project to guarantee the sustainability of expected outputs after the project?

To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?

To what extent were policy and regulatory frameworks in place to support the continuation of benefits?

To what extent have partners committed to providing continuing support?

To what extent do stakeholders support the project's long-term objectives?

To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?

How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?

Assessment of the possible ex-post role of UNDP.

5. Human rights

Does the project have capacity to provide data for a HR & GE responsive evaluation?

Is there baseline data on the situation of rights holders, and in particular women, at the beginning of the intervention?

6. Gender equality

To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

Is the gender marker data assigned to this project representative of reality?

To what extent has the project promoted positive changes in gender

7. Impact: measures changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended. a) Did the project have the intended impact and/or is the project likely to?

b) What specific contribution did the project make? What specific part of this difference can be attributed to the project?

IV. METHODOLOGY

The final project evaluation is to be undertaken in accordance with UN evaluation norms and policies, including UN Standards and Norms for Evaluations and UNDP Handbook on Planning, Monitoring and Evaluation for Development Results and the UNDP Evaluation Guidance document.

The evaluation is expected to take a “theory of change” (TOC) approach to determine causal links between the interventions that UNDP has supported and observed progress in the achievement of expected results at national and local levels. The evaluator(s) can develop a logic model of how UNDP interventions are expected to lead to the expected changes. Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the purpose of the evaluation.

The type of information and methods selected must produce evidence, and they should combine both qualitative and quantitative aspects. The evaluation findings should not rely only on perceptions, but the evidence should be validated by triangulation of different data sources /or methods. The evaluation should be carried out based on a participatory approach, and should seek the views and assessments of all relevant parties. The evaluation will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, academics and subject experts, private sector representatives and community members as needed.

The evaluation should use primary and secondary data and the findings and recommendation should be derived from the following methods:

Desk review of project related documents such as Project Document,; Annual Work Plans (AWPs), Combined Delivery Reports (CDRs), Documents presented for the Project Board and Technical Advisory Group (TAGs), Progress reports and Monitoring Tools
Consultation with selected stakeholders and counterparts (interviews and focus groups);
Consultation with selected beneficiaries (interviews and focus groups);
Technical consultation with the Regional Programme Officer at UNDP Panama Regional Hub
Field visits to meet regional partners, beneficiaries and other stakeholders, other regional and international key stakeholders. The evaluation methods and parties to be consulted should be selected so that all the participation countries will be covered in the evaluation. This may require use of electronic survey and complement to the other data collection tools.
Consultation meetings with J-CCCP project staff, project staff and senior management as appropriate.
Other evidence-based sources of information, survey data, questionnaires and interviews

V. EVALUATION PRODUCTS (DELIVERABLES)

The evaluator will conduct a preliminary scoping exercise and design an inception report (containing an evaluation matrix, evaluation protocols for different stakeholders and a description of the methodology (using quantitative and qualitative data and means of collection), to be discussed with J-CCCP Project Manager and M & E Analyst, before the evaluation commences and before the field missions. There will also be an evaluation reference group consisting of key members of the Regional Office, Project Management Unit and the national counterparts which will also review the deliverables and provide feedback.

1. Inception Report - Evaluation framework/design and implementation plan

An inception report should be prepared by the evaluator prior to conducting any full evaluation exercise. The report should contain an evaluation matrix that displays for each of the evaluation criteria, the questions and sub questions that the evaluation will answer, and for each question, the data that will be collected to inform that question and the methods that will be used to collect that data (all based on the evaluation criteria outlined). It should also include a proposed schedule of tasks/activities and deliverables and a table of contents for the final evaluation report

This information shall be reflected in an evaluation matrix, for example:

SAMPLE EVALUATION MATRIX						
Criteria/ Sub- criteria	(Examples of) questions to be addressed by outcome-level evaluation	What to look for	Data sources	Data collection methods	Indicators/Success Standards	Methods for Analysis

2. Presentation of the preliminary findings

The evaluator should present the preliminary findings of the evaluation. This deliverable should be in both presentation (Powerpoint or other) and report format. Presentations to stakeholders and/ or the evaluation reference group.

3. Draft evaluation report

The draft report will be circulated to all with any responsibility in oversight regarding the project as well as key government counterparts and other key stakeholders to ensure that the evaluation needs are met based on the quality criteria, as well as validate the finding, recommendations identified in the report.

This should also be accompanied by an audit trail detailing how comments, questions and clarifications have been addressed.

4. Final Evaluation Report and Power Point Presentation

The key product (deliverable) expected from this Final evaluation is a comprehensive analytical report that should include the following content¹²:

Executive summary

Introduction (Background and approach/methodology, Evaluation Scope and Objectives, Evaluation Criteria, Evaluation Approach and Methods)

Description of the project and its response/work/interventions

Evaluation Methodology

An in-depth analysis of the targets, results and potential impact of the project based on the evaluation questions highlighted (Presentation of findings based on evaluation criteria)

Key findings from the analysis and corresponding ratings (relating to each category – Relevance etc)

Conclusions and Recommendations

Evaluation report audit trail/matrix: This matrix will track comments/recommendations made by UNDP and other relevant stakeholders on the draft reports and identify how the consultant has sought to address/rectify them, as relevant

Evaluation debriefings: immediately following an evaluation UNDP may ask for a preliminary debrief and findings.

Annexes: TOR, field visits, list of stakeholders interviewed, documents reviewed, etc.

The power point presentation should include the key findings, ratings and recommendations.

Please note detailed deliverable schedule below:

¹² See Annex 6 for full details on format

J-CCCP Final Evaluation Delivery Schedule - June – August 2019

No.	Deliverables	Sub-tasks	Number of W / days	Tentative dates	Expected result
1	Inception Report	Desk review of project documents, reports and other background documents and discussion with Project Management Unit	5	17 – 21 June	Inception report containing work plan, key findings of desk review and evaluation methodology
		Development of evaluation methodology/inception report			
		Comments on Inception Report by Management			
		Final Inception Report			
2	Presentation of the Preliminary Findings	Meetings and interviews with stakeholders, beneficiaries and Partners; (site visits)	13	1 – 17 July	Data from major stakeholders collected and summary of missions shared for debriefing
		Debriefing (last day of the mission)			
3	Draft Evaluation Report	Data analysis and preparation of the draft report	8	22 - 31 July	Draft evaluation report with findings, lessons learned and results submitted to UNDP for review. The audit trail should also be conducted and submitted.
4	Final Evaluation Report	Collecting comments on draft report from UNDP	5	14 – 21 August	Evaluation report
		Finalization of the report on the basis of comments received			
		Presentation of final evaluation report	1	30 August	Evaluation report presented
	Total working days (incl. travel)		32		

VI. EVALUATION REQUIRED COMPETENCIES

The lead evaluator will be responsible for collating all information collected and finalizing the reports and deliverables. The evaluator selected must be independent from any organization that was involved in the project and must not have participated in the project preparation and/or implementation and must not have conflict of

interest with project related activities. The Lead evaluator will provide guidance to the regional evaluator on the support needed for the evaluation.

The evaluator shall have prior experience in evaluating similar projects. Experience with UNDP projects is an advantage. The evaluator must also present the following qualifications:

Lead/International Evaluator

Post-graduate degree in Evaluation, Environmental Management, Economic, Public Administration, Regional development/planning, Statistics or any other related social sciences.

Minimum of 8 years professional experience in conducting evaluations o Experience in evaluating complex multi-country projects, and assessing programmes or projects with emphasis on also reviewing quantitative and qualitative monitoring and reporting as well as climate related projects.

Over 7 years of proven and documented practical skill and experience in reviewing project design and implementation and/or M+E systems, based upon Logical Framework and outcome evaluations.

o Solid foundation and experience in project evaluation, results based management/logical framework approach, adaptive management or UNDP Monitoring and Evaluation approach

Minimum of 5 years of recognized experience in the area of Mitigation and Climate Change

Familiarity with Caribbean development policy framework, environmental authorities, NGOs and other actors

Practical experience in UN-related projects and knowledge of UN system and procedures preferable.

Working experience in the Caribbean/SIDS is an asset, particularly on climate change or community-level interventions.

Working experience of evaluating regional projects is an asset.

Ability to transfer analytical results into simple and workable solutions.

Excellent conceptual, analytical and communication skills.

RESPONSIBILITIES

Planning, conducting and reporting on the evaluation including providing guidance to the regional evaluator

Documentation review

Organising the collection of the relevant data and inputs to the reports/deliverables

Supervision of the evaluation and ensuring timelines are met

Use of best practice evaluation methodologies in conducting the evaluation

Drafting and finalizing of the Inception Report for the Final Evaluation

Leading presentation of the draft evaluation findings and recommendations in-country

Conducting the de-briefing for the UNDP Country Office in Barbados and Core Project Management

Drafting and finalization of the Final Evaluation Report

VI. a) Selection Criteria- International Evaluator

1. Technical Capacity and Related Qualifications		Points Obtainable (45 points max.)
1.1	MSc degree in Evaluation, Environmental Management, Economic, Public Administration, Regional development/planning, Statistics or any other related social sciences.	8
1.2	Minimum of 8 years professional experience in conducting evaluations. (Experience in evaluating complex multi-country projects, and assessing programmes or projects. Emphasis on also reviewing quantitative and qualitative monitoring and reporting as well as climate change related projects)	6
1.3	7 years of proven and documented practical skill and experience in reviewing project design and implementation and/or M+E systems, based upon Logical Framework and outcome evaluations. (Solid foundation and experience in project evaluation, results based management/logical framework approach, adaptive management or UNDP Monitoring and Evaluation approach)	12
1.4	Practical experience in UN-related projects and knowledge of UN system	4
1.5	3-5 years of recognized experience in the area of Mitigation and Climate Change	5
1.6	Working experience in the Caribbean/SIDS on climate change or community-level interventions Working experience of evaluating regional projects is an asset Familiarity with Caribbean development policy framework, environmental authorities, NGOs and other actor	6
1.7	Demonstrated analytical, communication and report writing skills.	4
2. Methodology		Points Obtainable (25 points max.)
2.1	To what degree does the Proposer understand the task?	7
2.2	Have the important aspects of the task been addressed in sufficient detail?	10
2.3	Is the scope of task well defined and does it correspond to the TOR?	8
Total Points		70

VI. b) Selection Method

Only those applications which are responsive and compliant will be evaluated;

Offers will be evaluated according to the Combined Scoring method – where the technical criteria will be weighted at 70% and the financial offer will be weighted at 30%;

The technical criteria (education, experience, language [max 45 points], proposed methodology [25 points]) will be based on maximum 70 points. Only candidates scoring 49 points or higher from the review of education, experience, language and methodology will be considered for the financial evaluation;

Financial score (max 30 points) shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal of those technically qualified;

The financial proposal shall specify a total lump sum amount, including breakdown per deliverable. In order to

assist the requesting unit in the comparison of financial proposals, the financial proposal must additionally include a breakdown of this lump sum amount (including all foreseeable expenses for this assignment);

Applicant receiving the Highest Combined Score and has accepted UNDP's General Terms and Conditions will be awarded the contract.

Shortlisted applicants may be interviewed

VII. PAYMENT

Payments would be made upon submission and approval of the following deliverables as highlighted in Section VI above:

Final Inception Report – 10%

Presentation of Preliminary Findings – 15%

Draft evaluation report and presentation of findings, conclusions and recommendations – 50% 4. Final evaluation report – 25%

VIII. ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG "Ethical Guidelines for Evaluation" available at <http://www.unevaluation.org/document/detail/102>

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 it. 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 with the express authorization of UNDP and partners.

IX. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with UNDP Barbados and OECS office and will contract the evaluators.

The evaluator will report directly to the J-CCCP Project Manager assisted by the M&E Analyst. The international evaluator (or representative)¹³ would be required to visit four representative project countries (Grenada, Jamaica, St. Lucia and Suriname) as well as the lead office in Barbados. The project's National Focal Points (NFPs) will assist in setting up meetings as necessary. Provision regarding office space can be made at the UNDP Barbados office (if necessary). The meeting schedule will be determined in collaboration with the Project Management Unit and the relevant UNDP country offices.

X. OTHER

Candidates will submit their CV, Methodology and P11 form together with financial proposals with a per day rate. Applications must be submitted in English, and incomplete proposals will not be considered.

Documents to be included when submitting the proposals

Proposed Methodology for the Completion of Services. The applicant must describe how s/he will address/deliver the demands of the assignment;

P11 form, including past experience in similar projects and at least 3 professional references

(please make sure to include email and phone number of each reference). and CV in alignment with the required qualifications and relevant experience.

Financial Proposal/ Daily Rate

All envisaged travel costs must be included in the Offeror's financial proposal. This includes all duty travels, travels

¹³ The regional evaluator will work with the international evaluator regarding this travel and this travel for data collection can be divided in the most efficient way for capturing the data. For example, the lead/international may only need to visit two project countries.

to join duty station and repatriation.

XI. ANNEXES

1. Project Document
2. Results Framework (revised)
3. List of partners and key stakeholders
4. Preliminary List of key documents and databases to consult
5. Evaluation matrix template
6. Outline of the evaluation report format
7. Code of conduct forms

Terms of Reference (REGIONAL CONSULTANT)

Terms of Reference

Title:	Regional Evaluator Support for Terminal Evaluation of the project “Japan-Caribbean Climate Change Partnership (J-CCCP)”
Supervisor:	J-CCCP Project Manager
Duty Station:	Home based with missions to Project Management Unit in Barbados and two/four beneficiary countries (Grenada and St. Lucia)
Expected Duration of Assignment:	21 Working days periodically
Period:	July - September 2019
Expected Contract Start Date:	23 July 2019

I. BACKGROUND AND CONTEXT

The United Nations Development Programme (UNDP) and the Government of Japan concluded an agreement to implement a regional climate change project, titled “Japan-Caribbean Climate Change Partnership (J-CCCP)” in 2014. The project was launched officially in January 2016, with a total budget of USD 15 million equivalent. It is a regional project, participated by eight countries including Belize, the Commonwealth of Dominica, Grenada, the Republic of Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines, and the Republic of Suriname.

The project aims to support these eight Caribbean countries in advancing the process of low-emission risk-resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change. The project has three components (Outcomes):

Outcome 1: NAMAs and NAPs to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalised

- Output 1.1. Technical support towards national and sub-national institutional and coordination arrangements in Caribbean countries to support the formulation of national roadmaps on the NAP process, including elements for monitoring the progress of their implementation.
- Output 1.2. National teams are trained in the use of tools, methods and approaches to advance the NAP process and budgeting.
- Output 1.3. Business-as-usual greenhouse gas emission baselines established, and climate change mitigation options for selected sectors relevant for the Caribbean region identified.
- Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems and NAMA registries in place to monitor their execution.

Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean

- Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas (e.g. communal reservoirs, rooftop catchment, rainwater storage tanks and conveyance systems)
- Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate

change impacts.

- Output 2.3 Community-based water capacity and irrigation systems improved or developed to test their ability to raise agricultural productivity.
- Output 2.4 Climate resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas.
- Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster induced losses
- Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management interventions to catalyse low emission climate resilient technology transfer, development and investments in the Caribbean.

Outcome 3: Knowledge Network created in Caribbean to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change

- Output 3.1 High level policy events and financial tools to support the implementation of a mitigation actions programs in selected sectors (e.g. fiscal incentives, feed in tariffs, credits and guarantees) and to look at effective practices in NAPs and Community Based Adaptation.
- Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management interventions to catalyse low emission technologies for sustainable cities in island towns and communities
- Output 3.3 Japan-Caribbean transfer of technical and process-orientated information on experiences, good practice, lessons and examples of relevance to medium to long-term national, sector and local planning and budgeting processes

The project is funded by the Government of Japan (GOJ) and is implemented directly by United Nations Development Programme (UNDP). UNDP Barbados and OECS Sub Regional Office (SRO) serves as lead office for the project, where the Project Management Unit (PMU) therefore sits. The Barbados SRO is responsible for implementing Outcomes 1 and 3 of the project as well as Outcome 2 with respect to OECS countries (Dominica, Grenada, Saint Lucia and Saint Vincent and the Grenadines). UNDP other country offices in Belize, Guyana, Jamaica and Suriname are responsible for implementing Outcome 2 in their respective countries. Outcome 2 primarily focused on the implementation of thirty-seven (37) pilot projects in all eight countries and related to all six (6) of its outputs. UNDP Panama Regional Hub and UNDP Barbados & the OECS are providing a technical advisory and oversight role to the PMU. Mid-term Evaluation was conducted in December 2017. The project will end in December 2019.

II. EVALUATION PURPOSE, SCOPE AND OBJECTIVES

The evaluation is being conducted as agreed in the project document and in accordance with the UNDP Evaluation Plan for the Regional Bureau for Latin America and the Caribbean's Regional Programme 2018-2021, UNDP's Strategic Plan, and UNDP's Evaluation Policy which sets out a number of guiding principles, norms and criteria for evaluation in the organization.

Amongst the norms that the Policy seeks to uphold, the most important are that the evaluation exercise should be independent, impartial and of appropriate quality, but also that it should be intentional and designed with utility in mind. The evaluation should generate relevant and useful information to support evidence-based decision making.

This evaluation has been designed with dual purposes: 1) to allow national counterparts (in each project country), the donor, Japan) and UNDP meet their accountability objectives, and 2) to capture good practices and lessons learned.

The Terminal Evaluation will focus on the delivery of the project's results as initially planned and as corrected after the Mid-Term Evaluation, and as deemed necessary management. The Terminal Evaluation should also examine impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals and provide recommendations for follow-up activities.

It is expected that the evaluation will follow a forward-looking approach and provide useful and actionable recommendations to increase the likelihood of success relating to impact and sustainability. In line with standard evaluation practice, the scope of the exercise goes beyond assessing whether UNDP is currently "doing things right" in programme execution and management, to a broader assessment of whether on the basis of evidence available, the approach -- as implemented and in comparison with similar approaches implemented by others-- is likely to be the "right approach" to achieve the higher-level results agreed in the start of the project.

The findings, lessons learned and recommendations generated by the evaluation will be used by UNDP, its national counterparts, implementing partners, donors and civil society to improve future projects and programmes and to identify strategies that contribute in achieving the main objective of the project.

Under the direction of the J-CCCP Project Manager and working closely with the J-CCCP Monitoring and Evaluation Analyst, the Lead evaluator is expected to conduct a terminal evaluation and prepare an evaluation report which should assess the achievement of project results. The assessment should focus on criteria such as relevance, efficiency, effectiveness and impact. It should also ultimately include lessons that can improve sustainability of benefits from this project and that also relate specifically to Outcomes in the UNDP Strategic Plan.

The Lead evaluator will review all project activities (according to the criteria identified) to assess the achievements of the project against its key objectives, as set out in the project document and revised results framework. It will also identify factors that have facilitated or impeded the achievement of the objectives. The evaluation will span the entire project process from the beginning to the present, and will include focus on both design and implementation, especially major project activities and results. The evaluation will extend over all specific geographic areas covered by the project, and assess the entire results chain, but will focus more specifically on outputs and planned outcomes, and also the likelihood of achieving planned impacts. Pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, incorporation of innovative solutions and prospects for sustainability should also be included in the analysis.

More specifically, the evaluation should:

- Review outcomes and the key factors that affect the outcomes (both positive and negative);
- Review and assess the project's partnerships with stakeholders - governments, civil society, other international organisations and provide recommendations for how these partnerships can be ensure sustainability;
- Review and assess the project's interventions as it relates to the Project Document and Quality Assurance Assessment; UNDP Barbados and OECS Evaluation Plan; UNDP Strategic Plan; UNDP Gender Strategy and the UNDP Youth Strategy, and provide recommendations for sustainability.
- Assess how the project has targeted and met current beneficiary needs (as dictated by project document and updated Results Framework) and disaggregated as recommended

The Regional Evaluator will support the above processes and objectives through assistance with desk review, primary and secondary data collection and analysis of information for drafting of findings. The Regional Evaluator will be guided by the Lead evaluator through the methodology and all other aspects of the evaluation process. The J-CCCP Project Manager and M & E Analyst will also provide initial guidance for the Regional Evaluator on expectations relating to the deliverables.

III. EVALUATION CRITERIA AND KEY QUESTIONS

The evaluators will be expected to prepare a more targeted and specific set of questions and to design related survey instrument/questionnaires in line with the above evaluation purpose. The following questions are expected to be included (but not limited to) in the assessment:

- 1. Relevance:** concerns the extent to which the project and its intended outputs are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the project is responsive to UNDP corporate plan and human development priorities of empowerment and gender equality issues.
 - a) To what extent is the initiative in line with the UNDP mandate, national priorities?
 - b) Were the project's broader and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability clear and realistic? How feasible was it for the project to meet its stated targets and objectives?
 - c) Was the project relevant to the needs of target beneficiaries?
 - d) Was there a clear and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame)?
 - e) Was the project's criteria for the selection of beneficiaries appropriate?
 - f) How has the project contributed to the priorities of UNDP?
 - g) How relevant has the project been to the country's national policies and plans?
 - h) Were the counterparts appropriately involved?

- i. Were they participating in the identification of their critical problem areas and in the development of technical cooperation strategies and
- ii. Were they actively supporting the implementation of the project approach?
- i) Is the local ownership of the project ensured? Of the Government, counterparts and at the level of beneficiaries?

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

- a) To what extent have the outputs and outcome targets been achieved? How has project contributed to its expected outcomes?
- b) What factors have contributed to achieving or not achieving intended outputs and outcomes?
- c) What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome? Instances of co-financing and its influence on project activities can also be cited (if possible)
- d) To what extent has the project improved the capacities of national implementing partners to advocate on climate change issues?
- e) To what extent has the project partnered with civil society and local communities to promote climate change awareness and actions in the country?
- f) To what extent are the current results benefitting women and men equally?
- g) To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?
- h) To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- i) In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- j) In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?

The evaluation will include a full and systematic assessment of outcomes and outputs produced to date (quantity and quality as compared with results framework/work plan)

3. Efficiency: measures 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.

- a) Were the strategies utilized adequate? How have they contributed to the maximum intervention efficiency?
- b) Did the management arrangements (centralized management with decentralized support teams) deliver efficient outcomes?

- c) To what extent was the DIM strategy using IP agreements (as compared to NIM or other) efficient in completing activities delivering results?
 - d) Did the project design reflect effective analysis of the market to define realistic cost estimates?
 - e) Were the use of recourses been efficient? Was there economic use of resources?
 - f) To what extent was project implementation (procurement, recruitment) guided by effectiveness principles such as accountability, fairness and value for money?
 - g) To what extent were quality outputs delivered on time?
 - h) To what extent were partnership modalities conducive to the delivery of outputs?
 - i) How was monitoring used to manage the project? Was it adequate?
- 4. Sustainability:** measures 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.
- a) Did the project have the intended impact and/or is the project likely to?
 - b) What strategies and mechanisms have been incorporated to the implementation of the project to guarantee the sustainability of expected outputs after the project?
 - c) To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
 - d) To what extent were policy and regulatory frameworks in place to support the continuation of benefits?
 - e) To what extent have partners committed to providing continuing support?
 - f) To what extent do stakeholders support the project's long-term objectives?
 - g) To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
 - h) How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?
 - i) Assessment of the possible ex-post role of UNDP.

5. Human rights

Does the project have capacity to provide data for a HR & GE responsive evaluation?

Is there baseline data on the situation of rights holders, and in particular women, at the beginning of the intervention?

6. Gender equality

- a) To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- b) Is the gender marker data assigned to this project representative of reality?
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The evaluation should use primary and secondary data and the findings and recommendation should be derived from the following methods:

- Desk review of project related documents such as Project Document, Annual Work Plans (AWPs), Combined Delivery Reports (CDRs), Documents presented for the Project Board and Technical Advisory Group (TAGs), Progress reports and Monitoring Tools
- Consultation with selected stakeholders and counterparts (interviews and focus groups);
- Consultation with selected beneficiaries (interviews and focus groups);
- Technical consultation with the Regional Programme Officer at UNDP Panama Regional Hub
- Field visits to meet regional partners, beneficiaries and other stakeholders, other regional and international key stakeholders. The evaluation methods and parties to be consulted should be selected so that all the participation countries will be covered in the evaluation. This may require use of electronic survey and complement to the other data collection tools.
- Consultation meetings with J-CCCP project staff, project staff and senior management as appropriate.

- Other evidence-based sources of information, survey data, questionnaires and interviews

The Regional Evaluator will support the development of the methodology with guidance from the Lead Evaluator. It is expected that the Regional Evaluator will conduct research and some primary data collection on their own based on the agreed methodology.

V. EVALUATION PRODUCTS (DELIVERABLES)

The Regional Evaluator will conduct a preliminary scoping exercise and provide a desk review report (containing an evaluation matrix, evaluation protocols for different stakeholders and a description of the methodology (using quantitative and qualitative data and means of collection), to be discussed with the Lead Evaluator and to form part of the Inception Report to be submitted. There will be a meeting with the J-CCCP Project Manager and M & E Analyst, before the evaluation commences and before the field missions. There will also be an evaluation reference group consisting of key members of the Regional Office, Project Management Unit and the national counterparts which will also review the deliverables and provide feedback.

1. *Desk review and evaluation plan – forming part of the Evaluation framework/design and implementation plan*

This information shall also be reflected in an evaluation matrix, for example:

SAMPLE EVALUATION MATRIX						
Criteria/ Sub- criteria	(Examples of) questions to be addressed by outcome-level evaluation	What to look for	Data sources	Data collection methods	Indicators/Success Standards	Methods for Analysis

2. *Report on mission interviews and preliminary findings*

The Regional Evaluator should provide a preliminary report on the results of the interviews. This should be submitted to the Lead Evaluator and copied to the J-CCCP Project Manager and M & E Analyst.

3. *Final report on evaluation*

The Regional Evaluator's report should outline their role in the evaluation and the accompanying findings (as well as feedback comments) from the analysis conducted. This report should be submitted to the Lead Evaluator to form part of the Terminal evaluation report and should also be submitted to the J-CCCP Project Manager and M & E Analyst. Annexes such as TOR, field visits, list of stakeholders interviewed, documents reviewed should also be included.

Please note detailed deliverable schedule below (this is subject to deliverable dates for Lead Evaluator):

Regional Evaluator - J-CCCP Final Evaluation Delivery Schedule - July – September 2019

No.	Deliverables	Sub-tasks	Number of w/days	Tentative dates	Expected result
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1	Desk Review report	Desk review of project documents, reports and other background documents and discussion with Project Management Unit	3	23 – 26 July	Information that would be needed to feed into the methodology and report should be garnered
2	Report on Mission interviews	Meetings and interviews with stakeholders, beneficiaries and Partners; (site visits) Debriefing (last day of the mission)	10	31 July – 14 August	Data from major stakeholders collected and summary of missions shared for debriefing
3a	Report on the Evaluation Findings and feedback	Findings featuring data analysis and feedback comments conducted should be included	5	21 – 27 August	Finding based on data collection should be reported here. Some recommendations can be noted based on these findings
3b	Support with drafting of Final report	Assistance with drafting of Final report	3	9 – 11 September	Provide support to Lead evaluator with information needed for drafting of final report
Total working days (incl. travel)			21		

VI. EVALUATION REQUIRED COMPETENCIES

The Lead/International Evaluator will be designated as the team leader and will be responsible for collating all information collected and finalizing the reports and deliverables. The Regional Evaluator will provide evaluation support to this process primarily through assistance with data collection and analysis of these findings from the data collected. The Regional Evaluator selected must be independent from any organization that was involved in the project and must not have participated in the project preparation and/or implementation and must not have conflict of interest with project related activities.

The Regional Evaluator shall have prior experience in evaluating similar projects. Experience with UNDP projects is an advantage. The team members must present the following qualifications:

REGIONAL CONSULTANT/EVALUATOR

- Post-graduate in environmental science, environmental studies, development studies, social sciences and/ or other related fields
- Minimum of 5 years of supporting project evaluation and/or implementation experience in the result-based management framework, adaptive management and UNDP Evaluation Policy
- Knowledge of multilateral and bilateral cooperation project development and implementation

- Familiarity in similar countries or regional situations similar to activities conducted under the “Japan-Caribbean Climate Change Partnership” is an advantage.
- Excellent communication skills

RESPONSIBILITIES

- Documentation review and data gathering
- Supporting the collection of all primary and secondary data related to the evaluation.
- Analysing the information collection and providing preliminary findings
- Contributing to the development of the evaluation plan and methodology as guided
- Conducting those elements of the evaluation determined jointly with the Lead/International evaluator and UNDP
- Contributing to the drafting and finalization of the review report as guided by the International/Lead Evaluator/Consultant

VII. a) Selection Criteria- Regional Consultant

1. Technical Capacity and Related Qualifications		Points Obtainable (70 points max.)
1.1	<ul style="list-style-type: none"> • Post-graduate degree in environmental science, environmental studies, development studies, statistics, social sciences and/ or other related fields 	15
1.2	<ul style="list-style-type: none"> • 5-10 years of supporting project evaluation and/or implementation experience in the result-based management framework, adaptive management and UNDP Evaluation Policy 	15
1.3	<ul style="list-style-type: none"> • Proven track record in evaluation of UN-projects 	12
1.4	<ul style="list-style-type: none"> • Demonstrated knowledge of multilateral and bilateral cooperation project development and implementation 	10
1.5	<ul style="list-style-type: none"> • Strong and supported familiarity in similar countries (in the Caribbean) or regional situations similar to activities conducted under the “Japan-Caribbean Climate Change Partnership” is an advantage. 	10
1.6	<ul style="list-style-type: none"> • Excellent communication skills and report writing skills 	8

VII. b) Selection Method

Lowest price and technically compliant offer:

When using this method, the award of a contract should be made to the individual consultant whose offer has been evaluated and determined as both:

- a) responsive/compliant/acceptable*, and
- b) offering the lowest price/cost

*responsive/compliant/acceptable” can be defined as fully meeting the TOR provided

Shortlisted applicants may be interviewed.

VIII. PAYMENT

Payments would be made upon submission and approval of the following deliverables as highlighted in Section

VI above:

1. Desk Review report – 15%
2. Report on Mission interviews – 25%
3. Final Report on the Evaluation – 35%
4. Support with drafting of Final report – 25%

IX. ETHICS

This evaluation will be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluation” available at <http://www.unevaluation.org/document/detail/102>

The Evaluation Team 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 it. The Evaluation Team 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 with the express authorization of UNDP and partners.

X. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with [UNDP Barbados and OECS] and will contract the evaluators.

The evaluation team will report directly to the J-CCCP Project Manager assisted by the M&E Analyst. The evaluation team would be required to travel to four representative project countries project countries (**Grenada, Jamaica, St. Lucia and Suriname**) as well as the lead office in Barbados. The project’s National Focal Points (NFPs) will assist in setting up meetings as necessary. Provision regarding office space can be made at the UNDP Barbados office (if necessary). The meeting schedule will be determined in collaboration with the Project Management Unit and the relevant UNDP country offices.

XI. OTHER

Candidates will submit their **CV, Offeror’s Letter, and Financial Proposal** with a per day rate. Applications must be submitted in English, and incomplete proposals will not be considered.

Documents to be included when submitting the proposals

- **CV** - In alignment with the required qualifications and relevant experience; including past experience in similar projects;
- **Offeror’s Letter** - Include at least 3 professional references (please make sure to include email and phone number of each reference); and

- **Financial Proposal/ Daily Rate** - All envisaged travel costs must be included in the offeror's Financial Proposal. This includes all duty travels, travels to join duty station and repatriation.

XII. ANNEXES

1. Project Document
2. Results Framework (revised)
3. List of partners and key stakeholders
4. Preliminary List of key documents and databases to consult
5. Evaluation matrix template
6. Outline of the evaluation report format
7. Code of conduct forms

7.2 Annex: Country-Specific Performance Highlights

Specific Country Findings and Observation: Jamaica (visited on 8 – 9 Oct, 2019)

Evaluation Team met UNDP Country implementing team (Eltha Brown, Jaffrey James, Ayesha Constable), and the 4 H Clubs Office (Dr. Ronald Blake, Villet Kelly Bennett, Kimberly Cheddar). The Evaluation Team visited Clarendon Community, met and held FGD with 38 combining parents, teachers and pupils of Victoria Primary School and Richmond Primary School with the neighboring communities. The evaluation team also visited the Denbigh 4-H Skill Training Centre, met and held FGD with 3 staff members led by the Centre Manager, Goffery Gayle, and 13 trainee youths.

Key findings and observations

- All 3 outcome components active in the country, with interventions at Policy, Implementation and Beneficiary dissemination levels;
- 4-H clubs targeting youths instrumental in implementing the project, reaching 5,000 volunteer youths, who have planted 3 million trees, embraced and taken up climate resilient agriculture, are advocating for it in their communities, and are running upto 70 water harvesting structures spread in 50 farms all over the country for drip irrigated agriculture;
- Improving adaptive capacity to climate change by constricting and rehabilitating water harvesting infrastructure was successfully undertaken in Richmond Park and Victoria primary Schools and their communities in Clarendon, with the following achievements and benefits Undertaken by the communities in collaboration with Ministry of Economic growth:
 - ✓ Two communal water catchment areas rehabilitated and provided with storage tanks, water treatment and tap facilities, and one solar pump at Victoria school;
 - ✓ Total of 83,000 gallons water storage capacity was created for domestic water use, now benefiting schools, that no longer have to close when water from national supply runs out. Neither do schools again have to spend \$ 12,000 per day buying water to try to keep schools open when there is no water supply;
 - ✓ Several climate change awareness and capacity building sessions for facility maintenance held for pupils and communities;
 - ✓ Two school gardens were established with irrigation facilities for teaching and supplementary feeding;
 - ✓ Beneficiaries in the FGD expressed now having more accessible drinking water, less exposed to health risks and spend less time sourcing water from long distances and or from expensive sources;
 - ✓ Their quality of life has been enhanced and improved their livelihood prospects;
 - ✓ Children are able to attend school on a more regular basis with greater water availability;
 - ✓ One parent at Victoria is now keeping poultry and pigs on full-time basis as water supply is assured.
- Promoting climate smart technologies in schools through enhancement of the 4H supported school gardens programme covered Students, Teachers and residents of:- 22 High Schools; 34 Primary/All Age schools; 11, 4-H Training Centres island-wide to provide training to farmers and community members. Highlighted achievements and benefits include:
 - ✓ Irrigation infrastructure comprising: -rainwater catchment/harvesting channels; water storage via tanks; and gravity fed drip irrigation water distribution lines installed at 70 educational facilities island-wide;
 - ✓ Total of 65,800 gallons of water storage infrastructure was installed;

- ✓ Training in Climate Smart Agriculture was provided. This has ultimately contributed to; school feeding and additional income to schools, enhancing educational curriculum, increased involvement of post-secondary education and community involvement, enhanced awareness on climate smart agriculture, rehabilitation of persons with disabilities, and those incarcerated.



- The Cascade project was not visited, but 1,980 households in the St. Anne Area have been impacted on demonstrating climate resilient technologies for agricultural production. Benefits include:

- ✓ Timely water supply, quick crop maturity with higher yields, harvesting during off-production peaks, thereby fetching better prices, etc.

Specific Country Findings and Observation: Suriname (Interviews held through Skype on 11th Oct, 2019)

The Evaluation Team was unable to physically visit Suriname country office and the running community projects because of delays in acquiring entry VISA against a tight field evaluation programme. Instead Skype (virtual) meeting for a discussion interview was held on 11th October, 2019 between; Mr. John K. Ogwang; Lead International Consultant for Project-End Evaluation of J-CCCP at the PMU in Barbados, and at Suriname J-CCCP Country Office (UNDP): Bryan Drakenstein, Gina Griffith (Board member), and Priscilla Hensen. The two hour Skype discussion was guided by 33 selected key questions. In addition, the national coordinating office in Suriname committed to following up and obtaining completed questionnaires from respondents provided with the interview questionnaires.

Key findings:

- Goals and targets set out in all the three outcomes were achieved;
- Seven (7) community pilot projects running: Two government initiated: (1) Development of community-based water capacity and irrigation systems, and; (2) Climate-resilient agro-pastoral practices and technologies;
- 11,650 gallons of storage capacity has increased by installing rainwater harvesting systems in the Maroon community of Asigrón, Suriname (Project: Enhancing access to drinking water for the Maroon community of Asigrón, SU2)
- Five community pilot projects proposed by CSOs and CBOs, on; (1) Women Empowerment & Renewable Solar Energy; (2) Partnership with EU funded C5 project on hydromet data; (3) Data infrastructure improvement with University, (4) children's homes (Nurseries), and; (5) Scaling out solar energy to the interior;
-

Specific Country findings and Observation Saint Lucia (visited on 8 – 9 Oct, 2019)

- Site visits (see photos below) successfully conducted on October 8-9, 2019 to:
 1. Forestiere Methodist Combined School (GAPP Project),
 2. Mille Fleurs Honey Producers Cooperative (Apiculture Project),
 3. Ministry of Finance (overall management and home of UNDP NFP for Saint Lucia)
- Interviews convened with 13 stakeholders – 12 questionnaires completed and 1 outstanding (to be submitted this week). Interviewees included beekeepers, Board Member (Nadia Wells-Hyacinth), principal of school, proponents from Ministries that developed proposals and representatives from Ministries of Fisheries and Agriculture.



Rainwater Harvesting Infrastructure at Forestiere Methodist Combined School



Green house Infrastructure at Forestiere Methodist Combined School



2 types of beehives to evaluate climate resilience apiculture husbandry

Key findings/observations:

- Feedback from interviewees indicate that gender consideration was emphasized from the very inception of all components of the inventions. For instance, a workshop was held with proponents to

infuse greater gender involvement in the project. Human rights issues are not strongly believed to be lacking, therefore there was not much emphasis placed in this regard. In terms of interventions benefitting women and men equally, it was noted that there are more women in the work force, and as such, it is highly likely that they benefited more, as a result. For instance, it was noted that the entire climate change division in SLU is female dominated. This is a similar situation in Energy.

- Whilst none of the pilot projects initiated for Saint Lucia were 100% completed at the time of the evaluation mission, discussions with proponents and beneficiaries indicate that the pilots selected have high conformity with local and national needs as well as linkages to other climate change related projects, particularly for water, agriculture and energy sectors. It is believed that the latter will promote sustainability of outputs under the JCCCP.
- Under the GAAP project, thirty-four persons have attained the LEED-Green Associate accreditation (170% of the expected result). All three green houses have been completed but planting has commenced only in one (awaiting commencement of new school term for the others). All the rainwater harvesting systems used for supplying water to the washrooms at the three schools continue to be used (combined storage capacity 8200 Gallons). The main delay associated with this project is the procurement of the PV for installation at the 3 sites (schools). During the mission it was reported that the PVs were received, and planning was underway to install and commission the technology across the 3 schools.
- The collective insight among all 13 interviewees suggests that the UNDP PMU is seen outside of the UN procurement and financial system. That is, the layers and requirements for facilitating payments and procurement are labelled as “UN bureaucracies”, whilst the PMU is considered to be committed, responsive and flexible.
- Senior officials are very content with the outputs and outcomes of the JCCCP
- In most instances, services/experts that were procured proved to be best fit and suitable. As a result, some Consultants are being utilized for other national initiatives.

Specific Country Findings and Observation Grenada and Carriacou (visited on 10 – 11 Oct, 2019)

- Site visits successfully conducted on October 10-11, 2019 to:
 1. Paddock farm (Carriacou)
 2. Ministry of Agriculture demonstration site (Carriacou)
 3. Princess Royal Hospital (Carriacou)
 4. Community Cistern located in Grand Bay (Carriacou)
 5. Bacolet Juvenile Rehabilitation & Treatment Centre Hydroponics Project (Grenada)
 6. Ministry of Finance (Grenada)
- Interviews were conducted with a total of 8 stakeholders (5 from Carriacou and 3 from Grenada). Interviewees included beneficiaries of the paddock farms, Administrator of the Hospital and Chairperson of the national project committee.

Key findings/observations:

- For the Carriacou Pasture Improvement and Paddock Project, the demonstration plots are established and functioning. transplanted
- For Bacolet Aquaponics project, the hydroponics system installation has been completed and programmed. The planting of seedling has also been initiated and the installation of 2 greenhouses has been completed
- The rehabilitation works on the cistern at Grand Bay are completed. However, a fundamental element for the sustainability is still to be finalized, that is, the signing of a Memorandum of Understanding

between the community and NAWASA regarding the routine testing and treatment of water quality.

Specific Country Findings and Observation Belize *(Not visited – assessed through reports and online survey)*

155 national counterparts (with 53% being represented by females and 47% by males) were trained in understanding the concept and key elements of NAMA through conducting two-day seminars, and capacities enhanced regarding the strategies and key building blocks to advance NAP process.

Final report for country's "Potential Study on Producing Biogas and Renewable Energy from Biomass and Organic Waste" was developed

final baseline assessments were nationally endorsed in December

Knowledge, Attitude and Practices/Behaviour (KAP/B) studies were completed, and based on the surveys and strategies developed, communications campaigns were launched, reaching approximately 800 persons over 15 communities in all 8 countries.

More than 600 youth (from all 8 Caribbean countries) and Japan participated in the Youth Climate Change Conference where the knowledge of each country and youth actions were shared through the presentation of country reports.

As of December 2018, over 3,500 persons in approximately 35 communities (in all 8 Caribbean Countries) had a strengthened understanding and awareness of climate change risks and adaptation measures through the communications campaigns.

The Japan-Caribbean Study Tour was held in early April 2018, and with 21 participants – representative farmers and technical agriculture experts. Post study tour participants have been sharing this knowledge gained through presentations and models. This has led to over 100 persons benefiting from this transfer of knowledge (North-South).

Specific Country Findings and Observation St. Vincent & The Grenadines *(Not visited – assessed through reports and online survey)*

155 national counterparts (with 53% being represented by females and 47% by males) were trained in understanding the concept and key elements of NAMA through conducting two-day seminars, and capacities enhanced regarding the strategies and key building blocks to advance NAP process.

More than 600 youth from the Caribbean and Japan participated in the Youth Climate Change Conference where the knowledge of each country and youth actions were shared through the presentation of country reports.

targeted capacity in source of funding for implementation of NAPs

Specific Country Findings and Observation Dominica *(Not visited – assessed through reports and online survey)*

The Dominica had already submitted a NAMA to the UNFCCC as at the J-CCCP baseline study in 2017.

enhanced their capacity regarding the strategies and key building blocks to advance NAP process.

Final baseline assessments were nationally endorsed in December

final report for Dominica's detailed risk and environmental assessment of the 10 potential relocation sites was developed

Knowledge, Attitude and Practices/Behaviour (KAP/B) studies were completed, and based on the surveys and strategies developed, communications campaigns were launched, reaching approximately 800 persons over 15 communities in all 8 countries.

More than 600 youth from the Caribbean and Japan participated in the Youth Climate Change Conference where the knowledge of each country and youth actions were shared through the presentation of country reports.

Specific Country Findings and Observation Guyana *(Not visited – assessed through reports and online survey)*

155 national counterparts (with 53% being represented by females and 47% by males) were trained in understanding the concept and key elements of NAMA through conducting two-day seminars, and capacities enhanced regarding the strategies and key building blocks to advance NAP process.

final baseline assessments were nationally endorsed in December

Knowledge, Attitude and Practices/Behaviour (KAP/B) studies were completed, and based on the surveys and strategies developed, communications campaigns were launched, reaching approximately 800 persons over 15 communities in all 8 countries.

More than 600 youth from the Caribbean and Japan participated in the Youth Climate Change Conference where the knowledge of each country and youth actions were shared through the presentation of country reports.

7.3 Annex: Matrix of Key Evaluation Questions

Key Evaluation Question	What to look for / Indicators	Data sources	Data collection methods	Indicators / success standards	Methods for Analysis
RELEVANCE <i>(Consistency with and Responsiveness to national and local policies, priorities, needs and partner plans and strategies)</i>					
a) To what extent is the initiative in line with the UNDP mandate, national priorities?	<ul style="list-style-type: none"> Contribution of J-CCCP objectives and results to national priorities of the participating countries, and if they contribute to UNDP Strategies and Programmes, including SDGs; Do they contribute to improvement of capacity of countries to improve Climate Resilience (<i>integrated disaster reduction, mitigation and adaptation plans</i>) 	<ul style="list-style-type: none"> From relevant countries' and UNDP official documentation and reliable secondary data sources. E.g, National Country Development Programmes, J-CCCP project document 	<ul style="list-style-type: none"> Document review and observations Interviews 	<ul style="list-style-type: none"> At least two J-CCCP indicator targets contribute to countries and UNDP Climate Resilience Strategies 	<ul style="list-style-type: none"> Document content analysis.
b) Were the project's broader and immediate objectives, including specification of targets and identification of beneficiaries and prospects for sustainability clear and realistic?	<ul style="list-style-type: none"> Check for clarity in common understanding by all stakeholders of the project and its objectives, outcomes and set targets 	<ul style="list-style-type: none"> Project implementing partners and beneficiary stakeholders Project document and review reports 	<ul style="list-style-type: none"> Interviews Document review 	<ul style="list-style-type: none"> Proportion of stakeholders consulted who indicate having knowledge of project Logic (<i>objectives, results and key activities</i>) 	<ul style="list-style-type: none"> Statistical analysis of captured primary and secondary data
c) How feasible was it for the project to meet its stated targets and objectives?	<ul style="list-style-type: none"> If expected outcomes were realistic, given the implementation timeframe, resources and the country plans 				
d) Was the project relevant to the needs of target beneficiaries?	<ul style="list-style-type: none"> Ascertaining if J-CCCP outcomes address the underlying development needs of communities and Governments. Identifying which needs and requirements of targeted men and women were addressed. 	<ul style="list-style-type: none"> Project progress reports Beneficiary interview responses 	<ul style="list-style-type: none"> Document review Questionnaires FGDs 	<ul style="list-style-type: none"> Results Framework Indicators 2B and 2F: 	<ul style="list-style-type: none"> Statistical analysis of captured data from primary and secondary sources
e) Was there a clear and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame)?	<ul style="list-style-type: none"> Checking the project's casual results chain; Determining in which of the J-CCCP outcome areas and their outputs progress highest, and lowest? 	<ul style="list-style-type: none"> Projects Logical Framework and Theory of Change 	<ul style="list-style-type: none"> Project documents and progress reports 	<ul style="list-style-type: none"> Timeliness of activity implementation and development outcome achievements 	<ul style="list-style-type: none"> Content analysis of progress reports against work plans Process tracing and determining casual packages
f) Was the project's criteria for the selection of beneficiaries appropriate?	<ul style="list-style-type: none"> Determining how activities at all levels activities were selected, designed, implemented and monitored; Coherence between needs expressed by target beneficiaries and the national strategies on Climate Change (CC) on one hand, and project outcomes and outputs on the other hand. 	<ul style="list-style-type: none"> Relevant project documents J-CCCP implementing teams Beneficiary interview responses 	<ul style="list-style-type: none"> Document review, Consultative interviews 	<ul style="list-style-type: none"> On ground performance / successes of community projects 	<ul style="list-style-type: none"> Analysis of data from primary and secondary sources.
g) How has the project contributed to the priorities of UNDP?	<ul style="list-style-type: none"> Check which J-CCCP objectives and results contribute to UNDP development goals, strategies and programmes, including SDGs 	<ul style="list-style-type: none"> Relevant UNDP country programmes and strategies, project documents; 	<ul style="list-style-type: none"> Document analysis; Consultative meetings 	<ul style="list-style-type: none"> Adaptation plans that explicitly address disaster and/or climate risk 	<ul style="list-style-type: none"> Content analysis

Final Evaluation of the Japan-Caribbean Climate Change Partnership Project (J-CCCP)

Key Evaluation Question	What to look for / Indicators	Data sources	Data collection methods	Indicators / success standards	Methods for Analysis
		<ul style="list-style-type: none"> • UNDP offices and partners 		management and contribute to SDGs	
h) How relevant has the project been to the country's national policies and plans?	<ul style="list-style-type: none"> • Check which national priorities of the participating countries J-CCCP objectives and results have contributed to, and how? 	<ul style="list-style-type: none"> • Baseline report and other project documents 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • J-CCCP developed adaptation plans that explicitly address disaster and/or climate risk management in line with national / sub-national development 	<ul style="list-style-type: none"> • Content analysis
i) Were the counterparts appropriately involved? <ul style="list-style-type: none"> ▪ Were they participating in the identification of their critical problem areas and in the development of technical cooperation strategies and ▪ Were they actively supporting the implementation of the project approach? 	<ul style="list-style-type: none"> • Determine which stakeholders were involved in the conception, planning and implementation of J-CCCP activities, and in which activities and during which periods and occasions? 	<ul style="list-style-type: none"> • Project documents • Country J-CCCP implementing counterparts 	<ul style="list-style-type: none"> • Document review • Interviews with project counterparts in participating countries 	<ul style="list-style-type: none"> • Individual member representation in project implementing organs as a measure of level of ownership 	<ul style="list-style-type: none"> • Data analysis
j) Is the local ownership of the project ensured? Of the Government, counterparts and at the level of beneficiaries?	<ul style="list-style-type: none"> • Evidence of active involvement of stakeholders at Government and local beneficiary levels at all stages of J-CCCP project cycle (<i>design, work planning, implementing, receiving communication and benefits</i>) 	<ul style="list-style-type: none"> • Project documents • Representatives of Government and Local Communities 	<ul style="list-style-type: none"> • Document review • Interviews • FGDs 	<ul style="list-style-type: none"> • Proportion of Government Officials and local communities in project management entities for decision making 	<ul style="list-style-type: none"> • Data analysis
EFFECTIVENESS (Extent to which the project's intended results (outputs or outcomes have been achieved)					
a) To what extent have the outputs and outcome targets been achieved? How has project contributed to its expected outcomes?	<ul style="list-style-type: none"> • Quantifying cumulative achievements of planned targets for each output and outcomes as measured by their indicators, and comparing with indicator baseline values • Which outcomes and outputs were achieved highest and which ones were achieved lowest. What difference did they make? What were the enabling and the limiting factors accounting for this? • Completion of NAMAs and NAPs • Progress in adopting adaptation technologies and countries interest in mitigation; • The knowledge networks working, and levels of cooperation 	<ul style="list-style-type: none"> • Data and Information search and from official documentation progress reports, completion report • Sample primary data collection surveys and key informant consultative interviews. • Field observations. 	<ul style="list-style-type: none"> • Systematic document analysis • Consultative sessions (Interviews and FGDs), • Observations 	<ul style="list-style-type: none"> • Quantitative levels of achieved results and quality of completion e.g state of development of NAMAs and NAPs in each country. 	<ul style="list-style-type: none"> • Statistical analysis of data from primary and secondary sources.

Final Evaluation of the Japan-Caribbean Climate Change Partnership Project (J-CCCP)

Key Evaluation Question	What to look for / Indicators	Data sources	Data collection methods	Indicators / success standards	Methods for Analysis
b) What factors have contributed to achieving or not achieving intended outputs and outcomes?	<ul style="list-style-type: none"> Search for main factors, assumptions and risks that contributed positively, or negatively, to the progresses towards achieving outcomes. Determine outcome areas and their outputs with highest progress achieved (%), and lowest? What were the enabling and the limiting factors accounting for this? What measures were taken to enhance enabling factors and eliminate limiting factors? 	<ul style="list-style-type: none"> Data and information from official documentation and reliable secondary data sources. Sample key informant consultative interviews. Observations 	<ul style="list-style-type: none"> Information search and systematic analysis Primary data collection surveys (<i>interviews and FGDs</i>) 	<ul style="list-style-type: none"> Effect of measures taken to enhance enabling factors and eliminate limiting factors. 	<ul style="list-style-type: none"> Analysis of data from primary and secondary sources.
c) What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome? Instances of co-financing and its influence on project activities can also be cited (if possible)	<ul style="list-style-type: none"> Determining over and above funding and boards / steering committees membership, what other specific areas of achievement came about as a result of the partnership; Specified roles played by each partner; Any additional financing leveraged. 	<ul style="list-style-type: none"> Partners and other project stakeholders Progress reports 	<ul style="list-style-type: none"> Discussional meetings Interviews Document review 	<ul style="list-style-type: none"> % funding from each development partner Contributions from other key stakeholders: (<i>In-kind, Technical Assistance, Private Investments, etc.</i>) 	<ul style="list-style-type: none"> Statistical analysis of responses in primary data collection sources
d) To what extent has the project improved the capacities of national implementing partners to advocate on climate change issues?	<ul style="list-style-type: none"> Determine areas with evidence that local level ownership and long-term institutional capacity has been improved (<i>technical expertise, financial independence and participation of stakeholders in CC process such as development planning, programs, projects, policies, NAMAs NAPs</i>) Capacity building interventions completed at project-end and stakeholder groups and numbers that participated 	<ul style="list-style-type: none"> Progress Reports Country project implementing counterparts Local beneficiary communities 	<ul style="list-style-type: none"> Discussional meetings Interviews Document review 	<ul style="list-style-type: none"> NAMAs and NAPs developed and local content in the development process Countries and their national entities and processes with increased capacity to improve national climate resilience integrated disaster reduction, mitigation and adaptation plans 	<ul style="list-style-type: none"> Document content analysis Statistical analysis of responses in primary data collection sources
e) To what extent has the project partnered with civil society and local communities to promote climate change awareness and actions in the country?	<ul style="list-style-type: none"> Search for evidence of participation of civil society and local communities in CC process such as development planning, programs, projects, policies, NAMAs NAPs Established and operational local networks that include CSOs and local communities 	<ul style="list-style-type: none"> Progress Reports Country project implementing counterparts Local beneficiary communities 	<ul style="list-style-type: none"> Discussional meetings Interviews Document review 	<ul style="list-style-type: none"> Specific roles played by CSOs in supporting communities and visible results from that support 	<ul style="list-style-type: none"> Document content analysis Statistical analysis of responses in primary data collection sources
f) To what extent are the current results benefitting women and men equally?	<ul style="list-style-type: none"> Search for disaggregated numbers of beneficiaries (against targets) for each of the key outputs and outcomes 	<ul style="list-style-type: none"> Progress Reports Country project implementing counterparts Local beneficiary communities 	<ul style="list-style-type: none"> Discussional meetings Interviews Document review 	<ul style="list-style-type: none"> Numbers of men and women receiving net benefits in community projects, types and magnitude of those benefits 	<ul style="list-style-type: none"> Document content analysis Statistical analysis of responses in primary data collection sources

Final Evaluation of the Japan-Caribbean Climate Change Partnership Project (J-CCCP)

Key Evaluation Question	What to look for / Indicators	Data sources	Data collection methods	Indicators / success standards	Methods for Analysis
g) To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?	<ul style="list-style-type: none"> Determining knowledge, communication and other products and benefits prepared with South to South Technical Cooperation, and how timely these were delivered 	<ul style="list-style-type: none"> Strategic development plans of development partners and countries Project documents and reports 	<ul style="list-style-type: none"> Document review Consultative meetings 	<ul style="list-style-type: none"> Specifying roles played by South to South cooperation in knowledge networks and products, with example cases 	<ul style="list-style-type: none"> Content analysis
h) To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?	<ul style="list-style-type: none"> Look for representation of key stakeholder categories in decision making organs such as project boards, Steering Committees, and numbers and levels of key decisions made. 	<ul style="list-style-type: none"> Progress reports Meeting minutes 	<ul style="list-style-type: none"> Review of records and reports Consultative discussions 	<ul style="list-style-type: none"> Membership of key stakeholders in implementing entities (<i>Committees, Task Forces, etc</i>) Decisions made by local implementing committees. 	<ul style="list-style-type: none"> Content analysis
i) In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?	<ul style="list-style-type: none"> Determine outcome areas and their outputs with highest progress achieved (%). What were the enabling factors accounting for this? What difference did they make? 	<ul style="list-style-type: none"> Progress reports J-CCP implementing teams Beneficiary stakeholders 	<ul style="list-style-type: none"> Document review Interviews Observations 	<ul style="list-style-type: none"> Areas of highest achievement, and overall % achievement of planned targets 	<ul style="list-style-type: none"> Statistical calculations
j) In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?	<ul style="list-style-type: none"> Determine outcome areas and their outputs with lowest progress achieved (%). What were the limiting factors accounting for this? What difference did they make? 	<ul style="list-style-type: none"> Progress reports J-CCP implementing teams Beneficiary stakeholders 	<ul style="list-style-type: none"> Document review Interviews Observations 	<ul style="list-style-type: none"> Areas of lowest achievement in comparison with overall % achievement of planned targets 	<ul style="list-style-type: none"> Statistical calculations
EFFICIENCY: <i>How economically resources or inputs (such as funds, expertise and time are converted to results).</i>					
<ul style="list-style-type: none"> Were the strategies utilized adequate? How have they contributed to the maximum intervention efficiency? 	<ul style="list-style-type: none"> If planned budgets were realised on time for implementation disbursements; Comparison of % expenditure at output and outcome level, with % achievement of planned targets per output and outcome 	<ul style="list-style-type: none"> Budgets and Work plans Financial and physical progress reports 	<ul style="list-style-type: none"> Review of records, budgets, plans and performance reports Observations 	<ul style="list-style-type: none"> Minimal variance between budgeted and utilised expenditure, and between expenditure and physical output and outcome achievement Timeliness in implementation of agreed plans and decisions 	<ul style="list-style-type: none"> Statistical calculations
<ul style="list-style-type: none"> Did the management arrangements (<i>centralized management with decentralized support teams</i>) deliver efficient outcomes? 	<ul style="list-style-type: none"> Examining how the partnership functioned and completed agreed plans in time. What role was played by "outside" support 	<ul style="list-style-type: none"> Implementation records and minutes Members of implementing committees 	<ul style="list-style-type: none"> Review of records and documents Consultative discussions Observations 	<ul style="list-style-type: none"> Timeliness and reach of communication and reporting between central and local levels 	<ul style="list-style-type: none"> Content analysis

Final Evaluation of the Japan-Caribbean Climate Change Partnership Project (J-CCCP)

Key Evaluation Question	What to look for / Indicators	Data sources	Data collection methods	Indicators / success standards	Methods for Analysis
• To what extent was the DIM strategy using IP agreements (as compared to NIM or other) efficient in completing activities delivering results?	• Analysis of rate of delivery of J-CCCP outputs and outcomes in both quality and quantity and cost involved from DIM strategy, in comparison with implementation of like projects under NIM and / or other arrangement within the Caribbean countries.	• Implementation reports • Implementing partners / units in each participating country • Financial records	• Document review	• Effectiveness in achieving results • Cost and time efficiencies	• Statistical analysis
• Did the project design reflect effective analysis of the market to define realistic cost estimates?	• Checking how systematically markets were analysed during development of project interventions. • Extent of involvement of private sector • Sample detailed study of one of the community / investment projects – with its costs and revenue streams	• Progress reports and specific case studies • Project staff and community beneficiaries	• Document review • Interviews	• Any investment financing pledged from private sources?	• Content analysis
• Were the use of resources efficient? Was there economic use of resources?	• What % of outputs and outcomes were achieved 100% within the allotted budget • Determining proportion of total costs that went to management in comparison with what was used for direct implementation of activities	• Financial reports • Physical progress reports	• Document review	• Parity between % expenditure % target achievements	• Financial calculations • Computation of indicator target achievements
• To what extent was project implementation (<i>procurement, recruitment</i>) guided by effectiveness principles such as accountability, fairness and value for money?	• Check if procurement and recruitment followed the established procedures, ToRs. • Check timeliness and analyse if there were delays / backlogs in procurement and recruitment	• Procurement and Recruitment records compared to plans	• Document review	• Parity of completed recruitments and procurements with plans	• Content analysis
• To what extent were quality outputs delivered on time?	• Comparison of work plans and their corresponding implementation reports, especially timing and levels of achievement of outputs against targets and milestones.	• Work plans and Progress reports	• Document review	• Completion of output and outcome delivery at scheduled time and on target	• Computation of indicator target achievements
• To what extent were partnership modalities conducive to the delivery of outputs?	• Activities jointly implemented by two or more partners • Examining how the partnership functioned and completed agreed plans in time. • What role was played by each partner?	• Progress reports • Implementing partners	• Document review • Consultative interviews	• Activities jointly implemented by two or more partners as % of total activities implemented.	• Content analysis
• How was monitoring used to manage the project? Was it adequate?	• Examining the operation of the M&E system if: ✓ project oversight and coordination mechanisms functioned effectively and were sustained. ✓ project data collection and analysis, including in disaggregating data on the basis of gender, location, or other key characteristics, and periodic reporting undertaken regularly; ✓ management undertook appropriate risk analysis and took appropriate actions to ensure that results are not lost.	• M&E Reports • M&E system review reports • Project implementation progress reports	• Document review • Consultative interviews with project implementing and reporting staff	• Timelines and reach out of M&E reports • Extent to which M&E data used and reported is disaggregated e.g on the basis of gender, location, or other key characteristics	• Content analysis

Final Evaluation of the Japan-Caribbean Climate Change Partnership Project (J-CCCP)

Key Evaluation Question	What to look for / Indicators	Data sources	Data collection methods	Indicators / success standards	Methods for Analysis
SUSTAINABILITY <i>(continuation of long-term benefits and their resilience after major development assistance has been completed)</i>					
• Did the project have the intended impact and/or is the project likely to?	<ul style="list-style-type: none"> • Which benefits have / are likely to accrue to which beneficiaries? • The extent to which the benefits are being, or likely to be, maintained over time? 	<ul style="list-style-type: none"> • Beneficiary stakeholders • Progress reports and success case studies 	<ul style="list-style-type: none"> • Interviews • FGDs • Document review 	<ul style="list-style-type: none"> • Any adaptation mechanisms adopted / being put in place for wider adoption 	<ul style="list-style-type: none"> • Content analysis • process tracing and determining casual packages
• What strategies and mechanisms have been incorporated to the implementation of the project to guarantee the sustainability of expected outputs after the project?	<ul style="list-style-type: none"> • Any evidence that the J-CCCP contributed to building partnerships and to promoting countries and Local Level ownership of CC resilience planning, programs, projects, research findings and policies? 	<ul style="list-style-type: none"> • Progress reports • Implementing teams in countries • Community level beneficiaries 	<ul style="list-style-type: none"> • Observations • FGDs • Review of progress reports 	<ul style="list-style-type: none"> • What % of implemented / initiated community projects and national policy CC interventions were “own initiated”? 	<ul style="list-style-type: none"> • Qualitative content analysis
• To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?	<ul style="list-style-type: none"> • Examine the operational sustainability mechanism put in place and measure level to which it was disseminated and implemented; • Search for evidence that long -term institutional capacity has been improved among local stakeholders (technical expertise, financial independence and participation of stakeholders in utilising project benefits) 	<ul style="list-style-type: none"> • Progress reports • Implementing teams in countries • Community level beneficiaries 	<ul style="list-style-type: none"> • Observations • FGDs • Review of progress reports 	<ul style="list-style-type: none"> • Level of stakeholder awareness of sustainability strategy and mechanisms pursued 	<ul style="list-style-type: none"> • Qualitative content analysis
• To what extent were policy and regulatory frameworks in place to support the continuation of benefits?	<ul style="list-style-type: none"> • Examining if the policy and institutional environment in which J-CCCP operates enables and facilitates development and use of local capacity for continued use of J-CCCP products • What specific policy and regulatory actions were taken to enhance sustainability of benefits? 	<ul style="list-style-type: none"> • Reports • Project implementing teams 	<ul style="list-style-type: none"> • Document review • Consultative interviews 	<ul style="list-style-type: none"> • Number of sustainability actions put in place and adopted 	<ul style="list-style-type: none"> • Content analysis
• To what extent have partners committed to providing continuing support?	<ul style="list-style-type: none"> • Any indications of formulation of follow-on project / investments in systems put in place by J-CCCP and which partners are involved. • Which partners are involved? 	<ul style="list-style-type: none"> • Reports and meeting records • Partners (current and potential) 	<ul style="list-style-type: none"> • Review of partner country plans • Consultative discussions with partners 	<ul style="list-style-type: none"> • Indicative amounts of funds pledged by which partners for any follow-on interventions / investments 	<ul style="list-style-type: none"> • Content analysis
• To what extent do stakeholders support the project's long-term objectives?	<ul style="list-style-type: none"> • Examine to identify in which of the community projects put in place by J-CCCP the local stakeholders have greatest interest, and why. 	<ul style="list-style-type: none"> • Community project sites • Beneficiary communities • Progress reports 	<ul style="list-style-type: none"> • Observations • FGDs • Review of reports and case studies 	<ul style="list-style-type: none"> • Any expanded / own initiated additional community / individual CC resilience projects put in place 	<ul style="list-style-type: none"> • Critical examination of observed cases
• To what extent are lessons learned being documented by the project team on a continual basis and	<ul style="list-style-type: none"> • Examining cumulative and repeat lessons learnt sections of annual progress reports and previous project reviews, any recommendations made and actions taken. 	<ul style="list-style-type: none"> • Progress reports • Previous evaluations / reviews 	<ul style="list-style-type: none"> • Document review • Interviews and consultation sessions 	<ul style="list-style-type: none"> • Which country programming / policy is 	<ul style="list-style-type: none"> • Content analysis

Final Evaluation of the Japan-Caribbean Climate Change Partnership Project (J-CCCP)

Key Evaluation Question	What to look for / Indicators	Data sources	Data collection methods	Indicators / success standards	Methods for Analysis
shared with appropriate parties who could learn from the project?	<ul style="list-style-type: none"> Identifying what Best Practices have emerged and which ones can be applied going forward? What should be avoided going forward? 	<ul style="list-style-type: none"> M&E reports Partners and all stakeholders 		being informed by J-CCCP?	
How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?	<ul style="list-style-type: none"> Levels / extent of involvement of all gender groups and the marginalised in the J-CCCP project cycle stages Interventions and benefits e.g community projects that address gender inequalities and respect all individual rights 	<ul style="list-style-type: none"> Progress reports Sustainability strategies Beneficiary communities 	<ul style="list-style-type: none"> Review of reports and case studies Observations FGDs 	<ul style="list-style-type: none"> Disaggregated data of project beneficiaries Interventions / lessons from project that are informing design of GE and HR responsive NAMAs and NAPs 	<ul style="list-style-type: none"> Critical examination of CC residence strategies put in place Statistical analysis of data
Assessment of the possible ex-post role of UNDP.	<ul style="list-style-type: none"> UNDP regional strategies and programmes for Caribbean countries, Any follow-on cooperative partnerships involving UNDP and other partners 	<ul style="list-style-type: none"> Partners and all stakeholders UNDP country programmes 	<ul style="list-style-type: none"> Consultative meetings with partners Document review 	<ul style="list-style-type: none"> New portfolio of support for CC resilience Additional investment leveraging 	Content analysis
HUMAN RIGHTS					
Does the project have capacity to provide data for a HR & GE responsive evaluation?	<ul style="list-style-type: none"> Coverage of project and its implementation of stakeholder needs and rights Deliberate interventions / implementation strategies used to bring into the project the marginalised persons 	<ul style="list-style-type: none"> Project reports and documents Implementing teams Beneficiary stakeholders 	<ul style="list-style-type: none"> Document review Consultative interviews FGDs 	Free and universal access to the project and its benefits by all rights holders	Content analysis
Is there baseline data on the situation of rights holders, and in particular women, at the beginning of the intervention?	<ul style="list-style-type: none"> Baseline reference data on human rights and gender equality situation in each J-CCCP participating country J-CCCP interventions on GE and HR 	<ul style="list-style-type: none"> Project documents Baseline reports on GE and HR J-CCCP baseline 	<ul style="list-style-type: none"> Document review Discussion with project staff 	Any indicators measuring project effects on GE and HR	Content analysis
GENDER EQUALITY					
To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?	<ul style="list-style-type: none"> Gender specific targets and milestones in project plans Gender disaggregated achievements and benefits and beneficiaries Proportion of men and women in project decision making organs and positions. 	<ul style="list-style-type: none"> Project implementation documents and progress reports Project teams Community stakeholders 	<ul style="list-style-type: none"> Document review Interviews FGDs 	Specific indicators measuring project effects on gender	Content analysis
Is the gender marker data assigned to this project representative of reality?	Inspecting the adherence to gender markers in tracking the proportion of funds "ring-fenced" in the various project outputs and operations for advancing gender equality.	<ul style="list-style-type: none"> Budget and Expenditure records Physical implementation progress records 	<ul style="list-style-type: none"> Document Review Interviews Observations 	Quality of, consistency and transparent use of gender markers	<ul style="list-style-type: none"> Content analysis Computation from recorded financial information
To what extent has the project promoted positive changes in gender	<ul style="list-style-type: none"> Proportion of women benefiting in comparison with baseline That project interventions do not increase burden and workloads for women disproportionately 	<ul style="list-style-type: none"> Progress reports Community beneficiaries 	<ul style="list-style-type: none"> Document review observations FGDs 	Changes in GE index in J-CCCP countries	Content analysis

Final Evaluation of the Japan-Caribbean Climate Change Partnership Project (J-CCCP)

Key Evaluation Question	What to look for / Indicators	Data sources	Data collection methods	Indicators / success standards	Methods for Analysis
IMPACT <i>(Changes in human development and people's well-being brought about by the project directly or indirectly, intended or unintended)</i>					
<ul style="list-style-type: none"> Did the project have the intended impact and/or is the project likely to? 	<ul style="list-style-type: none"> Examine from reported progress and determine from analysis of field survey data the extent in quantity and quality to which the intended impact of the project as described in the Project documents been achieved / in progress to be achieved (as % of targets). This as a contribution to the overall wider development impact in the targeted countries. Listing all direct and indirect; intended and unintended project effects and their implications) Examine if risk analysis was undertaken and appropriate remedial measures taken. 	<ul style="list-style-type: none"> All progress reports Baseline report Project implementers Project beneficiaries Other stakeholders 	<ul style="list-style-type: none"> Analysis of Completion Reports Official documents and records Interviews FGDs Observations 	<ul style="list-style-type: none"> Any evidence of CC resilience policy actions / initiatives initiated 	<ul style="list-style-type: none"> Content analysis Process tracing and determining casual packages
<ul style="list-style-type: none"> What specific contribution did the project make? What specific part of this difference can be attributed to the project? 	<ul style="list-style-type: none"> Carrying out contribution analysis of analysed data from both primary and secondary sources. 	<ul style="list-style-type: none"> All progress reports Baseline report Project implementers Project beneficiaries Other stakeholders 	<ul style="list-style-type: none"> Analysis of Completion Reports Official documents and records Interviews FGDs Observations 	<ul style="list-style-type: none"> Comparison of computed performance levels with baseline 	<ul style="list-style-type: none"> Statistical calculation using analysed J-CCCP project performance data Contribution analysis

7.4 Annex: Generic Data Tools used (adapted to specific stakeholders)

6.1.1 Master Questionnaire for consultative Interview

OVERALL CONTEXT

In June, 2016, Government of Japan, The United Nations Development Programme (UNDP), Barbados and the OECS Countries started implementation of the Regional Japan-Caribbean Climate Change Partnership Project (J-CCCP). This is a Climate Change Resilience Partnership support to eight Caribbean countries in advancing the process of low-emission risk resilient development by improving energy security and integrating adaptation to climate change into medium to long-term planning. In August, 2019, UNDP commissioned a Final Project Evaluation of the J-CCCP. The evaluation is to provide an immediate project-end performance assessment to determine if project interventions have / are contributing to the set J-CCCP project objectives, achievement of key outcomes and progression towards ultimate impact. As part of the project end evaluation, a team of independent consultants contracted by UNDP are contacting relevant project stakeholders and implementing partners at all levels to assess the achievements of project results, and to draw lessons that can improve the sustainability of the benefits of the J-CCCP project.

These questions serve as a guide in the discussions – additional probing questions may be asked, and they are classified according to the usual criteria of evaluation, mostly to understand: the relevance, effectiveness, efficiency, impact and sustainability of J-CCCP project. The responses obtained during the interviews complement information collected in the various documents. The questions blend standard multiple choice with some open-ended questions to have a good understanding of the progress, achievements, challenges and lessons from the design and implementation of the J-CCCP project in Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and Grenadines, Suriname, as well as the Project Management office in Barbados.

Please take some time to complete this questionnaire independently or in a short discussion with a consultant for about 20 - 30 minutes.

CONFIDENTIALITY: We aim to maintain the confidentiality of any information or perspectives provided in the data and information generated from this interview. The final evaluation documents and completion reports will not attribute information to individual participating stakeholders, and any perspectives / opinions will be synthesized to ensure such confidentiality. The data and information obtained will be used solely for purposes of undertaking the evaluation of the J-CCCP project Support for the OECS.

Please read and understand the questionnaire well, and fill in responses in the blank spaces provided, and / or mark / tick appropriately as indicated, with accurate data and information to the best of your knowledge about your entity's performance in the J-CCCP project.

GENERAL INFORMATION

Interview Information:		Qnn. Number
Full Names of respondent:	Name of Country	Sex of Respondent:
Title/Position:	Name of organization / entity:	Date:
Contact: Phone: _____ E-mail: _____		

Please tell us about your specific role in the J-CCCP project; more specifically, what aspects of the project you are familiar with / participated in?

DESIGN AND RELEVANCE OF THE J-CCCP PROJECT TO LOCAL & NATIONAL PRIORITIES

1. How would you rate the conformity (being in-line with & therefore contributing to) of the overall J-CCCP project goal of; *advancing the process of low-emission risk resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change*, and its objectives, outcomes and immediate outputs to your own area and other related country Climate Change programme objectives, needs and priorities?

Scale:	Conformity to: (Tick as relevant)			Back-up evidence for choice:
	Local Area Needs	Country and National Policies & Priorities	SDGs & UNDP Mandate	
(1) Do not conform				
(2) somewhat not conforming				
(3) somewhat conforming				
(4) conforming				
(5) Highly conforming				

2. (a) If in conformity (scale 3 – 5), did these objectives, outcomes and immediate outputs remain valid and relevant throughout the five (5) years (2014 – 2019) of implementation of the J-CCCP project; or some changes were made during implementation?

- (b) If changes were made in the course of implementation, what were these changes?

3. Please describe the linkages between this project and other interventions within other climate change related sectors

Sector	Linkage with J-CCCP

4. To what extent did the project support South- South and North- South cooperation e.g in knowledge and information exchange and sharing?

Scale:	Tick one	Explain:
(1) Do not know		
(2) Not at all		
(3) To Small extent		
(4) To Average extent		
(5) To Great Extent		

5. To what extent were you and / or your entity involved in the conception, design, implementation and monitoring of J-CCCP project activities?

Scale:	Tick one	Explain details of involvement or non-involvement:
(1) Do not know		
(2) Was not involved		
(3) Partially		
(4) Involved		
(5) Highly involved		

6. How would you rate in your own understanding, the level of clarity and logical consistency between, inputs, activities for each output, and how these progress towards achievement of outcomes in terms of quality, quantity and time-frame – as listed below?

Outputs by Outcomes	Rating Selection Scale					
	(1) Do not know	(2) Not adequate	(3) Somewhat adequate	(4) Quite adequate	(5) Highly adequate	Justify selected scale
Outcome 1: Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) are formulated and institutionalised;						
Output 1.1. Technical support provided to support the formulation of national roadmaps on the NAP process;						
Output 1.2. National teams are trained in the use of tools, methods and approaches for NAP;						
Output 1.3. Business-as-usual greenhouse gas emission baselines established, & mitigation options identified						
Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems done;						
Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean;						
Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas;						
Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate change impacts;						
Output 2.3 Community-based water capacity and irrigation systems improved or developed;						
Output 2.4 Climate-resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas;						
Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster-induced losses;						
Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management.						
Outcome 3: Knowledge Network created to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change						
Output 3.1 Capacity building within the region to sustain and enhance approaches to climate change adaptation and mitigation						
Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management						
Output 3.3 Japan-Caribbean transfer of technical						

and process-oriented information on experiences, good practice, lessons and examples of relevance						
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7. In your own words, how would you describe the adequacy of coverage of the J-CCCP project design, its implementation and benefits generated for the countries' sectoral Climate Change Resilience needs and all deserving populations?

8. How adequately would you say the requirements of targeted women and men were considered?

Scale:	Tick one	Justify:
(1) Do not know		
(2) Not adequate		
(3) Somewhat adequate		
(4) Quite adequate		
(5) Highly adequate		

ABOUT EFFECTIVENESS

9. Performance of J-CCCP project Implementation in terms of achievement of expected results:

We understand that progress reports have indicated % achievement of planned actions, but we would like your own on-the-ground and realistic assessment to what percentage (estimate) the planned and expected outcome and output targets were achieved over the 5 years of the J-CCCP project?

[PMU OFFICIALS PLEASE RESPOND TO OUTCOMES 1 & 3 AND THEIR OUTPUTS ONLY + LAST TWO GENERAL QUESTIONS: NATIONAL COORDINATORS, PLEASE RESPOND TO OUTCOME TWO AND ITS OUTPUTS ONLY + LAST TWO GENERAL QUESTIONS]

Expected outcomes of the J-CCCP project and their outputs to be achieved in 5 years (Mention % achievement of outputs BY COUNTING HOW MANY ACTIVITIES THAT WERE PLANNED FOR IMPLEMENTATION WERE COMPLETED 100% under each outcome)	Achievement (%)	Evidence for your quantitative estimate
PMU ONLY:		
i) Outcome 1: Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalised;		
• Output 1.1. Technical support towards national and sub-national institutional and coordination arrangements in Caribbean countries to support the formulation of national roadmaps on the NAP process, including elements for monitoring the progress of their implementation.		
• Output 1.2. National teams are trained in the use of tools, methods and approaches to advance the NAP process and budgeting.		
• Output 1.3. Business-as-usual greenhouse gas emission baselines established, and climate change mitigation options for selected sectors relevant for the Caribbean region identified.		
• Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems and NAMA registries in place to monitor their execution.		

Expected outcomes of the J-CCCP project and their outputs to be achieved in 5 years (<i>Mention % achievement of outputs BY COUNTING HOW MANY ACTIVITIES THAT WERE PLANNED FOR IMPLEMENTATION WERE COMPLETED 100% under each outcome</i>)	Achievement (%)	Evidence for your quantitative estimate
What factors in your own understanding have contributed to ACHIEVING the intended outputs and outcomes above?		
What factors have contributed in your own understanding to NOT ACHIEVING the intended outputs and outcomes above?		
NATIONAL COORDINATORS ONLY		
ii) Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean;		
• Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas (e.g. communal reservoirs, rooftop catchment, rainwater storage tanks and conveyance systems)		
• Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate change impacts.		
• Output 2.3 Community-based water capacity and irrigation systems improved or developed to test their ability to raise agricultural productivity.		
• Output 2.4 Climate-resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas.		
• Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster-induced losses		
• Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management interventions to catalyse low-emission climate-resilient technology transfer, development and investments in the Caribbean		
What factors in your own understanding have contributed to ACHIEVING the intended outputs and outcomes above?		
What factors have contributed in your own understanding to NOT ACHIEVING the intended outputs and outcomes above?		
PMU ONLY:		
iii) Outcome 3: Knowledge Network created in Caribbean to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change.		
• Output 3.1 Capacity building within the region to sustain and enhance approaches to climate change adaptation and mitigation		
• Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management interventions to catalyse low emission technologies for sustainable cities in island towns and communities		
• Output 3.3 Japan-Caribbean transfer of technical and process-oriented information on experiences, good practice, lessons and examples of relevance to medium to long-term national, sector and local planning and budgeting processes		
ALL PMU & NC		
What factors in your own understanding have contributed to ACHIEVING the intended outputs and outcomes above?		
ALL PMU & NC		

Expected outcomes of the J-CCCP project and their outputs to be achieved in 5 years (<i>Mention % achievement of outputs BY COUNTING HOW MANY ACTIVITIES THAT WERE PLANNED FOR IMPLEMENTATION WERE COMPLETED 100% under each outcome</i>)	Achievement (%)	Evidence for your quantitative estimate
What factors have contributed in your own understanding to NOT ACHIEVING the intended outputs and outcomes above?		

10. To what extent were the following intended interventions completed and applied as planned during J-CCCP project implementation? (*Please tick your appropriate choice using the key below and justify your response where applicable*)

KEY: 0 = Do Not Know 1 = Not at all; 2 = Small extent; 3 = Medium; 4 = Somewhat great extent; 5 = Greater Extent

Sub – questions	Assessment						Briefly Explain Status
	0	1	2	3	4	5	
a) The project partnered with civil society and local communities to promote climate change awareness and actions in the country;							
b) Knowledge, communication and other products and benefits were prepared with South to South Technical Cooperation, and these have been disseminated;							
c) Key local stakeholder categories are represented in decision making organs such as Project Boards & Steering Committees							
d) Development of NAMAs and NAPs in each of the targeted countries has been completed							
e) Transfer and adoption of mitigation and adaptation technologies is taking place							
f) The completed and on-going J-CCCP interventions and their results are benefiting women and men equally							
g) Gender empowerment has been mainstreamed to national level climate smart development planning and implementation							

11. Key Implementation Constraints and Mitigation Measures

a) What are the five main constraints / bottlenecks which limited the successful implementation and achievement of the J-CCCP project expected results at your level of operation?

b) What mitigation measures were taken at your level to counter these constraints?

c) What other mitigation measures were needed BUT WERE NOT TAKEN at your level to counter these constraints?

12. Key lessons learned and best practices

a) Which are the most important lessons learned during the implementation of the J-CCCP project?

b) Which practices that were utilised would you consider best – for future application?

ABOUT EFFICIENCY & MANAGEMENT

13. To what extent do you agree with the following operational statements about the J-CCCP project implementation process and achievements?

(Please tick your appropriate choice of assessment using the key below and justify your response where applicable)

KEY: 0 = Do Not Know; 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat Agree; 4 = Agree; 5 = Strongly Agree.

Sub – questions	Assessment						Briefly justify your response
	0	1	2	3	4	5	
c) The project institutional set-up and systems worked effectively to enable J-CCCP project implementation.							
d) Various stakeholders were involved in the J-CCCP project processes.							
e) The flow of resources (mobilisation and access) was adequate and appropriate for the whole J-CCCP project planning and implementation.							
f) The funds made available were sufficient for implementing all the actions planned for in your area							
g) The J-CCCP project teams were able to successfully complete the J-CCCP project implementation processes on time and within budget.							
h) The accounting and financial systems that were in place were adequate for project management and producing accurate and timely financial information							
i) Procurements and recruitments were carried out and completed on time, and there were no delays / backlogs							
j) Procurements and recruitments were carried out following the established procedures and ToRs.							

Sub – questions	Assessment						Briefly justify your response
	0	1	2	3	4	5	
k) The implementation entities and mechanisms were effective in coordinating and managing the J-CCCP project implementation.							
l) Project management was flexible and adaptive to changing contexts and ensured efficient resource (time, personnel and finance) use?							
m) The project utilised varied approaches / initiatives as delivery mechanisms							
n) There were synergies among implementing partners created to optimise results and avoid duplication (joint activities designed, implemented and monitored in a coordinated manner), eg partnerships with Civil Society, Private Sector, Local Governments, Academia, International Organizations, etc.							
o) Joint activities were selected, designed, implemented and monitored for more efficient management							
p) Design, implementation and monitoring of joint activities was cost effective in terms of investment of implementation time relative to results <i>i.e. were the level of results of joint implementation and monitoring worth the time and resources spent on them?</i>							
q) The project M&E set up was used in managing the project							
r) The M&E system used to manage the project has been built into programming and strategy to strengthen accountability							

14. Which partnerships/linkages were facilitated by the project? Which ones can be considered sustainable?

15. How efficient have UNDP partnerships been in contributing to the achievement of outputs?

Scale:	Tick one	Explain:
(1) Do not know		
(2) Not at all		
(3) To Small extent		
(4) To Average extent		
(5) To Great Extent		

16. In which of the following J-CCCP project outcome areas and their outputs was progress highest, and lowest [Please tick only one appropriate column for each outcome / output]?

Key Outcomes and Outputs	Progress was Highest (tick)	Progress was Lowest (tick)
i) Outcome 1: Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) to promote alternative low emission and climate resilient technologies that can support energy transformation and adaptation in economic sectors are formulated and institutionalised;		

Key Outcomes and Outputs	Progress was Highest (tick)	Progress was Lowest (tick)
<ul style="list-style-type: none"> Output 1.1. Technical support towards national and sub-national institutional and coordination arrangements in Caribbean countries to support the formulation of national roadmaps on the NAP process, including elements for monitoring the progress of their implementation. 		
<ul style="list-style-type: none"> Output 1.2. National teams are trained in the use of tools, methods and approaches to advance the NAP process and budgeting. 		
<ul style="list-style-type: none"> Output 1.3. Business-as-usual greenhouse gas emission baselines established, and climate change mitigation options for selected sectors relevant for the Caribbean region identified. 		
<ul style="list-style-type: none"> Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems and NAMA registries in place to monitor their execution. 		
ii) Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean		
<ul style="list-style-type: none"> Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas (e.g. communal reservoirs, rooftop catchment, rainwater storage tanks and conveyance systems) 		
<ul style="list-style-type: none"> Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate change impacts. 		
<ul style="list-style-type: none"> Output 2.3 Community-based water capacity and irrigation systems improved or developed to test their ability to raise agricultural productivity. 		
<ul style="list-style-type: none"> Output 2.4 Climate-resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas. 		
<ul style="list-style-type: none"> Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster-induced losses 		
<ul style="list-style-type: none"> Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management interventions to catalyse low-emission climate-resilient technology transfer, development and investments in the Caribbean 		
iii) Outcome 3: Knowledge Network created in Caribbean to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change.		
<ul style="list-style-type: none"> Output 3.1 Capacity building within the region to sustain and enhance approaches to climate change adaptation and mitigation 		
<ul style="list-style-type: none"> Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management interventions to catalyse low emission technologies for sustainable cities in island towns and communities 		
<ul style="list-style-type: none"> Output 3.3 Japan-Caribbean transfer of technical and process-oriented information on experiences, good practice, lessons and examples of relevance to medium to long-term national, sector and local planning and budgeting processes 		

17. a) What were the enabling factors accounting for the high progress and low progress? What difference did they make?

17. b) What were the limiting factors accounting for the low progress? What difference did they make?

18. In what ways could transaction costs have been further reduced in the implementation of J-CCCP project?

19. If the J-CCCP project team was not able to successfully complete the implementation process on time and within budget, how could this have been achieved?

20. a) What were the key strengths of the J-CCCP project processes / mechanism?

20. b) What were the key weaknesses of the J-CCCP project processes / mechanism?

21. What areas of the whole J-CCCP project could be improved in the future and how?

ABOUT IMPACT, SUSTAINABILITY AND CROSS-CUTTING ISSUES

22. To what extent would you agree with the following statements regarding likely effects, impact, and level of satisfaction and sustainability of implementation and generated results of the J-CCCP project? (Please tick one cell per row as appropriate and justify your response where applicable)

KEY: 0 = Do Not Know 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat Agree; 4 = Agree; 5 = Strongly Agree;

Sub – questions	Assessment						Briefly justify your response – giving examples
	0	1	2	3	4	5	
a) The OECS countries have now adopted / are in the process of adopting aspects of J-CCCP project approach in their medium to long-term planning that incorporates CC resilience							
b) The Policy, Legal and Institutional frameworks in place are now adequate to support continued use of J-CCCP project outcomes and other results.							
c) The J-CCCP project process had catalytic effects on Climate Change Resilience development.							
d) To a great extent, the J-CCCP project outcomes address the underlying needs in developing Climate Change Resilience of the OECS countries – e.g in terms of adaptation and mitigation.							
e) The J-CCCP project contributed to building partnerships and to promoting countries and Local Level ownership of CC resilience planning, programs, projects, research findings and policies.							
f) The J-CCCP project engaged all relevant stakeholders in diagnosing and analysing the CC resilience development issues, designing national and local CC resilience strategies.							
g) The J-CCCP project engaged all relevant stakeholders in mobilizing resources, and in actual implementation.							
h) The J-CCCP project put in place operational sustainability mechanisms such as successfully increasing capacities in Climate Change Resilience development.							
i) There are indications and commitments of formulation of follow-on project / investments in systems put in place by J-CCCP.							
j) All gender groups (Men, Women, Boys, Girls, and other marginalised Groups) are involved in the J-CCCP project cycle stages.							
k) There is proportionate representation of women (as well as men) in project decision making organs and positions such as in Boards, Local Community Committees, etc.							

Sub – questions	Assessment						Briefly justify your response – giving examples
	0	1	2	3	4	5	
l) Interventions and benefits e.g community projects put in place by J-CCCP meet the needs of all gender groups, and address gender inequalities and respect all individual rights.							

23. As developed to date, do you think the NAMAs and NAPs that have been designed contribute to improved Climate Change Resilience of populations?

Scale:		Tick one	Explain:
(1) Do not know			
(2) Not at all			
(3) To Small extent			
(4) To Average extent			
(5) To Great Extent			

24. Which are the key challenges and risks that the project has faced in ensuring the sustainability of the results?

25. How did the project address its financial and economic sustainability in the medium to long run? and give us your comment on Private Sector participation/involvement in the J-CCCP project and its processes.

26. Do you have any other comment(s) regarding how the J-CCCP project process can increase its impact in the future? E.g. What strategies and mechanisms were incorporated to the implementation of the project to guarantee the sustainability of outcomes after the project?

END
THANK YOU SO MUCH FOR YOUR TIME

7.5 Annex: Characteristics for ranking Gender Equality and Human Rights interventions

(A): Checklist for determining the evaluability of the HR & GE dimensions of an intervention in the evaluation

Characteristics of the Intervention	
HIGH EVALUABILITY	MEDIUM EVALUABILITY
<ol style="list-style-type: none"> 1. The intervention theory has clearly considered HR & GE issues (e.g. the intervention identified, from the beginning, problems and challenges that affect particular groups, inequalities and discrimination patterns in the area where it occurs, contextual or systematic violations of rights, etc.) 2. HR & GE are clearly reflected in the intervention design (logframe, indicators, activities, M&E systems, reporting mechanisms) 3. The intervention design benefitted from a strong and inclusive stakeholder analysis 4. The intervention design benefitted from specific human rights and gender analyses 5. Records of implementation and activity reports contain information on how HR & GE were addressed 6. Stakeholders (both women and men) have participated in the various activities of the intervention in an active, meaningful and free manner 7. Monitoring systems have captured HR & GE information (e.g. the situation of different groups of people, specific indicators, etc.) 8. Data has been collected in a disaggregated manner (e.g. by gender, race, ethnicity, age, etc.) reflecting diversity of stakeholders 9. Progress and results reports for the intervention include HR & GE information 10. Context (political, institutional, cultural, etc.) where the intervention is inserted is conducive to the advancement of HR & GE 	<ol style="list-style-type: none"> 1. The intervention theory has considered HR & GE issues to a certain extent, with weaknesses in some areas of the intervention 2. HR & GE have been reflected in the intervention design to some extent (e.g. intended or mentioned, but not clearly articulated on how to address them in practice; limited to only a few disaggregated indicators such as number of men and women; addressing numbers without addressing actual changes in rights and equality situation; clear in the narrative but not in the logframe etc.) 3. The intervention design benefitted from a stakeholder analysis, but important groups have been left out 4. The intervention design benefitted from limited human rights and gender analyses, or from only one of them 5. Records of implementation and activity reports include limited data on how HR & GE have been addressed 6. Stakeholders have participated in the intervention to a certain extent (e.g. being informed or consulted, but not taking part in decisions; only some groups have been consulted; etc.) 7. Monitoring systems have captured some information on HR & GE 8. Some limited disaggregated data have been collected 9. Progress and results reports for the intervention include some information on HR & GE 10. Context (political, institutional, cultural, etc.) where the intervention is inserted is conducive, to a certain extent, to the advancement of HR & GE

** Note that projects that do not meet the basic requirements outlined for medium evaluability is classified as low ranking.

(B): Summary findings against the characteristic related to high evaluability.

Characteristics of the Intervention	Source of Data	Summary findings from Interviews and Literature Reviewed
1. The intervention theory has clearly considered HR & GE issues (e.g. the intervention identified, from the beginning, problems and challenges that affect particular groups, inequalities and discrimination patterns in the area where it occurs, contextual or systematic violations of rights, etc.)	Project document, Social and Environmental Screening Procedure, Mid-Term Review	Some Evidence <ul style="list-style-type: none"> There is a dedicated section (68-75) of the project document that addresses the regional situation as it relates to gender. Empirical studies are referenced that highlights the inequalities that exist in the Caribbean region, which sectors are most affected and its impacts on development. It is also explicitly articulated how the project will aim to promote gender considerations and the empowerment of women, where applicable. The key limitation is that emphasis on human rights issues/challenges/situation is missing.
2. HR & GE are clearly reflected in the intervention design (logframe, indicators, activities, M&E systems, reporting mechanisms)	Project document, results framework, quarterly progress reports, annual progress reports, pilot project proposal template	Some evidence <ul style="list-style-type: none"> The log frame/results matrix includes indicators (both at outcome and output levels) that incorporate gender consideration and these indicators promote gender analysis and disaggregation of information by sex. The proposal template for pilot projects includes 2 sections (D and E) that strongly promote gender consideration including a beneficiary framework that requires details on men, women, female-headed households, youth and the elderly; details on the envisaged roles of and benefits to male and female beneficiaries. Annual progress reports include information particularly related to the disaggregation of beneficiaries by sex, where applicable; however, emphasis on ethnicity, age and other characteristics that would reflect the diversity of the stakeholders are not included.
3. The intervention design benefitted from a strong and inclusive stakeholder analysis	Interview, pilot project proposal template, sample complete pilot project proposals	Strong evidence <p>It was reported by the UN team that there were consultations in most of the countries and all countries reviewed the JCCCP project document.</p> <p>With regards to the design of the community level interventions, the requirements for the completion of the proposal (template) demonstrate a strong emphasis on stakeholder analysis and engagement/inclusion.</p>
4. The intervention design benefitted from specific human rights and gender analyses	Interview, docs listed at #1, Project QA Assessment Report	Moderate evidence <p>As noted in the summary findings for question 1, there is a dedicated section (68-75) of the project document that addresses the regional situation as it relates to gender. In addition, the PMU held a pilot project development webinar where emphasis was placed on the gender inequalities and what techniques can be used within the proposals to address empowerment of women.</p> <p>However, the key limitation is that emphasis on human rights issues/challenges/situation is missing. This was corroborated by UNDP.</p>
5. Records of implementation and activity reports contain information on how HR & GE were addressed	Pilot Project Field Visit Report Template, Pilot Project Progress Report	Some Evidence <ul style="list-style-type: none"> The annual reports strictly report on targets and indicators with emphasis on ratio of men to women benefiting from certain activities such as training; but there is no details on how HR and GE matters are being addressed – what is working well, what needs to be improved.

Characteristics of the Intervention	Source of Data	Summary findings from Interviews and Literature Reviewed
	Template, Pilot Project Termination Report Template	<ul style="list-style-type: none"> Pilot project field visit and termination report templates did not explicitly require reporting on how HR and GE were addressed for the reporting period. However, a review of a sample of the terminal reports demonstrated that details were provided in terms of how GE in particular were addressed during the design and implementation of <u>some pilots</u>; for example, the JM3-St Ann Terminal Report.
6. Stakeholders (both women and men) have participated in the various activities of the intervention in an active, meaningful and free manner	Interview,	Strong Evidence Outcome 1 had stakeholder consultation for all NAPs and NAMAs at all stages Outcome 2 – this was a requirement of the national project proposals. Countries had to identify stakeholders and roles and vulnerabilities. Some projects also had project steering committees. Outcome 3 had CAP studies and focus group sessions
7. Monitoring systems have captured HR & GE information (e.g. the situation of different groups of people, specific indicators, etc.)	Project results framework, pilot project proposal template	Some evidence Given that the project results matrix include reference to gender and output and outcome indicators, the monitoring system also addresses this. The key limitation is that there is not detailed elaboration of the the situation of different groups of people to support HR analysis
8. Data has been collected in a disaggregated manner (e.g. by gender, race, ethnicity, age, etc.) reflecting diversity of stakeholders	Training reports, registration forms, progress reports	Some evidence Training reports primarily capture the sex of participants/beneficiaries; however, emphasis on ethnicity, age and other characteristics that would reflect the diversity of the stakeholders are not included. The latter could be due to cultural sensitivity.
9. Progress and results reports for the intervention include HR & GE information	Literature review	Some evidence. There is more emphasis on reporting on gender disaggregated information in progress and results reports but details on some of the following key aspects of HR and GE are missing-how empowerment of women and other groups subject to discrimination have been promoted; changes in capacities among duty-bearers to meet their obligations and /or rights-holders to claim their rights
10. Context (political, institutional, cultural, etc.) where the intervention is inserted is conducive to the advancement of HR & GE	Interview, Social and Environmental Screening Procedure	Moderate evidence Feedback from the interviewees suggests human rights issues are not strongly believed to be lacking in countries from a political, institutional and cultural perspective. The Social and Environmental Screening Procedure that was prepared for the Project noted that there were no risks related to principles 1 (human rights) and 2 (gender equality and empowerment). This assumption, particularly for principle 1, could be the root cause for the attainment of a low ranking for providing adequate data for a HR responsive evaluation.

(C) Analysis of Substantive GE and HR Evaluation Questions in the ToR

Key Evaluation Questions	Source of Data	Summary Findings from Interviews and Literature Reviewed
Question 2: Is there baseline data on the situation of rights holders, and in particular women, at the beginning of the intervention?	Project document, Baseline assessment reports for NAPs and NAMAs – Saint Lucia, Project Results Framework, Interview,	<p>Some evidence</p> <ul style="list-style-type: none"> Baseline data per indicator in the log frame did not provide details on the situation of rights holders, and in particular women, at the beginning of the intervention. The overarching project document provided the context for implementation with respect to gender considerations; specifically, regional statistics and information were provided for women as it relates to their vulnerability in the Caribbean such as unemployment rates, composition female-headed households, economic and social statuses and other information surrounding their roles in the home and community that increases their exposure and vulnerability to disaster events. The baseline assessments for the development of the NAP and NAMAs in Saint Lucia does not present strong evidence/data of the situation of rights holders, and in particular women. There is only the mention of “highest unemployment rates among women and in localized regions” in the Saint Lucia Climate Change Baseline Assessment Report: Pg. 1. This was corroborated by interviewees in Saint Lucia and it is also confirmed in the NAP Case Study Report that explicitly earmarks including gender considerations as an area for further consideration with specific recommendations for the conduct of a national climate vulnerability assessment to determine the populations and groups most at risk so as to inform decision-making processes on areas to be prioritized for targeted adaptation actions.
Question 3: To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?	Pilot Project Terminal Reports, JCCCP June 2019 Update Report, A JCCCP Review (n.d), Interviews.	<p>Moderate Evidence <u>The following key findings can be summarized/reiterated for the following phases:</u></p> <p>Design Phase</p> <ul style="list-style-type: none"> The project document includes contextual information on the regional situation as it relates to gender and there is evidence that it was considered in the design of the outputs and outcomes. The proposal template for pilot projects includes 2 sections (D and E) that strongly promote gender consideration. A pilot project development webinar was convened that focused on the gender inequalities and what techniques can be used within the proposals to address empowerment of women. <p>Implementation Phase There is strong evidence of GE and the empowerment of women in some of the case studies of the pilot projects. The following are noteworthy:</p> <ul style="list-style-type: none"> The Suriname UNDP J-CCCP/ACT project - ‘Women Empowerment and Renewable Solar Energy Pilot Project’, where it was reported that the project challenged gender stereotypes by empowering female technicians to install solar panels and allowed women to play a leading role in the project (Source: A JCCCP Review, n.d).

Key Evaluation Questions	Source of Data	Summary Findings from Interviews and Literature Reviewed
		<ul style="list-style-type: none"> ▪ Two communities in Clarendon, Jamaica benefited from enhancing water security. The pilot demonstrates strong evidence of female participation and empowerment, including that of young females (youth). Over 400 persons (252 females and 157 males) were trained in adaptation technologies and practices related to climate change and the youth were also involved in an awareness-raising climate adaptation quiz completion. Because youth play such an important role in any society, their active involvement in such activities is important towards their empowerment and skills building (Source: A JCCCP Review, n.d). ▪ A water security pilot project was also launched in Mayreau, St. Vincent and the Grenadines that reportedly targeted female headed households, among others, as the recipients of hands-on training in the maintenance and operation of water storage tanks to enable them to maintain high quality water for drinking and utilise it in a sustainable manner (Source: A JCCCP Review, n.d). ▪ In Jamaica, the pilot aimed at promoting climate smart technologies in schools through enhancement of the 4H supported school gardens programme, provided a total of 7,883 individuals: 4,080 males and 3803 females with hands on training and the use of the water harvesting and irrigation equipment. Of this total some 228 males and 145 females are adults (18 years and over) with the remainder comprising 7510 youths (3852 males and 3658 females). Further, 53 men and 108 women have been trained in Climate Smart Agricultural principles through a training of trainers Programme (Sources: JCCCP June 2019 Update Report and JM2-4H Terminal Report). ▪ These findings are corroborated by interviewees of the final evaluation. See Figure 5-3, which includes clear perspectives from 14 out of 18 respondents that gender has been mainstreamed. Also, Figure 5-7 (items j, k and l) that indicates respondents are of the opinion that make and females were engaged in the process with women playing a role in decision making. <p>Monitoring Phase</p> <ul style="list-style-type: none"> ▪ The log frame/results matrix includes indicators (both at outcome and output levels) that incorporate gender consideration and these indicators promote gender analysis and disaggregation of information by sex. Further, training reports primarily capture the sex of participants/beneficiaries. The key limitation with monitoring data is that there is limited emphasis on other useful characteristics such as ethnicity, age etc. that would reflect the diversity of the stakeholders that would be informative for deeper GE and HR analysis with respect to the impacts of the project ▪ Annual progress reports include information particularly related to the disaggregation of beneficiaries by sex, where applicable. Greater details on how empowerment of women and other groups subject to discrimination have been

Key Evaluation Questions	Source of Data	Summary Findings from Interviews and Literature Reviewed
		promoted should have been emphasized to enhance the quality of the monitoring system and to support and remedial implementation action, as necessary.
Question 4: Is the gender marker data assigned to this project representative of reality?	Project QA Assessment: Implementation	On the basis of the Project QA Assessment Report, Question # 6 was assigned a score of 2, which means that the project team has some data and evidence on the relevance of the measures to address gender inequalities and empowering women. There is evidence that at least some adjustments were made, as appropriate (both must be true to select this option). In view of the findings discussed thus far, the score of 2 is representative of reality.
Question 5: To what extent has the project promoted positive changes in gender	Pilot Project Terminal Reports, JCCCP June 2019 Update Report, A JCCCP Review (n.d), Interviews, Project Document	Based on the case studies presented for the implementation phase for Question 3 above, and in the context of our understanding of the different vulnerabilities of women and men to climate change; we can deduce that positive benefits of the project on gender to include: empowerment of women, including young women (youth), enhanced awareness of the implications of climate change on key sectors such as water and agriculture, enhanced technical capacities and skills that can improve access to employment (and ultimately income) and/or a role in the development of rural communities.

7.6 Annex: Extracts of Analyzed Data Summaries

Summary of Respondents' Profile

Sex Distribution of Respondents		
Sex	#	%
Male	16	40%
Female	22	55%
Unknown	2	5%
Total	40	100%

Country of Respondents		
Country	#	%
Saint Lucia	5	13%
Carriacou	3	8%
Grenada	12	30%
Belize	2	5%
Jamaica	6	15%
Barbados	5	13%
St. Vincent	2	5%
Suriname	2	5%
Japan	1	3%
Unknown	2	5%
Total	40	100%

Category of Respondents		
Category	#	%
PMU	3	8%
National Focal Point	3	8%
Project Board	8	20%
Steering Committee	0	0%
Policy Level	7	18%
Beneficiary	9	23%
Development Partner	2	5%
Unknown	8	20%
Total	40	100%

DESIGN AND RELEVANCE OF THE J-CCCP PROJECT TO LOCAL & NATIONAL PRIORITIES

27. How would you rate the conformity (being in-line with & therefore contributing to) of the overall J-CCCP project goal of; *advancing the process of low-emission risk resilient development by improving energy security and integrating medium to long-term planning for adaptation to climate change, and its objectives, outcomes and immediate outputs to your own area and other related country Climate Change programme objectives, needs and priorities?*

Scale	Local	Local %	Country	Country %	UN	UN %
1- Do not conform	0	0%	0	0%	0	0%
2- somewhat not conforming	0	0%	0	0%	0	0%
3- somewhat conforming	1	4%	0	0%	0	0%
4- conforming	12	50%	13	54%	9	43%
5 - highly conforming	11	46%	11	46%	12	57%
No answer	16		16		19	
Total respondents per question	24	100%	24	100%	21	100%

28. (a) If in conformity (scale 3 – 5), did these objectives, outcomes and immediate outputs remain valid and relevant throughout the five (5) years (2014 – 2019) of implementation of the J-CCCP project; or some changes were made during implementation?

All stakeholders that responded to this question (19 out of 39) indicated that the objectives, outcomes and immediate outputs remained valid and relevant throughout the lifetime of the JCCCP to the local, national and UN priorities/needs/requirements. The changes that were flagged are more related to implementation strategies/activities. A key lesson that was noted was that through constant consultations with countries and continuous stakeholder engagement, the project ensured that the needs of the countries were met within the project's scope

- (b) If changes were made in the course of implementation, what were these changes?

Corroborates that changes made to the project are mostly associated with implementation activities such as using an individual versus firm to accelerate the rate of implementation of project activities on the ground.

29. Please describe the linkages between this project and other interventions within other climate change related sectors

There is evidence of strong linkages between the JCCCP and other national interventions. Most linkages are around outcome 2 of the JCCCP given its broad scope and sector related focus. Some examples include: (see below)

- SLU - RWH projects in health sector funded by PAHO and CCCCC
- SLU - Liaised with the NAP Global Network through IISD to get additional funding and support. Also developed SSAPs for agriculture and fisheries. Guidelines for the development of SSAPs were developed.
- Grenada - GIZ Project entitled GrenADAPT
- SVG - locally they are aiming to launch a project to promote electric vehicles
- Jamaica: GOJ/Adaptation Fund Programme, JaREEACH and Pilot Programme for Climate Resilience
- Government of SVG _Addressed the Nationally Appropriate Mitigating Actions which had specific attention to the Transportation Sector which sought to address ways to reduce carbon emissions and promote the use of more energy efficient vehicles and or electric / hybrid vehicles.

30. To what extent did the project support South- South and North- South cooperation e.g in knowledge and information exchange and sharing?

Scale	#	%
1- Do not know	3	14%
2- not at all	0	0%
3- to small extent	5	23%
4- to average extent	7	32%
5 - to great extent	7	32%
No answer	27	
Total respondents per question	22	100%

31. To what extent were you and / or your entity involved in the conception, design, implementation and monitoring of J-CCCP project activities?

Scale	#	%
1- Do not know	0	0%
2- was not involved	0	0%
3- partially	1	4%
4- involved	8	31%
5 - highly involved	17	65%
No answer	14	
Total respondents per question	26	100%

32. How would you rate in your own understanding, the level of clarity and logical consistency between, inputs, activities for each output, and how these progress towards achievement of outcomes in terms of quality, quantity and time-frame – as listed below?

KEY: 1 = Do Not Know 2 = Not adequate; 3 = Somewhat adequate; 4 = Quite adequate; 5 = Highly adequate

Collectively, majority of the respondents either skipped this question or indicated that they did not know (score of 1). This was because many could only feedback on a few outputs, pending the nature of the pilot project. Only the PMU, Board members and the NFPs could comprehensively answer this question. The scoring received (frequency) per rating scale is shown in the table below.

Outputs by Outcomes	Findings Per Rating							
	1	2	3	4	5	No answer	Total # of respondents per question	Justify selected scale
Outcome 1: Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans (NAPs) are formulated and institutionalised;								
Output 1.1. Technical support provided to support the formulation of national roadmaps on the NAP process;	2	0	5	1	8	24	16	
Output 1.2. National teams are trained in the use of tools, methods and approaches for NAP;	3	0	4	5	4	24	16	

Outputs by Outcomes	Findings Per Rating							
	1	2	3	4	5	No answer	Total # of respondents per question	Justify selected scale
Output 1.3. Business-as-usual greenhouse gas emission baselines established, & mitigation options identified	3	1	2	5	5	24	16	
Output 1.4. Design and implementation of NAMAs in the Caribbean with MRV systems done;	2	1	4	2	7	24	16	
Outcome 2: Selected mitigation and adaptation technologies transferred and adopted for low emission and climate resilient development in the Caribbean;								
Output 2.1 Affordable climate-resilient community-based water harvesting, storage and distribution systems designed, built and rehabilitated in selected target areas;	0	0	3	5	8	24	16	
Output 2.2 Crop diversification practices tested for their ability to improve resilience of farmers to climate change impacts;	4	1	0	7	3	25	15	
Output 2.3 Community-based water capacity and irrigation systems improved or developed;	1	1	1	6	6	25	15	
Output 2.4 Climate-resilient agro-pastoral practices and technologies (e.g. water management and soil fertility) demonstrated in selected target areas;	2	1	2	8	3	24	16	
Output 2.5 Small-scale infrastructure implemented to reduce climate change and disaster-induced losses;	1	1	3	4	7	24	16	
Output 2.6 Energy pilot demonstrations applied to selected adaptation, mitigation and disaster risk management.	4	1	4	4	3	24	16	
Outcome 3: Knowledge Network created to foster South-South and North-South cooperation through sharing of experiences, and knowledge in the area of climate change								
Output 3.1 Capacity building within the region to sustain and enhance approaches to climate change adaptation and mitigation	3	1	4	5	3	24	16	
Output 3.2 Communication campaign on the benefits of mitigation and adaptation, mitigation and disaster risk management	2	3	4	3	4	24	16	
Output 3.3 Japan-Caribbean transfer of technical and process-oriented information on experiences, good practice, lessons and examples of relevance	2	2	5	3	4	24	16	

33. In your own words, how would you describe the adequacy of coverage of the J-CCCP project design, its implementation and benefits generated for the countries' sectoral Climate Change Resilience needs and all deserving populations?

Majority of the respondents indicated that the coverage of the JCCCP project in terms of design, benefits and implementation was adequate. For several respondents, the benefits were reported to be high because of the relevance of the support (through the pilot projects) provided in addressing the needs of the most vulnerable.

34. How adequately would you say the requirements of targeted women and men were considered?

Scale	#	%
1- Do not know	3	13%
2- not adequate	1	4%
3- somewhat adequate	4	17%
4- quite adequate	8	33%
5 - highly adequate	8	33%
No answer	16	
Total respondents per question	24	100%

ABOUT EFFECTIVENESS

35. Performance of J-CCCP project Implementation in terms of achievement of expected results:

We understand that progress reports have indicated % achievement of planned actions, but we would like your own on-the-ground and realistic assessment to what percentage (estimate) the planned and expected outcome and output targets were achieved over the 5 years of the J-CCCP project?

[PMU OFFICIALS PLEASE RESPOND TO OUTCOMES 1 & 3 AND THEIR OUTPUTS ONLY + LAST TWO GENERAL QUESTIONS: NATIONAL COORDINATORS, PLEASE RESPOND TO OUTCOME TWO AND ITS OUTPUTS ONLY + LAST TWO GENERAL QUESTIONS]

36. To what extent were the following intended interventions completed and applied as planned during J-CCCP project implementation? (Please tick your appropriate choice using the key below and justify your response where applicable)

KEY: 0 = Do Not Know 1 = Not at all; 2 = Small extent; 3 = Medium; 4 = Somewhat great extent; 5 = Greater Extent

The scoring received (frequency) per rating scale and qualitative analysis are shown in the table below.

Sub – questions	Findings Per Rating								Qualitative Findings
	0	1	2	3	4	5	No answer	Total respondents per question	
h) The project partnered with civil society and local communities to promote climate change awareness and actions in the country;	0	0	2	3	5	9	21	19	Majority of the respondents indicated that the pilots partnered with civil society and local communities.
i) Knowledge, communication and other products and benefits were prepared with South to South Technical Cooperation, and these have been disseminated;	7	0	3	1	3	5	21	19	<i>Not enough comments received for qualitative synthesis on status.</i>
j) Key local stakeholder categories are represented in decision making organs such as Project Boards & Steering Committees	2	0	2	3	3	10	20	20	Each of the 8 project countries is represented on the project board, & >90% of countries had national steering committees. Noted that project board did not have CSO representation. However, most of the national committees would have had CSO representation. St. Vincent and the Grenadines did report of not having CSO representation - not due to neglect but rather, challenges in coordinating remotely.
k) Development of NAMAs and NAPs in each of the targeted countries has been completed	3	0	0	3	5	8	21	19	This has been achieved.
l) Transfer and adoption of mitigation and adaptation technologies is taking place	0	1	0	5	6	7	21	19	Respondents have confirmed that the transfer of technologies for mitigation and adaptation to climate variability and change is indeed taking place. But, it was noted in the instance of Saint Lucia, for the RWH projects, that the more up-to-date technologies were not being applied. These include the first flush technology.
m) The completed and on-going J-CCCP interventions and their results are benefiting women and men equally	2	0	2	2	8	5	21	19	There is indication that men and women are benefitting; however, it was indicated that equally might not be the case as in some instances there are more women benefitting due to higher representation in the workplace.
n) Gender empowerment has been mainstreamed to national level climate smart development planning and implementation	2	0	2	7	6	1	22	18	It was reported by some projects that gender empowerment was promoted; however, other respondents did express that gender disparity was not an issue and therefore the need for gender empowerment was not required.

37. Key Implementation Constraints and Mitigation Measures

b) What are the five main constraints / bottlenecks which limited the successful implementation and achievement of the J-CCCP project expected results at your level of operation?

- The timeframe for proposal development and approval was extensive and this resulted in the late start of the projects as well as delayed timeframes for the implementation of the national pilots. Also, it was reported that team morale was low by time the start of some pilot projects because momentum was lost.
- Some of the stakeholders were not extensively involved in the preparation of the proposals; this is particularly so for the GAAP projects.
- Limited national institutional capacities in terms of - absorptive capacities, technical capacities and staff turnover.

- Unavailability of equipment needed in the country or region to facilitate easier procurement. In other instances, there was limited availability of equipment needed and these items had to be restocked that resulted in extended procurement times.
- Slow payments to vendors, which were channeled through the Ministry of Finance.
- There was instances of underestimation or overestimation of items required because considerations were not addressed in the planning phase that only became apparent after the intervention was being implemented.
- Lengthy rainy periods disrupted infrastructural work on the ground, causing delays in completion. Conversely, the extended drought that was experienced in Carriacou for 2019 affected the germination of the drought resistant grass that was imported from USA
- Capacity of the community groups were limited – project assumed they were well established and had capacity to convene meetings, take meeting minutes, organize and mobilize etc. As a result, it does not seem as though the entire community was not being consulted, only the most vocal
- Coordinating on a local level was difficult for some countries particularly those with multi-island states.
- Intense data needs for the NAPs and NAMAs than what was originally envisaged. Also there were data gaps for some countries for preparing the baseline assessments

c) What mitigation measures were taken at your level to counter these constraints?

- Slow payments - UNDP and MOF tried, when necessary, to step in to advance payments.
- Coordinating National Committee - round robin approach was utilized to review and approve documents. However, response rate was not always good
- Budgeting - Plans were amended to fit funding available; Community members and contractors provided in-kind support to complete project
- Limited Institutional Capacities - National Focal Points were hired to support and coordinate national implementation of JCCCP activities. PMU provided 9 thematic experts in order to support the counterparts to develop their project proposals. Worked with other organisations involved in similar work, to provide expertise and time to achieve aspects of the pilot projects with no need for payment for services. For example, IICA was consulted for technical advice with regards to the design and practical tips for proper installation. Up-to-date project dossier in place for updating new staff especially from Government. Changes in national counterparts - Ensure they were promptly briefed by NFPs. Senior managers would also interface with the new focal person to strengthen the orientation process.
- Procurement -PMU team conducted extensive market research to identify potential suppliers, as well as disseminate the procurement information in different methods (through the government system. Countries tried to ensure that all required documentation was submitted correctly to minimize further requests for advancing payments. PMU - In some instances, and where applicable, they used expedited procurement procedures
- Pilot Proposal Development - PMU conducted a webinar to explain the project template

c) What other mitigation measures were needed BUT WERE NOT TAKEN at your level to counter these constraints?

- The suppliers/contractors needed to work more cohesively e.g. while the green house is being built; the PVC could have been installed.
- Reporting was usually late, a possible mitigation would have been having all implementers understand the reporting requirements and their templates well in advance, right on the start of implementation
- An initial assessment of the capacity of the community group and development of a strategy to address weaknesses or strict engagement with communities with organised structure (mandatory requirement)
- Needed to better manage the volume of pilot projects. More projects meant more work for the PMU and the focus was scattered.
- Request tax exemptions from the GoS. This was not done, due to the different small orders placed. The administrative procedure is a lengthy and complex one. Given the fact that ACT-Suriname has an engagement in solar energy like any other project, with no specific program. Staff limitation has hampered this.
- Having professional to monitor and review the quality of services provided by the solar contractor. Due to the unequal competition between solar engineering companies, there is tension and distrust between professionals in the sector.
- South-south exchange of information during the planning and implementation of pilots could have greatly promoted the identification of opportunities for collaboration and allow for the refinement of projects based on lessons.
- Independent quantity surveyor might prove to be valuable
- The proposal and designs should be reviewed by an external technical person in the case of construction or specialty equipment. Technical specifications should be available from the start of the project and especially during procurement to prevent misunderstandings or conflicts during project implementation
- Taking into account that Ministries are under the influence of political changes, there should be a (financial / technical) buffer in the project which can be used when these Ministries are unable to meet commitments
- Contracts with external companies (e.g. construction companies) should be set-up in such a way that smaller units of deliverables are formulated. This allows more flexibility during project implementation, especially when changes are required, and more instances at which contractors receive payments. The latter is important for the contractors to be able to cover expenses made
- Innovative approaches (such as atmospheric water generation) will not necessary work in the field. Simplified basic technologies may sustain better.

- There should have been a limited the no. of community-based projects (under Outcome 2) so that we could leverage the scale and have bigger impacts.
- There is need for year 0 for preparation work, including identify the scope of work and prepare the necessary procurement documents for better planning.

38. Key lessons learned and best practices

c) Which are the most important lessons learned during the implementation of the J-CCCP project?

- Importance of open and frequent communication between beneficiaries and UNDP NFP and the NFP and UN PMU
- Proper planning, especially as it relates to procurement is important, to reduce loss of time
- Ownership of the process by Government Ministries/Departments and Beneficiaries is equally critical for successful implementation and sustainability of project activities
- Ensure local communities understand climate change within their local context to promote buy-in and sustainability
- Dedicated procurement person;
- Adaptive management approach taken by PMU speeded up implementation, and simple reporting templates in place facilitated timely project reporting;
- Even though sustainability was not built into the project at the design stage, involving communities and local partners contributes to sustainability. This is also supported by linkage to national programmes to ensure maintenance of structures and sustainability built into the community projects created and linking countries to access other donor funds to finance their NAMAs
- Working with NGOs will secure sustainability (in the case of Suriname energy projects).
- Collaborators between support agencies is key to smooth implementation of projects
- Building in processes for buy-in and sustainability in design does not negate the need for continued engagement and reaffirmation and verification of systems being in place as project progresses.
- Important to build on what you have and not re-invent the wheel. This was applied to all the SSAPs and NAP that were developed for Saint Lucia. For example there were many documents that already documented the needs of various sectors to elaborate the first drafts of these documents.
- It is important to know your audience when designing education and awareness programmes for climate change. For instance, in Saint Lucia they developed their PSA on adaptation English and Creole.
- Regular meetings and updates with all key stakeholders and beneficiaries would ensure that everyone is on the same page and this helps to advance progress of activities in the country
- Ground truth projects at the project design/conceptualisation phase to avoid pit falls in the future.
- Development of NAPs and NAMAs is highly participatory process that requires adequate time and significant data.
- National impetus is critical for the successful implementation of national activities and promoting sustainability.
- Important to have close supervision over pilot projects to avoid delays in completion
- The NFP mechanism was critical for the success recorded in the implementation of the national projects
- Importance of engaging with partners with same objectives and priorities.
- Extensive stakeholder consultations important at all stages of the project cycle to output to needs and to ensure sustainability.
- The needs of the community cannot always be met through their prescribed methods. Always try to have available alternative approaches for achieving the same objective
- The Project Management Structure offered by the UNDP is transparent and allows for impartial distribution of benefits. All stakeholders can be trained under this system.
- Important to maintain flexibility in setting meeting times.
- Conduct wide dissemination and training to maximise project benefits beyond immediate beneficiaries. "
- The importance of the early involvement of partners and to incorporate participatory learning activities in the project eg. Quiz competition and environmental fair
- Well-coordinated technical and financial support is critical for the success of national initiatives, especially those having effects at the grass root level.
- Well-coordinated and sustainable partnerships within government and across borders (regional and national; international and national; regional and international) are important elements for the success of national initiatives
- With a complex project, lack of details on needs and scope on the ground in the design stage will likely add to the complexity as implementation progresses.
- The diversity of contexts in a multi-country project makes monitoring against an aggregated results framework challenging.

d) Which practices that were utilised would you consider best – for future application?

All lessons noted above.

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39. To what extent do you agree with the following operational statements about the J-CCCP project implementation process and achievements?

(Please tick your appropriate choice of assessment using the key below and justify your response where applicable)

KEY: 0 = Do Not Know; 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat Agree; 4 = Agree; 5 = Strongly Agree.

The scoring received (frequency) per rating scale and qualitative analysis are shown in the table below.

Sub – questions	Findings Per Rating								Qualitative Findings
	0	1	2	3	4	5	No answer	Total respondents per question	
s) The project institutional set-up and systems worked effectively to enable J-CCCP project implementation.	1	0	0	4	8	7	2	20	Having a focal point on island helped maintain the momentum and kept oversight of the progress of the different aspects of the project. The Technical Advisory Group (TAG), Project Board and PMU all worked in such a way to ensure goals were achieved. Regular/targeted meetings were held and updates on the project were provided when necessary.
t) Various stakeholders were involved in the J-CCCP project processes.	0	0	0	3	6	11	2	20	There were various stakeholders involved throughout the different aspects of the project. Apart from the TAG and Project Board, in country stakeholders such as Permanent Secretaries, technical Ministry focal points, National Project Steering Committees (PSC) as well as beneficiaries were all involved in the pilot projects for Outcome 2 at some part of the process. Additionally stakeholder consultations and workshops were also held with multiple ministries as well as NGOs/CBOs for Outcome 1 NAP and NAMA development processes.
u) The flow of resources (mobilisation and access) was adequate and appropriate for the whole J-CCCP project planning and implementation.	1	1	2	7	4	5	2	20	Flow of resources was not adequate and resulted in delays in implementation
v) The funds made available were sufficient for implementing all the actions planned for in your area	2	1	1	4	6	5	3	19	Under all 3 Outputs, activities were conducted to meet the JCCCP's objectives; however, the funding in many instances turned out to be insufficient for pilot projects. This was primarily due to limitation in the budgeting processes
w) The J-CCCP project teams were able to successfully complete the J-CCCP project implementation processes on time and within budget.	2	0	1	9	5	2	3	19	Implementation was not done on time given the number of delays related to procurement and payments.
x) The accounting and financial systems that were in place were adequate for project management and producing accurate and timely financial information	3	1	1	5	4	6	2	20	The financial and accounting systems were not the problem; the key challenge was that all payments go through one unit within UNDP, which was not adequately resourced to deal with the demands of the JCCCP. Annual budget preparations require tracking of external finances for climate change. A certain amount was earmarked for SVG based on the PMU's and pilot components – however they can only report on the nationally procured items. This creates a big gap in what is on the books and what is documented nationally, as spent
y) Procurements and recruitments were carried out and completed on time, and there were no delays / backlogs	2	3	7	5	3	1	1	21	UN procedures and requirements are extensive coupled with limited knowledge and/or experience of some countries (or at least the Ministry selected as the project's focal point) resulted in delays and backlogs. There was also the challenge with limited internal resources within the UN to deal with the

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Sub – questions	Findings Per Rating								Qualitative Findings
	0	1	2	3	4	5	No answer	Total respondents per question	
									demand of the JCCCP project.
z) Procurements and recruitments were carried out following the established procedures and ToRs.	2	0	1	4	7	5	3	19	Procurement and recruitments were done in congruence with the UN established procedures and protocols.
aa) The implementation entities and mechanisms were effective in coordinating and managing the J-CCCP project implementation.	1	0	0	6	8	5	2	20	The NFP mechanism was critical for the success recorded in the implementation of the national projects. Albiet, there is reported limited national institutional capacity primarily attributed to heavy workloads for officers from Ministries that support implementation of JCCCP project
bb) Project management was flexible and adaptive to changing contexts and ensured efficient resource (time, personnel and finance) use?	0	0	0	8	5	7	2	20	The UN PMU team were reported to be committed, responsive and flexible; however, the established UN procedures are not flexible. From the PMU's perspective, they utilized adaptive management, which was verified in the progress reports (quarterly and annual). It is evident that mitigation measures were identified and applied for key challenges encountered (e.g. procurement and payments).
cc) The project utilised varied approaches / initiatives as delivery mechanisms	2	0	0	4	7	6	3	19	
dd) There were synergies among implementing partners created to optimise results and avoid duplication (joint activities designed, implemented and monitored in a coordinated manner), eg partnerships with Civil Society, Private Sector, Local Governments, Academia, International Organizations, etc.	0	0	0	5	8	6	3	19	Depending on the country and the national coordination mechanisms. This also varied from outcome to outcome. Eg. this was done better for outcome 1 than 2.
ee) Joint activities were selected, designed, implemented and monitored for more efficient management	4	0	0	4	8	4	2	20	One example is collaboration with NAP Global Network (GN) to develop NAPs for St. Lucia and SVG. This was applied in outcome three
ff) Design, implementation and monitoring of joint activities was cost effective in terms of investment of implementation time relative to results <i>i.e. were the level of results of joint implementation and monitoring worth the time and resources spent on them?</i>	6	0	1	2	6	5	2	20	
gg) The project M&E set up was used in managing the project	4	0	1	2	6	6	3	19	
hh) The M&E system used to manage the project has been built into programming and strategy to strengthen accountability	3	0	1	1	6	6	5	17	

40. Which partnerships/linkages were facilitated by the project? Which ones can be considered sustainable?

Extensive partnerships were facilitated by the project at the international, regional and national levels. For example the NAP Global Network was a key partnership in the development of NAPs for St. Lucia and St. Vincent. They also supported special graphics for cover pages of reports and this was not something budgeted in the project after development of NAP and NAMA reports. Most of these partnerships were explicitly stated to be sustainable and it was added that the partnerships will contribute to the sustainability of the benefits.

41. How efficient have UNDP partnerships been in contributing to the achievement of outputs?

Scale	#	%
1- Do not know	3	14%
2- not at all	0	0%
3- to small extent	1	5%
4- to average extent	4	18%
5 - to great extent	14	64%
Total respondents per question	22	100%

42. In which of the following J-CCCP project outcome areas and their outputs was progress highest, and lowest [Please tick only one appropriate column for each outcome / output]?

**This question was not clearly interpreted by most of the respondents. As a result, the response rate was very low and it was omitted from the analysis.*

43. a) What were the enabling factors accounting for the high progress and low progress? What difference did they make?

**Same as comment above*

17. b) What were the limiting factors accounting for the low progress? What difference did they make?

**Same as comment above*

44. In what ways could transaction costs have been further reduced in the implementation of J-CCCP project?

- If SLU could have done tenders in parallel. In some instances, vendors can bid for several tenders and if knowing this at the inception they would provide more cost-efficient pricing. This would promote saving by the project.
- Petty cash and/or local account.
- Local or mixed procurement approach. Saved time, currency exposures etc. Physical cheques had to be FedEx and many wire transfers had to be done to vendors.
- Tranches could have been given to Grenada with oversight mechanisms to ensure that guidelines and procedures were being met.

45. If the J-CCCP project team was not able to successfully complete the implementation process on time and within budget, how could this have been achieved?

**Not enough feedback received to perform qualitative analysis on this question.*

46. a) What were the key strengths of the J-CCCP project processes / mechanism?

- Technical assistance in completing the pilot applications.
- Collaboration with the NFP was very good. Having the NFP and someone handling monitoring and evaluation from the onset
- Community based – bottom up
- Good distribution of beneficiaries around the island
- Good documentation and sharing of experiences
- UNDP high standards lend to a transparent process with good quality outputs and products.
- The coordination led by the UNDP office was also a strength given that it was a strong team. The staff were always accommodating and provided guidance, as needed.
- Strong commitment of the government
- Full support of the Jamaica UNDP CO. UNDP offers an organised transparent Project Management structure
- Choice of local implementing partners with experience and similar objectives w.r.t work plan and priorities
- Extensive community consultations and participation at all stages from Project idea stage
- Detailed planning and preparations:
- Constant Monitoring
- Effective partnerships
- The link to the country's development objectives and priorities
- Clear link of project outcomes to the climate change and disaster risk reduction agenda
- While outputs were relatively prescriptive, they were broad enough to allow countries some latitude to address their needs
- Values multi-stakeholder involvement

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- The schools project was a good example of demonstrating adaptation techniques while addressing related development issues such as nutrition, hunger which providing lifes skills
- Evidence of adaptive management shown when the resources were directed to improving the operations of the CCFPN to improve CC mainstreaming and coordination across MDAs; training of CCFPN in issues related to vulnerability assessment

20. b) What were the key weaknesses of the J-CCCP project processes / mechanism?

All weaknesses noted are similar to the challenges noted for question 11 (a)

47. What areas of the whole J-CCCP project could be improved in the future and how?

- Simplify the proposal template and adapt the proposal writing to probably include audio proposals for CSOs who don't have strong writing skills
- Having everyone familiar with processes from the beginning
- Greater team integration and team building activities from the beginning to strengthen the team and ensure everyone is clear on roles and expectations
- Having fewer pilot projects so that there would be more targeted management of resources and time.
- Have the project activities start once all team members including the Project Manager is on board
- Having a limited manageable number of pilot projects;
- Having more flexible processes for countries, especially in managing funds, and to create capacity
- More lead time for pilot project identification and development
- More public information about the project
- Allow a bit more autonomy for the in-country representatives. And provide a project team in house with differing responsibilities; administrative, technical officer and a coordinator.
- Spend more time for the capacity building to gender mainstreaming.

ABOUT IMPACT, SUSTAINABILITY AND CROSS-CUTTING ISSUES

48. To what extent would you agree with the following statements regarding likely effects, impact, and level of satisfaction and sustainability of implementation and generated results of the J-CCCP project? (Please tick one cell per row as appropriate and justify your response where applicable)

KEY: 0 = Do Not Know 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat Agree; 4 = Agree; 5 = Strongly Agree;

The scoring received (frequency) per rating scale and qualitative analysis are shown in the table below.

Sub – questions	Findings Per Rating							Qualitative Findings
	0	1	2	3	4	5	Total Respondents per question	
m) The OECS countries have now adopted / are in the process of adopting aspects of J-CCCP project approach in their medium to long-term planning that incorporates CC resilience	7	0	0	4	1	7	19	
n) The Policy, Legal and Institutional frameworks in place are now adequate to support continued use of J-CCCP project outcomes and other results.	4	0	2	8	2	2	18	Legal and institutional frameworks are in the works with support from another project. The capacity in terms of policy, legal and institutional frameworks varies from countries to countries
o) The J-CCCP project process had catalytic effects on Climate Change Resilience development.	0	0	1	5	7	6	19	JCCCP is considered to be supporting climate change resilience in countries especially useful studies such as the KAP and Baseline assessments.
p) To a great extent, the J-CCCP project outcomes address the underlying needs in developing Climate Change Resilience of the OECS countries – e.g in terms of adaptation and mitigation.	2	0	1	3	6	7	19	The JCCCP is addressing some of the underlying needs of countries. It provided a baseline for the countries to build on as the project tackled both policy and tangible activities that support expansion and duplication of interventions in vulnerable communities. There is still room for improvement, expansion and duplication based on the lessons learned and the activities implemented.
q) The J-CCCP project contributed to building partnerships and to promoting countries and Local Level ownership of CC resilience planning, programs, projects, research findings and policies.	0	0	0	3	7	9	19	Not enough responses received to perform qualitative analysis

Sub – questions	Findings Per Rating							Qualitative Findings
	0	1	2	3	4	5	Total Respondents per question	
r) The J-CCCP project engaged all relevant stakeholders in diagnosing and analysing the CC resilience development issues, designing national and local CC resilience strategies.	0	0	2	7	6	4	19	There is clear evidence of engagement of stakeholders; however there is always room for improvement, which varies from pilot to pilot and country to country.
s) The J-CCCP project engaged all relevant stakeholders in mobilizing resources, and in actual implementation.	0	0	3	6	7	2	18	Stakeholders were active in the implementation and this was particularly emphasized for the NAP and NAMAs.
t) The J-CCCP project put in place operational sustainability mechanisms such as successfully increasing capacities in Climate Change Resilience development.	0	1	7	9	1	0	18	only training flagged
u) There are indications and commitments of formulation of follow-on project / investments in systems put in place by J-CCCP.	4	0	0	5	5	5	19	There is evidence of follow-up projects/investment that build on the JCCCP. For example: Government of Jamaica has shown a commitment on building on the work done by the JCCCP by equipping farms and schools with water harvesting systems. UNDP's ENGENDER project that was just launched
v) All gender groups (Men, Women, Boys, Girls, and other marginalised Groups) are involved in the J-CCCP project cycle stages.	0	0	1	5	7	6	19	Evidence of representation of most groups in the JCCCP but room for improvement.
w) There is proportionate representation of women (as well as men) in project decision making organs and positions such as in Boards, Local Community Committees, etc.	1	1	0	3	6	8	19	There was more female participation than men. In some instances this was due to more female in the workplace.
x) Interventions and benefits e.g community projects put in place by J-CCCP meet the needs of all gender groups, and address gender inequalities and respect all individual rights.	0	0	0	4	8	6	18	Not 100% achieved. There were significant efforts to ensure a gender responsive approach to implementation

49. As developed to date, do you think the NAMAs and NAPs that have been designed contribute to improved Climate Change Resilience of populations?

Scale	#	%
1- Do not know	2	0.105263
2- not at all	0	0%
3- to small extent	1	5%
4- to average extent	6	32%
5 - to great extent	10	53%
Total respondents per question	19	100%

50. Which are the key challenges and risks that the project has faced in ensuring the sustainability of the results?

- Natural climate events
- Some of the risks might involve political dimensions – e.g. not enough consultation by high-level policy makers that are not consistent with realities on the ground.
- Limited annual budget to support maintenance (government)
- Continued cooperation between beneficiaries (especially cohesion of those community groups)
- Unplanned interventions in the future can undermine interventions
- Sift in the interest or challenges faced by the beneficiaries.

51. How did the project address its financial and economic sustainability in the medium to long run? and give us your comment on Private Sector participation/involvement in the J-CCCP project and its processes.

The collective feedback from respondents confirms that private sector involvement was relatively weak in the implementation of the JCCCP. There was a sustainability component in the project proposal writing up and a sustainability plan has to be developed for each pilot project before project termination. It was noted that many of the community projects will positively impact the beneficiaries' ability for income generation. With experience and continued application, financial and economic sustainability will be strengthened

52. Do you have any other comment(s) regarding how the J-CCCP project process can increase its impact in the future? E.g. What strategies and mechanisms were incorporated to the implementation of the project to guarantee the sustainability of outcomes after the project?

- Getting local communities to understand climate change within their local context is a key strategy.
- Need to document the lessons of the JCCCP to incorporate in future projects that will be scaling up some of the JCCCP funded pilots.
- Recommend more coordination among the parties responsible for the various components of the project. Not sure if all parties have ever met.
- A sustainability plan should have been developed in the earlier stages and refined with experiences gained on the projects/pilots. This would have made it earlier to start lobbying from earlier to get government buy-in and influence the budget cycle, which is 3 years in the case of Grenada. "
- Have involvement of Japanese technologies from beginning. E.g. the Japanese private sector should be invited to install and demonstrate some of their technologies in some of the beneficiary communities. A match making between available technologies in Japan and current problems in the Caribbean (especially with climate resilient infrastructure) could have been explored for implementation of unique and technologically advanced pilot demonstrations.
- A consultant perhaps could have been hired at the early stages to conduct research into advanced technological options (products and services) available around the globe (including those from countries in a different language) that can be used to solve climate vulnerability challenges including those from countries in a different language. This perhaps could have also helped with alleviating procurement challenges as well as scoping and budgeting of implementation activities.
- Reduce number of pilot projects to assist with effective management as too many projects meant spreading resources thinly (especially human and financial)
- For the implementation of the project to guarantee the sustainability of outcomes after the project, sustainability plans will be implemented. Some of this information is already mentioned in the pilot projects, but more detailed plans will be developed. Additionally, agreements and MOUs will be signed between relevant agencies to ensure that the implemented activities are sustained"
- The need to bring in private funding in all CC resilience aspects. How can these be attractive to private financing.
- Wider dissemination of results within and across countries. Products should include enough detail to support replication/scaling up.
- Need for follow up evaluation at least 1 year after the close of the project to really see how the project outputs are being sustained and what unplanned impacts may or may not have emerged. The lessons learned from this evaluation will be useful.

7.7 Annex: Evaluator's Code of Conduct

Annex 7: United Nations Evaluation Group – Code of Conduct for Evaluation in the UN System

Evaluation Staff Agreement Form [REGIONAL CONSULTANT]

To be signed by all staff engaged full or part time in evaluation at the start of their contract.

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

Name of Staff Member:

SAUDIA RAHAT

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

Signed at: (place) on (date)

Signature: _____

Evaluation Staff Agreement Form [INTERNATIONAL CONSULTANT]

To be signed by all staff engaged full or part time in evaluation at the start of their contract.

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

Name of Staff Member:

JOHN KOCKAS OGWANG

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

Signed at: (place) on (date)

Signature: _____