

TERMINAL EVALUATION -- SUPPORT TO LIVELIHOODS AND DEBRIS MANAGEMENT ACTIVITIES IN ST. VINCENT AND THE GRENADINES PROJECT

Maria Onestini

JUNE 6 2022 |

PROJECT INFORMATION TABLE

Project Title	<i>Support to Livelihoods and Debris Management Activities in St. Vincent and the Grenadines</i>
Output #	00126708
Beneficiary Country	St. Vincent and the Grenadines
Region	Caribbean
Date Project document signed	n/a
Project Start Date	28 April 2021
Project End Date	27 April 2022
Project Budget	USD 614,204.00
Project Expenditure and commitments at time of Evaluation (as at 21 March 2022)	USD 533,499.00 ¹
Donors	UNDP and Government of Spain
Implementing Partner	UNDP

EVALUATION INFORMATION TABLE

Evaluation information		
Evaluation type	Project	
	Terminal Evaluation	
Period under evaluation	Start	End
	May 2021	March 2022
Evaluator	Maria Onestini	
Evaluator email addresses	rponesti@criba.edu.ar	onestinimaria59@gmail.com
Evaluation dates	Start	Completion
	May 2022	June 2022

¹ Represents actual expenditure, commitments and signed agreements at this date.

TABLE OF CONTENTS

Project information table	1
Evaluation information table.....	1
List of acronyms and abbreviations	4
Executive summary	5
Criteria Ratings	8
Introduction: Context and description of the intervention	9
Evaluation objectives, scope, approach, methods, and data analysis.....	11
Evaluation methodology and data analysis	11
Findings	14
Design	14
Relevance.....	16
Outcomes/Effectiveness.....	18
Sustainability	28
Coherence.....	29
Conclusions.....	31
Lessons Learned	33
Recommendations	34
ANNEXES.....	36

TABLE OF FIGURES

Figure 1: Recommendations Summary Table	7
Figure 2: Criteria Rating Scales.....	8
Figure 3: Criteria Ratings.....	8
Figure 4: Achieved Results Phase 1/UNDP Resources	19
FIGURE 5: Achieved Results Phase 2/Government Of Spain Resources	20

TABLE OF ANNEXES

Annex 1: Terms of Reference.....	37
Annex 2: Evaluation Matrix.....	49
Annex 4: List of stakeholders evaluation engaged with	53
Annex 5: List of consulted documents and information sources	54
Annex 6: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System Evaluation Consultants Agreement Form	55

LIST OF ACRONYMS AND ABBREVIATIONS

AECID	Agencia Española de Cooperación Internacional para el Desarrollo
AECID	Spanish Agency for International Development and Cooperation
BRAGSA	Building Roads and General Services Authority
NIS	National Insurance Services
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SVG	Saint Vincent and the Grenadines
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

EXECUTIVE SUMMARY

- 1 The *Support to Livelihoods and Debris Management Activities in St. Vincent and the Grenadines Project* originated out of an emergency occurring in St. Vincent and the Grenadines (SVG) due to the eruption of the La Soufriere volcano. On late December 2020, the La Soufriere volcano alert level in St. Vincent and the Grenadines was elevated to orange due to increased volcanic activity. On 9 April 2021 La Soufriere experienced an explosive eruption for the first time in 40 years, sending an ash plume 10km into the sky. At its peak, the eruption displaced approximately 23,000 persons.
- 2 All of St. Vincent's 110,600 population was affected by ashfall, water restrictions, loss of income, and / or house rental shortages. Ash and volcanic material blanketed the entire island. This interrupted most of the economic activity, decimated crops and had adverse effects on the health of persons exposed to ash. The impact of the eruption was multi-faceted. There was physical and structural damage that required prompt action as well as loss of livelihoods due to the damage in addition to the ongoing COVID-19 pandemic.
- 3 The Project at its inception and launching was funded by UNDP, while at a latter point the Government of Spain backed this project through its cooperation agency (Spanish Agency for International Development Cooperation-AECID) as a direct contribution to UNDP.
- 4 UNDP's original planned contribution was USD 200,000. In May 2021, Spain agreed to participate in UNDP's facilitation of ash and debris removal program of La Soufriere for an amount of €350,000. The implementation, therefore, responded to two separate approved proposals.
- 5 The Project's original planned contribution was to facilitate ash and debris removal as well as help drive economic reactivation in the most affected areas of the country while providing emergency employment to households directly impacted by the volcano eruption in St. Vincent and the Grenadines.
- 6 This crisis response focused on: (a) procuring cleaning equipment; (b) defining and implementing an emergency waste management strategy; (c) undertaking community training on ash and debris cleaning; and, (d) providing emergency employment through community networks.
- 7 The project has had a good level of delivery in many of its outputs, meeting or exceeding most targets in several outputs. The greatest level of achievements have been in the more specific expected results, such as those directly dealing with debris/ash removal; procurement of personal safety materials and machinery; as well as the "cash-for-work" wages activities.
- 8 However, it also did not meet delivery expectation in several of targeted sub outputs. The least level of achievements can be seen in what are considered "soft" activities, such as training, planning for treatment of ashes, and redistribution of ash for further use.

- 9 The early recovery project was a timely and strategic intervention carried out with flexibility. With the strategic leadership of the Government of Saint Vincent and the Grenadines, the Project was able to swiftly develop and begin implementation of several of its different expected outputs. The Project functioned in two phases, the first with UNDP own resources and the second phase with resources from the Government of Spain. Albeit there were two phases with some differences, the intervention was a consolidated one.
- 10 The Project concentrated on clearing ashes and debris in order to gain access to secondary and ancillary farm feeder roads in the most affected areas (the area denominated as “red zone”) which is a difficult terrain to begin with, yet it is also the most vulnerable area of the island state and where agriculture as a productive sector prevails. The clearing of ashes and debris not only allowed access to services (schools, community centres, etc.) therefore, but it also allowed farmers to access their lands and begin the restoration of their livelihoods. It is estimated that 32 kilometres of road were cleared in this zone as a direct result of this intervention and that several schools and other sorts of infrastructure were also cleared for use. By concentrating on those areas and those roads which were perhaps not a first priority or could not be dealt by government on their own immediately after the eruption, the Project has demonstrated that its focus has been upon those areas and persons with most vulnerabilities and exercising the “leave no one behind” focus.
- 11 The Project, using the “cash-for-work” modality also aided in several ways, not only mobilising a work force in situ, but also by providing an injection of funds directly to those most in need. Through this modality over 2000 persons were employed.
- 12 Taking into consideration and assuring that there was a critical mass of women participating in the work, particularly women who were vulnerable situations, has been a highly creditable component. This signals that when a gender dimension is planned for from inception of a project, the likelihood of this actually materialising is enhanced.
- 13 The volcano eruption at a time when Saint Vincent and the Grenadines was facing another emergency situation (the COVID-19 pandemic) was very much a theme in recovery. This leaves a number of new issues to ponder and to act upon. Disaster risks as seen in this case are multi-layered and becoming more complex over time, and these continue to affect developing countries in multiple ways. Although the pandemic in addition to the La Soufriere eruption might be seen as an extraordinary circumstance, there are many other instances when by chance or because of the same driver (for example, climate change), different types of disasters affect the same country. The Caribbean is also very susceptible to increasing multifaceted hazards which affect countries and communities in multidimensional ways. Whatever plans and actions for facing these matters are assembled in the future should be cognizant of this.

FIGURE 1: RECOMMENDATIONS SUMMARY TABLE

These are summarized recommendations. Full recommendations are found further along this report. All recommendations are for future programming and the main potential entity responsible is UNDP.

Rec #	TE Recommendation
1	<i>Generate relevant project templates.</i> UNDP should develop templates and tool kits for designing projects which are relevant under emergency situations to be ready before such an event occurs and to deploy as soon as an early recovery project begins to be considered.
2	<i>Include all aspects of implementation upon inception and design.</i> Even as drafts, projects should include a level of specificity upon design and inception with all features of what is expected to be implemented, including training, integrated management responses, as well as communication.
3	<i>Aid countries in early recovery and disaster preparedness by jointly developing or providing support for disaster management plans.</i> UNDP should help countries develop actionable approved disaster management plans.
4	<i>Use established government structures and existing networks to implement early recovery.</i> This should be done in order to avoid duplication and speed up recovery actions but also in order to foster institutional strengthening and local capacity.
5	<i>Procurement responsiveness should be promoted.</i> Procurement for delivery of goods and services in emergency situation needs to be swift yet flexible and unbureaucratic. Procurement should also be flexible drawing from a number of sources and use UNDP's network to be more receptive to an emergency or early recovery response.
6	<i>Gender targeting should be drawn from design.</i> in order to drive mainstreaming and attending to those most affected by disasters (such as women exposed to vulnerable situations).
7	<i>Involve local political processes/political figures/village councils, etc.</i> Early recovery projects should engage with local political processes and local politicians in some capacity (consultative, participation, etc.).
8	<i>Explore other modalities of "cash-for work" than actual currency disbursement.</i> Based on country appropriateness, and in order to provide faster payments for direct beneficiaries as well as to reduce transactions costs, other modalities than actual currency disbursements (bank account deposits, e-wallets, etc.) should be explored for these sorts of projects when and as locally appropriate.

CRITERIA RATINGS

- 14 The different evaluation criteria (i.e. relevance, outcome/effectiveness, efficiency, monitoring and evaluation, implementation/oversight, execution, and sustainability) has been rated using the rating scales below.

FIGURE 2: CRITERIA RATING SCALES

<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>
--	--

- 15 Following is a figure with the ratings for each of the evaluation criteria. In the body of the report there is a narrative with indicatory analysis on which this criteria rankings are based upon.

FIGURE 3: CRITERIA RATINGS

CRITERION	RATING
Relevance	HS
Effectiveness/Outcomes	MS
Efficiency	S
Monitoring and Evaluation	S
Implementation/Oversight/Execution	S
Sustainability	ML

INTRODUCTION: CONTEXT AND DESCRIPTION OF THE INTERVENTION

- 16 The *Support to Livelihoods and Debris Management Activities in St. Vincent and the Grenadines Project* originated out of an emergency occurring in St. Vincent and the Grenadines (SVG) due to the eruption of the La Soufriere volcano. On late December 2020 the La Soufriere volcano alert level in St. Vincent and the Grenadines was elevated to orange due to increased volcanic activity. On 9 April 2021 La Soufriere experienced an explosive eruption for the first time in 40 years, sending an ash plume 10km into the sky. At its peak, the eruption displaced approximately 23,000 persons.
- 17 All of St. Vincent's 110,600 population was affected by ashfall, water restrictions, loss of income, and /or house rental shortages. Ash and volcanic material blanketed the entire island. This interrupted most of the economic activity, decimated crops and had adverse effects on the health of persons exposed to ash. It was expected that, beyond attending to the immediate needs of the evacuees, ash and debris removal in the short term would facilitate restoration and regeneration of forestry, watersheds and biodiversity, which –in turn—would be critical in the long term.
- 18 Additionally, livelihoods had been disrupted due to the impacts on agriculture, closing of businesses and impact on the already decimated tourist sector. As such some initial economic reactivation was envisioned. This emergency situation was compounded by the COVID-19 emergency. The eruption of La Soufriere took place within the context of the COVID-19 pandemic, already affecting the health and socio-economic well-being of residents within Saint Vincent and the Grenadines, and at a time when there was a dengue fever outbreak.
- 19 The Project was funded by UNDP at its inception and launching, while at a latter point the Government of Spain supported this project through its cooperation agency (Spanish Agency for International Development Cooperation-AECID) as a direct contribution to UNDP.
- 20 UNDP's original planned contribution was of USD 200,000. In May 2021, Spain agreed to participate in the UNDP facilitation of ash and debris removal program of La Soufriere for an amount of €350,000. The implementation, therefore, responded to two separate approved proposals. The objectives to be achieved fell under several broad processes / outputs. Although the support by UNDP and the donor were developed at different times, at all times the backing functioned as one intervention. Moreover, key stakeholders in SVG perceived this as a single project differentiating between a phase one and a phase two, and even refer to it as such.
- 21 The Project's original planned contribution was to facilitate ash and debris removal, as well as to help drive economic reactivation in the most affected areas of the country while providing emergency employment to households directly impacted by the volcano eruption in St. Vincent and the Grenadines.

- 22 This crisis response focused on: (a) procuring cleaning equipment; (b) defining and implement an emergency waste management strategy; (c) undertaking community training on ash and debris cleaning; and, (d) providing emergency employment through community networks.
- 23 The *Support to Livelihoods and Debris Management Activities in St. Vincent and the Grenadines Project* defined its overarching objectives as indicated below:
- To support communities and those most affected in the target areas through:
 - Facilitation of the re-establishment of healthy and safe living conditions in the target areas.
 - Increase in the availability of resources and provision of self-employment initiatives essential to restore the livelihoods of the target population.
- 24 UNDP, as the recovery lead agency within the UN system, has expertise in these issues. For this, it focuses on certain aspects of recovery including livelihoods and gender. For the latter, previous disasters have illustrated the disproportionate impact on women and girls and therefore all of the activities in this project intended to address differential needs of women and men and address equal access to benefits, resources, status and rights.
- 25 For the UNDP resources the expected outputs were as follows²:
- Output 1 - Procurement of equipment, materials and tools to support the livelihoods programme;
 - Output 2 - Emergency Livelihoods facilitated through ash, debris and waste management in St. Vincent and the Grenadines.
- 26 For the Government of Spain resources the expected outputs were:
- Output 1 - Procurement of equipment, materials and tools to support the livelihoods programme;
 - Output 2 -Emergency Livelihoods facilitated through ash, debris and waste management in St. Vincent and the Grenadines;
 - Output 3 - Define and implement an emergency waste management strategy.
- 27 UNDP has and has had a number of projects in SVG, some of them specifically dealing with disaster risk management, which have led to a presence in the country and established networks with government particularly. The agency also has crisis response expertise in the region, utilising the same procedures that were employed in this project such as recovery

² As stated in project proposals and concept documents.

acceleration and reactivation of the economy through “cash for work” programmes post Hurricanes Irma and Maria.

- 28 UNDP has had a solid working relationship with the government of SVG and established community networks, therefore, as a result of ongoing projects in the country. This allowed for a fast tracked contribution with national institutions and with people of SVG given the agency’s experience in previous crisis response operations in the region to accelerate recovery and reactivate local economies. Furthermore, the project was consistent with the government’s national priorities, noting the positive impact such a measure would have in terms of protecting health of residents and restoration of livelihoods.

EVALUATION OBJECTIVES, SCOPE, APPROACH, METHODS, AND DATA ANALYSIS

- 29 The evaluation was conducted according to the guidance, rules and procedures established by UNDP and UNEG, including UN and UNDP directives for carrying out assessments within the COVID-19 pandemic (which were also followed).
- 30 The project has been evaluated along the following areas:
- Strategic
 - Coherence
 - Relevance
 - Principled
 - Management and monitoring
 - Efficient
 - Effectiveness
 - Sustainability.
- 31 The evaluation scope is the entire project up to the time of the assessment. The unit of analysis for this evaluation is the project in and of itself, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in project planning documents and follow up programming documents. Including possible unexpected results. The evaluation also sought to identify the key lessons learned and best practices.

EVALUATION METHODOLOGY AND DATA ANALYSIS

- 32 In order to carry out this evaluation exercise, several data collection tools informed by the principles of results-based evaluation were used. The tools chosen for the evaluation, with a mixture of primary and secondary data as well as a combination of quantitative and qualitative material and methods of analysis, have been selected in order to provide a spectrum of information and to validate findings. These methods allow for in-depth exploration and yielded information that facilitated understanding of observed changes in

outcomes and outputs (both intended and unintended –such as unexpected effects) and the factors that contributed to the achievements or lack of accomplishments. The approach for the evaluation was participatory and consultative ensuring close engagement with key stakeholders and partners.

- 33 This evaluation process was executed in the midst of the COVID-19 pandemic. For carrying out the assessment, therefore, UNDP guidance on evaluation planning and operation during Covid-19 and the revised strategy for this review were followed for the design and implementation of the evaluation process. Therefore, these directives were considered in order to gather and provide evidence-based information that is credible, reliable and useful, even within the framework situation of the pandemic. A key limitation has been the travel restrictions which prevented an in-person mission during the evaluation process. The data and information was gathered through a desktop review (as originally planned yet considering the emergency situation), however the personal interviews by the international evaluator were done using remote mechanisms (video conferences, telephone calls, etc.) as necessary and as possible, adapting the methods to the availability of these mechanisms to the different stakeholders.
- 34 The evaluation process was implemented using gender-responsive methodologies and tools and ensured that gender equality and women's empowerment, as well as other cross-cutting issues, were incorporated as relevant into the analysis and report. The gender-responsive evaluation assessed how gender issues were included in the project and this concept underlined how the evaluation was taken on since it was a gender inclusive, participatory process.
- 35 A first guiding tool developed was an evaluation matrix which is found in annexes. This matrix guided the data collection process and, as the evaluation proceeded, the matrix was used to collect and display data obtained from different sources that relate to relevant evaluation criteria and questions.
- 36 Regarding specific methodologies to gather assessment information, the following tools and methods were used:
- *Document analysis.* The documentation analysis examined documents formulated during the preparation phase as well documents formulated during implementation. Review of activity and performance reports as well as of other available analyses and all other relevant sources of information was performed.
 - *Key informant and stakeholders' interviews/engagement with stakeholders.* Interviews were conducted through a series of open and semi-open questions raised to stakeholders directly and indirectly involved with the Project. The online interviews were based on protocols with guidance questions based on the evaluation questions presented in the matrix. Furthermore, there was

engagement with several stakeholders through presentations and dialogues as well as in commenting processes.

- 37 Ethical considerations were fully applied, abiding by UNEG's 'Ethical Guidelines for Evaluators'. Particularly, ethical considerations were followed bearing in mind measures and guidance to protect the rights and confidentiality of informants.
- 38 *Data Analysis:* Quantitative analysis was carried by using planning documents with related indicators as benchmarks to tally project progress in implementation. Qualitative analysis was mainly applied to the information harnessed by using thematic examination of interviews' responses. The use of both qualitative and quantitative data supported the validation and triangulation of information. Through a combination of methods feedback between the various tools and validation between different levels and types of data collection was sought to triangulate the information, and thus ensuring the validity of the data that give rise to the evaluation process and to this report.
- 39 *Limitations.* Evaluations normally face limitations, such as those regarding time, resources and data availability. Yet this evaluation was faced with further limitations by having it take place in the midst of the COVID-19 pandemic. The main functional impact was the lack of in-country mission. For carrying out the review, therefore, UNEG's Guidance on Evaluation Planning and Operation During COVID-19 as well as UNDP guidance regarding COVID-19 and evaluations were followed for the design and implementation of the assessment process. The data and information were gathered through a desktop review (which is normally done at a distance in these processes even before the pandemic), yet the personal interviews were done using remote mechanisms (through video conferences, telephone) as necessary. Notwithstanding the emergency, the assessment followed a collaborative and participatory approach while using remote engagement with the all of the key stakeholders. Therefore, it is understood that this assessment was not overly affected by the situation and that the methodologies used were pertinent and appropriate.

FINDINGS

DESIGN

- 40 Project design went through a very swift process, and responded to the emergency situation that needed to be attended to through the intervention. Although this is highly positive given that the emergency was attended to in a short period of time, there are many components that usually make up the design of a project which are not present in planning documents and, therefore, cannot be evaluated (such as some types of indicators, sustainability processes, etc.) as part of design analysis.
- 41 However the main aspects of design documents were part of the planning phase, such as objective(s), expected results and activities. The strategy was expressed properly in both planning documents (that is, the Final Concept Document for the phase of the Project exclusively supported by UNDP and the Letter of Agreement signed with the Government of Spain as a donor for the second phase].
- 42 The project objective was clearly expressed at design as: *To support communities and those most affected in the target areas. The strategy was articulated properly throughout planning.* The three expected outputs anticipated or envisioned were also specifically formulated (procurement of equipment, materials and tool to support the livelihoods programme; definition and implementation of an emergency waste management strategy; emergency livelihoods facilitated through ash, debris and waste management in SVG).
- 43 To the extent possible given the emergency situation presented by the eruption of La Soufriere volcano, the Project built upon previous disaster and risk management experience in the region, particularly those engendered through UNDP. That is, lessons learned from other relevant projects were also considered in the Project's design and implementation. For instance, the experience that the project specifically considered was: (a) lessons learned throughout the Caribbean as UNDP led the response to hurricanes Maria and Irma in 2017 and (b) relief and recovery efforts, including the post-disaster needs assessment, through the successful delivery of livelihood support programmes (cash-for-work projects for debris removal), the restoration of homes and key social infrastructure as well as support for the development of institutional mechanisms to mobilise resources for building long-term resilience. Other actions that were built upon included UNDP lessons learnt processes on crisis response after volcano eruptions in Ecuador.
- 44 Design also included cross – cutting issues such as gender. Taking into account that disasters of whatever nature have disproportionate impacts upon women and girls, the activities in the Project addressed the differential needs of men or women and addressed an equitable distribution of benefits, resources, status and rights.
- 45 The design and planning of project implementation featured a consultative process to enable deeper understanding of vulnerabilities and needs. This attempted to ensure that these were

reduced wherever possible and that new risks would not be created as part of the intervention. Assumptions were also included in the project proposal, such as:

- The security of workers and operations staff will be prioritized at all times.
- Management of debris and waste will be done taking into account environmental impact.
- Communities will be part of the design, implementation and evaluation of cleaning operations.
- All operations will take into consideration gender dimensions and women participation, as well as other vulnerable groups (youth, elderly).
- Workers should use PPE at all times during operations.
- The operation will develop a communication strategy, including key messages, media release and visibility will be ensured at all times.
- Any major removal or demolition will be undertaken by equipment and personnel with suitable capacity for such activity and not the regular teams.

- 46 Although all of the above was positive, there were some issues that became evident at implementation which in turn can be attributed to design. For instance, there were certain planned activities (some associated to the assumptions above) that did not evolve as planned. Two key examples were the planned training / awareness raising with workers regarding personal protection measures/health and, secondly, the planned activities regarding the development and implementation of waste management plans.
- 47 These were expressed as expectations within design, yet they lacked clear planning inputs. There was also a lack of communication with the direct beneficiaries regarding these matters. Therefore, in association to this lack of elements within planning documents to properly drive these expected results, the above did not advance or materialised as expected.
- 48 Indicative results frameworks were part of the approved project proposals for both phases (i.e. for the UNDP resource phase and the Government of Spain phase). They contained appropriated indicators for results and activities, except for a very few that were categorised as To Be Confirmed due to the lack of data at the time of proposal generation.
- 49 Therefore, considering the context in which the Project developed, design was strategic given that the intervention had to deal very rapidly with a situation. Yet, some specificity upon planning, such as for safety training or waste management was absent in the design. If these matters could have been specificized better upon design, the results could have been achieved in a more robust manner.

RELEVANCE

- 50 Relevance, in the context of evaluations, is the extent to which an intervention's objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. The Project is thoroughly in line with the national development priorities, the country programme's outputs and outcomes, UNDP's Strategic Plan and the SDGs.
- 51 As planning documents indicate, the proposed project is consistent with national government priorities. Since the project aimed at assisting the national government and the communities in ash removal from areas that were affected or destroyed by the La Soufriere eruption, it supported the priorities of government to restore livelihoods and protect residents health as well as its priorities to provide financial support to those affected.
- 52 Also, regarding national priorities, the project builds upon government concerns for disaster risk management and recovery. For instance, this is evidenced through the establishment in 2002 of the National Emergency Management Organization (NEMO) by the Government of St. Vincent and the Grenadines. The Organization coordinates the use of all available resources (local, regional and international) and safeguards that all the people in SVG are fully able to mitigate against disasters, prepare and respond to disasters and recover from their impact of their in the shortest possible time. The creation and maintenance of such an organisation signals the relevance of this type of projects vis-à-vis national priorities. St. Vincent and the Grenadines is a Participating State of the Caribbean Disaster Emergency Management Agency (CDEMA). As a result of this it has adopted strategies in Disaster Risk Management and other similar plans of action. The Project has been aligned to these.
- 53 The Project was clearly relevant with regard to national needs at a time when SVG was facing the essential necessity to recover from the La Soufriere eruption. It was also relevant since it focused support upon those most vulnerable or most affected within the country.
- 54 There was alignment with UNDP's strategic plans (both, the one existing one at the initial time of the intervention –i.e. the 2018 – 2021 Plan – and the current plan –i.e. 2022-2025 Plan). Both plans are aligned with the recovery practices promoted by the Project as well as broader concepts such as building resilience in response to natural disasters, and the leaving no-one behind rights-based approach centred upon promoting inclusion and gender equality.
- 55 Regarding SDGs, there are a number of direct and indirect targets related to goals in holistic disaster risk management, resilience, and similar issue, that place the activities that were carried out by the Project within a framework of core development strategy. Therefore, there is also alignment with relevant SDGs.
- 56 Aside from formal policy and corporate relevance, throughout implementation stakeholders and beneficiaries have clearly pointed out that the project was (and is) highly relevant within the national context. First in the sense that it attended to the emergency. Second, direct beneficiaries and key national stakeholders indicated that the project aided through cash-for-

work schemes (with a special attention to the most vulnerable such as for women head of households) to provide financial support for the population and to provide cash flows into the local economy at a time that it was not only negatively affected by the La Soufriere eruption but also by the socio – economic effects of COVID - 19. Overall, therefore, relevance is very high not only at the national and regional levels but also at the corporate UNDP level and for stakeholders and direct beneficiaries.

Relevance has been rated as HS (Highly Satisfactory (HS): exceeds expectations and/or no shortcomings).

CROSS-CUTTING THEMES: GENDER MAINSTREAMING/LEAVE NO ONE BEHIND

- 57 As seen in other sections of this report, the work on gender mainstreaming has a basis upon the assessment of the situation of women after disasters. Acknowledging that disasters have disproportionate impacts upon women and girls, the project addressed the differential needs of men or women as well as the equitable distribution of benefits, resources, status and rights.
- 58 It is highly positive that this aspirational expression was gender targeted and reflected at design. Since a specific gender approach that fully addressed the differential impact of the natural disaster upon women and the different needs of men or women was developed early on the processes of planning and implementation; the promotion of gender equality had an enhanced chance of occurring.³
- 59 Gender targeting was expressed specifically as components of expected outputs. For the first phase of implementation, within Output 2 (*Emergency livelihoods facilitated through ash debris and waste management in St. Vincent and the Grenadines*), there were two indicators that targeted women specifically:
- 2.1 Number of persons employed through emergency employment and associated training (at least 40% should be women)
 - 2.2 Number of women and girls with improved access to essential services and products including urgent sexual and reproductive health services.
- 60 In the second phase, within Output 3 (*Emergency livelihoods facilitated through ash debris and waste management in St. Vincent and the Grenadines*) – which mirrors the second output in phase one of the intervention— one indicator specifically targets women:
- 3.2 Number of persons employed through emergency employment and associated training (50% should be women).

³ UNDP. *Independent Country Programme Evaluation*. Barbados and the Eastern Caribbean. January 2021.

- 61 Therefore, it is seen that the project not only conceptualised matters of gender equality as well as acknowledged the differential impact that the volcanic eruption was predicted to have upon women, but it also achieved benefits for women. In the sections on effectiveness and efficiency these matters will be analysed vis-a-vis those criteria.
- 62 Another important cross-cutting theme, generally outlining how the project has contributed to a rights-based approach, and following the concept of leave no one behind, was also encompassed as part of the implementation. First, in the sense that the project centred on delivering relief in areas whose population is most vulnerable, and concentrating on the secondary and ancillary roads that would allow access to re – start livelihoods of those most vulnerable. Second, the Project made an effort of reaching and prioritising ash removal for persons who are most vulnerable or without the capacity to do household clean up themselves i.e. such as carrying out clean-up activities in homes of the elderly.

OUTCOMES/EFFECTIVENESS

- 63 Effectiveness is the extent to which an intervention achieved, or is expected to achieve, its objectives, its outcomes and its overall results. It is the extent to which the development intervention's objectives were achieved or are expected to be achieved considering, furthermore, their relative importance. It is also an aggregate gauge of the merit or worth of an activity, i.e., the extent to which an intervention has attained, or is expected to attain, its major relevant objectives in a sustainable fashion and with positive institutional development impact.
- 64 A measure of effectiveness is the straightforward and basic metric of the extent an output was achieved. The main achievements are presented below for each of the expected outputs as supported by reporting at the time of this evaluation, for each of the stages of implementation (i.e. Phase 1 and Phase 2). The charts below are based on reporting already carried out as well as updated information provided by UNDP at the time of this evaluation.

FIGURE 4: ACHIEVED RESULTS PHASE 1/UNDP RESOURCES

Expected Outputs	Indicators	Indicator Description	Baseline	Milestone/ Targets	Achieved
Output 1 – Procurement of Equipment, Tools and Materials to support the livelihoods Programme	1.1	% of equipment tools procured for emergency employment programme	0	100	100
Output 2 - Emergency livelihoods facilitated through ash debris and waste management in St. Vincent and the Grenadines	2.1	Number of persons employed through emergency employment and associated training (at least 40% should be women)	0	100	185 (78 female; 107 male)
	2.2	Number of women and girls with improved access to essential services and products including urgent sexual and reproductive health services	0	200	834
	2.3	Number of access routes restored	0	10	11
	2.4	Number of KM of road cleared	0	TBC	No final figure received from the government to date ⁴

⁴ While the exact figure of secondary and feeder roads cleared has not been fully provided by government, on March 2022 it was estimated that 32 kilometres of roads had been cleared under this project.

FIGURE 5: Achieved Results Phase 2/Government Of Spain Resources

Expected Outputs	Indicators	Baseline	Milestone/ Targets	Achieved
Output 1 Procurement of equipment, materials and tool to support the livelihoods programme	1.1 % of equipment of tools procured for emergency employment programme	0	100	100
Output 2 Definition and implementation of an emergency waste management strategy	2.1 Develop or update emergency waste management strategy.	0	1	0
Output 3 Emergency livelihoods facilitated through ash debris and waste management in St. Vincent and the Grenadines	3.1. Number of persons trained on ash and debris cleaning according to safety protocols and health standards	0	Over 500 individuals	130 (61 females; 69 males)
	3.2 Number of persons employed through emergency employment and associated training (50% should be women)	0	Over 500 individuals	2,010 (905 females; 1,105 males)
	3.3 % of debris/ash collected that is treated and re-distributed for further use	0	20	0
	3.4 Volume of debris/ash removed	0	TBC	1,200 cubic yards

- 65 As seen in the charts above, the project has had a good level of delivery in many of its outputs, meeting or exceeding most targets. The greatest level of achievements have been in the more specific expected results, such as those directly dealing with debris/ash removal; procurement of personal safety materials and machinery; as well as the “cash-for-work” wages activities. This is applicable to both phases of implementation where six out of ten expected targets were achieved.
- 66 However, it also did not meet delivery expectation in several expected output, specifically in three of the six targeted sub outputs. The least level of achievements can be seen in what are considered “soft” activities, such as training, planning for treatment of ashes, and

redistribution of ash for further use (such as fertilizer which was in the original planning documents). Or in the expected sub – output “Develop or update emergency waste management strategy”.

- 67 For future programming it would be worthy to analyse as an ex post analysis the reasons behind the lack of achievements in two sub – outputs that did not meet with expectations. It is the evaluators’ assessment that this was not due to issues regarding indicators since they were quite straightforward and plausibly achievable in the broad sense, but due to other matters which will be explored further in the relevant sections.
- 68 However, the assessment for the lack of full achievements regarding health and safety training was conceivably a sequencing issue, given that training was due to take place before ash removal began. Overall, in this case, only 25 percent of the expected output was achieved. It has been pointed out that training did not begin fast enough (for instance, before tools were obtained) and that the general appreciation at the time was that the first and overriding goal was the removal of ash. It has also been pointed out that even the training that took place did not contribute to a change in behaviour and in the incorporation in health and safety measures (both for the ash and for COVID-19) since workers in their majority did not use PPE materials.
- 69 Concerning the other two sub outputs that were not achieved at all (waste management, ash redistribution), there was no plan incorporated at design to specifically deal with this, just the output expressed as an expected activity/result. Again, in formal terms with the indicators expressed in design, it is this evaluation’s assessment that these outputs were achievable. However, no implementation plan accompanied the design of these outputs. A key observation was also that there was little buy-in from the Government at the time to deal with waste management beyond clearing ash and debris from the eruption.
- 70 Regarding the Project’s contribution to gender equality, most of the goals have been approximately achieved relating to outputs tied to the percentage of women (particularly women heads of households) within the set of persons working through emergency employment. For the first phase of implementation, 42 percent of the persons employed through emergency employment were female (the target for that phase was 40 percent). While for the second phase, 45 percent of those direct beneficiaries receiving cash-for-work wages were female (here the target was 50 percent).
- 71 Also the Project overachieved a specific sub output intended as a contribution to gender equality that goes beyond emergency wages. For sub output 2.2 [*Number of women and girls with improved access to essential services and products including urgent sexual and reproductive health services*] the intended target was 200. Yet the Project reports that improved access to health services and products of women was 834.
- 72 Following there is a narrative on effectiveness as to what have been the *contributing factors* based on informational evidence, documents, internal communications and information gathered through interviews.

- 73 *UNDP expedited support.* The first tranche of implementation was very timely, providing support to the communities through the Government of Saint Vincent and Grenadines under dire circumstances. Although it is understood that the project was recovery support-based, partners understood that the swift manner in which UNDP acted was also in a response modality since it provided emergency relief of two types. The support, in clearing roads that the Government did not have the resources to quickly clear such as secondary roads so that community members could have access to services and farmland, as well as in providing cash to direct beneficiaries, was executed efficiently to have an effective impact.
- 74 *UNDP staff in country.* UNDP staff in country worked very efficiently and side-by-side with government partners to develop and implement the Project. Partnerships with the implementing branch of government, that is the Buildings Roads and General Services Authority (BRAGSA), has been effective and has ensured that the support of UNDP staff for implementation was effective.
- 75 *UNDP procurement support.* The support UNDP provided, at the national level as well as the sub – regional level, is much valued in SVG and contributed to the effectiveness vis-à-vis achievements. Procurement was done in a timely manner, with minimum delays and in a non-bureaucratic manner while keeping with UNDP procurement rules. The regional network that UNDP has related to procurement accelerated access to materials. For instance, when the Barbados and Eastern Caribbean Country Office could not locate materials in some countries (due to the demand present in the region given that the La Soufriere also affected other island states in the Caribbean), the Trinidad and Tobago country office supported the Barbados office in facilitating materials to be procured directly from Trinidad and Tobago.
- 76 *Positive working relationship between UNDP and national partners, as well as between national partners and the donor.* This responds to a clear UNDP partnership strategy with the country and a strong leadership from the UNDP country office which was already in place, and which has been strengthened through the implementation of the project for recovery of La Soufriere volcano eruption. Given that the relationship between UNDP and national government is fluid and constructive, effectiveness has been enhanced due to this project. This working relationship has now laid the groundwork for further work with UNDP for national partners as well as enhanced the relation between the donor (i.e. the Government of Spain) and the Government of SVG. These are unplanned outcomes, but have also been contributing factors to the achievement of planned results.
- 77 *Focus on groups exposed to vulnerable situations and on facilitating access to services.* The focus on those persons exposed to vulnerable conditions (such as female heads of households) has been an added positive advantage to effectiveness. Fulfilling the criteria for employment of women was also possible due to the in –country acceptance of this type of work for females. Furthermore, the focus of the Project on clearing access to secondary roads and access to services (schools, community centres, and similar) helped those most vulnerable reach the services they use most in their everyday lives.

- 78 Following there is a narrative as to what have been the *hindering factors* based on informational evidence, documents, internal communications and information gathered through interviews. The section below not only outlines issues that hindered achievements, since --as can be seen in the paragraphs above-- effectiveness and delivery has been quite positive in many expected outputs and sub outputs, but also the challenges faced to achieve or not expectations.
- 79 *Lack of planning tools upon design/weak communication.* Although it was worthy to include in the design health/safety training as well as debris/ash removal and integrated waste management expectations, these were not accompanied by specific plans or structures to implement these expected activities. Therefore these activities were either weakly implemented or not implemented at all. Miscommunication between the partners regarding these activities and outcomes was also a challenge. For instance, health and safety training for a sub set of hired workers began after the ash removal processes started, and it was found also that workers resisted the use of safety gear, conceivable also because they did not receive effective training. Therefore this training was not as effective as could have been expected if the training would have been at the onset of activities and to all workers.
- 80 *Informal sector employment and payment modality.* Although, BRAGSA complied with the agreed beneficiary selection criteria to recruit its workers so that those selected were from the beneficiary communities and were most vulnerable at the time since they had no other sources of income, this also meant that a great number of these workers could not fulfil other criteria regarding formal employment registration (with the country's agency called National Insurance Services -- NIS). This meant that BRAGSA and UNDP had to drive the registration and formalisation of these workers before they could be paid. Furthermore, since the modality of payment was cash, it was also burdensome to pay in such a way, in particular in a context of COVID-19 with the need to control displacements and gatherings, as well as other safety measures. At times, the Project also had to face workers' resistance to be registered with NIS.
- 81 *Local political mechanisms.* Most of this project's activities were focused on the main affected areas of the La Soufriere's volcanic eruption and through national government implementation (i.e. through BRAGSA). Yet the area does have local sub-national political structures (such as councils, or even local political groups) that were not incorporated into the process. The lack of full incorporation of local village political structures and local politicians, therefore, caused some resistance to the Project.
- 82 *Effect of La Soufriere eruption.* The same motive for this Project's existence has been a challenging factor for its implementation. A number of implementation challenges were due to the fact that organisation within the most affected zone (the area denominated "red zone") was testing due to the situation itself and in many cases there were uncertain conditions to deal with. That is, for instance, the people targeted to receive livelihood support through the provision of wages were in shelters or in precarious situations since most of them

were from the affected “red zone”. Therefore, a challenge was organising the logistics needed to mobilise these persons from shelters to the work sites.

- 83 *Government responding to many support endeavours at the same time.* The international community quickly responded, either through the UN or through non – governmental organisations. Although this was highly positive in the mobilisation of resources to support humanitarian emergency response and recovery, and it is highly appreciated within SVG, this meant that on the ground government had to attend to a number of different donor and agencies’ requirements. This put a strain on government structures.
- 84 *Internal working relationship among the different areas of government involved and government priorities.* Although the Ministry of Finance, Economic Planning and Information Technology as the focal point for UNDP cooperation signed off on the Project, it was through BRAGSA that the intervention was actually executed. At times there were delays with payments for instance, due to the flow of communication and operating procedures employed by both government agencies. It has also been pointed out that some of the Project’s proposed outputs were not of interest to the national government – particularly the main agencies involved within this Project -- due to their prioritisation of immediate recovery from the emergency situation without focus on what they perceived to be processes that would delay responses. This is the reason that has been pointed out as a major factor for not implementing an integrated waste management plan as part of the intervention.

Effectiveness/outcomes has been rated as MS (Moderately Satisfactory (S)), it has met expectations vis-à-vis procurement and use of ash removal materials as well as cash transfers, yet it did not meet expectations regarding training and integrated planning for waste management.

EFFICIENCY

- 85 Efficiency is the extent to which an intervention delivers, or is likely to deliver, results in an economic and timely way. For this, economic is defined as the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. This criterion also includes operational efficiency.⁵
- 86 *The Support to Livelihoods and Debris Management Activities in St. Vincent and the Grenadines Project* has been implemented through an effectual process. UNDP’s project implementation strategy was efficient and cost effective. UNDP utilized established country

⁵ OECD/DAC Network on Development Evaluation. *Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use.* February 2020.

systems (Ministry of Finance, Economic Planning and Information Technology; BRAGSA; NIS) for administering and implementing the emergency wages programme, for instance. This proved to be efficient since it ensured consistency with national structures, was cost-effective, and avoided duplication of efforts.

- 87 The programming budgets proved to be valid and justifiable and there was adaptive management when changes were made to improve delivery and efficiency. While the resources (procured materials and emergency wages) were strategically allocated to achieve outcomes.
- 88 Although the Project had two phases (the first phase implemented with UNDP's own resources and the second phase with the Government of Spain resources) these phases also had different indicator sets. Notwithstanding this, the two components were efficiently coordinated. In practice they were fluidly coordinated as one. Procurement planning and execution (by UNDP with the leadership of Government of SVG) was done rapidly and efficiently, attending to quality requirements.
- 89 In the second phase the modality of financing outputs was done via reimbursement of expenses. There were some internal issues with this since BRAGSA advised that this modality wasn't communicated to them and this also placed a strain on government structures to some degree since they had to use their own funding structures while awaiting for disbursement of spent resources. The challenge was also within the government system in terms of how this was to work-out between the two agencies. Another issue that it was pointed out was the requisite to the Government of SVG of having a separate account for the Project in order to monitor spending, although it did not affect monitoring it was not possible to establish within governmental operations.
- 90 The donor's performance as development partner, that is the Government of Spain through the Spanish Agency for International Development and Cooperation, has been fairly efficient in several ways. First of all by acceding and swiftly approving support for this project. The donor, with this process, backed a demand-driven intervention. The response therefore was quite swift and not cumbersome responding to the humanitarian crisis in a direct manner. However, even representatives from the donor indicate that the delay between the commitment and actual approval/disbursements could have been swifter considering the need to rapidly move with the first steps in recovery which the Project supported. The donor's allocation of resources into the UNDP - initiated intervention was also due to the efficiency as well as the transparency with which the agency implements its projects.
- 91 Since effectiveness and efficiency are linked concepts, several of the same contributing as well as hindering factors to effectiveness are relevant vis-à-vis efficiency. Another factor, however, which has hindered efficiency to some degree has been the delay experienced by direct beneficiaries between the time the work is carried out and the payments become operative.

- 92 Funds therefore have been efficiently and allocated strategically to achieve outcomes. This has happened for both objectives in clearing ash (particularly in secondary roads) in order for the communities to access services and quickly regain productive activities (mainly agriculture) as well as regarding providing emergency income in the format “cash-for-work” for beneficiaries who were affected by the La Soufriere volcanic eruption.
- 93 Several stakeholders from Saint Vincent and the Grenadines have pointed out that efficiency could have been improved if there have been a better preparedness at the national level to act in the circumstances the country saw itself involved in with the eruption of the La Soufriere volcano. This is understood as overall preparedness to deal with disasters and disaster risk management in general, not only specifically with volcanic eruptions, since the country faces a number of natural disasters periodically.

Efficiency has been rated as S (Satisfactory): meets expectations and / or nor minor shortcomings

MONITORING AND EVALUATION

- 94 UNDP assumed responsibility and accountability for the implementation and overall management including monitoring and evaluation of interventions. It developed a results framework for both phases of intervention and a monitoring and evaluation plan. For monitoring and reporting it worked closely with the Ministry of Finance, Economic Planning and Information Technology of SVG as the focal point for UNDP cooperation and as the agency that signed-off this intervention in the country. For implementation, it worked closely with BRAGSA since this was the nationally determined executing agency for road clearing, and for payment to workers.
- 95 The results framework, as seen in the pertinent sections of this report, was followed as much as feasible within project implementation. Analysis of the results framework versus implementation of the project itself indicates a varied level of delivery. Several outputs were achieved at the full levels of expected indicators, some were over achieved, while others were either partially achieved or not at all (the section on effectiveness contains two charts on actual achieved indicator's range for all five expected outputs). This is reflected in the monitoring that took place throughout the implementation process.
- 96 Monitoring and reporting by UNDP was done periodically through different processes (Funding Windows reporting, meeting reporting's, as well as quarterly reporting). UNDP's Quarterly Progress Report, compiled by the UNDP Country Office for Barbados and Eastern Caribbean with information mainly fed by UNDP at SVG and from the Government of SVG, not only dealt with the results framework indicators achievements, but also monitored other issues. These were, *inter alia*, COVID-19 adaptation and markers; risks and mitigation measures; as well as partnerships.

- 97 The Ministry of Finance, Economic Planning and Information Technology of SVG reported to UNDP (and through UNDP to the donor) following guidance set in the Letter of Agreement between said Ministry and UNDP. Reporting commitments by the Ministry included cumulative financial reports as well a final report which will need to be produced within a year after completion of activities. Although most reporting has been done in a timely manner, there have been some delays in monitoring/reporting for the last periods of implementation.
- 98 There was no board or steering committee set up. Yet the Project held meetings between the UNDP Coordinator of the Response and Recovery Programme in SVG and the UNDP Programme Analysis Prevention Recovery and Resilience with members of the Government of SVG, and Government of Spain representative. These were informational and formal meetings where the status of implementation was presented periodically.

Monitoring and evaluation has been rated as S (Satisfactory): meets expectations and / or nor minor shortcomings

IMPLEMENTATION, OVERSIGHT AND EXECUTION

- 99 Implementation, oversight and execution were carried out according to plans set out in the two phases' proposals and respective documents. Planning documents clearly set out the results to be achieved by national partners. These were indicated to be: *Ash, debris clearing and sorting in communities and key institutions that have been severely affected by the volcanic eruption; livelihood stimulation through the rehabilitation of agricultural; communications and community areas; and employment.*
- 100 For implementation and execution, UNDP and the Government of SVG also did have clearly demarcated roles. The inputs that UNDP would provide were determined to be: (a) personal protective equipment for the persons employed including boots, masks, appropriate head gear, gloves and other relevant materials; (b) resources to pay for the contract staff and the associated social security; (c) resources for transportation of materials to defined temporary storage and permanent disposal sites; (d) field monitoring in collaboration with the village councils and communities.
- 101 The work to be performed by the Government of Saint Vincent and the Grenadines was also set in the Letters of Agreement signed. This included: (a) review and amendment of the beneficiary selection criteria; (b) contracting of workers including costs for social security; (c) undertake the necessary training for safe and effective work with debris and waste; (d) scheduling a work programme in consultation with the local community/village council for the clean-up of the debris in a structured fashion, including sorting of different materials; (e) organize the collection of the sorted material for appropriate storage or disposal.

- 102 Contracting of workers changed as the Project expanded and as more funds became available (i.e. for phase two) as well as there was re – adjusting of costing between the different outputs. From the original target of 100 workers for phase one getting payments for ash removal the final end results was of slightly over 2000 workers employed, including both phases. This signals adaptive management in implementation.
- 103 UNDP’s implementation, oversight and execution has proven efficient in obtaining results (as seen in detail also in the effectiveness section). UNDP’s oversight, mainly from the UNDP Country Office for Barbados and Eastern Caribbean, has been proactive and transparent and, as partners have pointed out, flexible when circumstances changed in the field.
- 104 This was also the case regarding oversight, not only in the formal sense of monitoring and reporting, but also in day-to-day implementation. UNDP in its multiple roles regarding implementation as well as oversight (including procurement when pertinent) has been assessed as an active partner for the whole process. Overall, therefore, UNDP’s oversight and management performance has been very positive and very responsive. This is both for the regional office level (UNDP Barbados and the Eastern Caribbean) as well as within SVG. The receptiveness referred to is with all stages of the intervention.
- 105 Different areas of the Government of Saint Vincent and the Grenadines were also intensely involved in management and execution. The Government of SVG showed leadership in overall management and implementation. Also, the fundamental aspects of implementing proceeded very well in general, following criteria set by UNDP/donor.
- 106 One of the positive sides of the implementation process is that already established government structures were used to implement. This has led to positive implications such as avoiding duplication and speeding up recovery procedures.

Implementation, Oversight And Execution has been rated as S (Satisfactory): meets expectations and / or nor minor shortcomings

SUSTAINABILITY

- 107 A project’s sustainability is understood to be the extent to which the net benefits of an intervention continue, or are likely to continue once an intervention has ended. In a project such as this is very challenging to determine sustainability, especially for some outcomes and outputs that are supposed to tend to an emergency and are not intended to be sustained in the sense that is given in these sorts of evaluations.
- 108 The emergency payments were non – sustainable, nor was this intended. Therefore, the sustainability of these is not envisioned, yet some factors such as formal registration of workers who were not part of National Insurance Services system is believed to be lasting since it is permanent.

- 109 Nevertheless, some of the Project's components and results can be analysed within a sustainability exploration framework. For instance, the capacity built and the materials received, such as machinery and tools, are now in country and can be used in future situations where they may be needed for other emergency responses (such as road clearing, floods, or in general in hurricane aftermaths). Government of SVG acknowledges this as a workable factor for future emergency situations.
- 110 Sustainability can also be thought of as a driver for a learning process from what was positive and what was delayed or not accomplished within the Project. Learning from the Project can lead to the generation of structures, policies, plans, etc., to deal with these sort of emergencies and to impel quick and equitable recovery.

Sustainability been rated as ML (Moderately Likely): moderate risks to sustainability.

COHERENCE

- 111 Coherence is the compatibility of the intervention with other interventions in a country, sector or institution. Coherence examines how well the intervention fits overall. This includes internal coherence and external coherence. Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres.
- 112 External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.
- 113 The evaluation criterion of coherence is a new one within UNDP directed evaluations. It has been added as of late to align with OECD/DA criteria⁶. Therefore, there is little documentation from this project on coherence *per se* since it is not strictly part of the planning documents nor of reporting to this point. However, coherence can be partially inferred by proxy by other means such as communication documents and stakeholder interviews.
- 114 Since this project was considered a disaster recovery project, it was understood to be under the umbrella of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA). OCHA coordinates global emergency response in humanitarian crises. OCHA reports a number of activities and processes from different agencies. Also, there were further

⁶ OECD/DAC Network on Development Evaluation. *Better Criteria for Better Evaluation*. Revised Evaluation Criteria Definitions and Principles for Use. 2019.

supports from organisations outside of OCHA such as the World Bank, that have participated in the humanitarian and reconstruction endeavours in this case.

- 115 As seen in OCHA and communication reporting, each agency provided their value added and attended to the emergency, yet no synergies, for instance dealing in cross cutting subjects such as health and the environment vis-à-vis early recovery are evidenced. They might have occurred, but they were not captured.
- 116 Perhaps mirroring this, there were no actual synergies captured in some issues at the national level. For instance, although internally (i.e. within the Government of SVG) there was a call for governmental agencies dealing with health and environment in training and in waste management as indicated in this project's planning documents, there are no evident areas where this occurred.
- 117 The international community mobilised and responded after the La Soufriere volcanic eruption with a number of resources activated for different types of activities. This implied that the Government of SVG attended to a number of diverse demands for implementation on the ground. This was positive in the sense that the emergency and reconstruction was attended to, but it also implied that government was implementing vastly different projects with a number of different demands from the agencies involved. Although this is not an evaluation of the overall response to the emergency, given that most of the projects and support went through government it is expected that there would be coherence between the UNDP/Government of Spain funded project and the other activities.
- 118 It has been expressed in several documents and communications that this Project attended to some areas that were omitted or left behind by larger scale interventions in ash clearance. For instance attending to secondary roads or to infrastructure and services which are not large scale (such as schools, community centres, etc.). By doing this, the Project demonstrated coherence and complementarity while avoiding duplication of efforts.
- 119 Another level of coherence is captured by the fact that when funding was leveraged through the Government of Spain, the Project assimilated both phases (with some differences evidently due to the needs that had become evident by the time these latter funds were mobilised) into what was a single intervention. A second project was not created. Therefore, due to this value was added without adding further transaction costs.
- 120 Project also sought internal complementarity by working with internal structures in government in a cohesive way. The leadership of the Government of Saint Vincent and the Grenadines was key to have internal cohesiveness, particularly between the two main agencies that executed this intervention in the country (i.e. the Ministry of Finance, Economic Planning and Information Technology and BRAGSA). Although there have been some delays in delivery due to some communication issues, these were operational issues and not coherence problems *per se*.

CONCLUSIONS

- 121 The *Support to Livelihoods and Debris Management Activities in St. Vincent and the Grenadines Project* originated out of an emergency occurring in SVG due to the eruption of the La Soufriere volcano. After this eruption, it was found that all of St. Vincent's 110,600 population was affected by ashfall due to water restrictions, loss of income, and/or house rental shortages given ash and volcanic material blanketing the entire country. More than 20 percent of the country's population was displaced while interruption of economic activity took place in different productive sectors (including a sector that is very important such as agriculture). It must be remembered that –at the time—the country was suffering the consequences of the global COVID-19 pandemic, which not only affected health but also socio – economic factors.
- 122 The impact of the eruption was multi-faceted. There was physical and structural damage that required prompt action as well as loss of livelihoods due to the damage and the ongoing COVID-19 pandemic.
- 123 The early recovery project was a timely and strategic intervention carried out with flexibility. With the strategic leadership of the Government of Saint Vincent and the Grenadines, the Project was able to swiftly develop and begin implementation of several of its different expected outputs. The Project functioned in two phases, the first with UNDP own resources and the second phase with resources from the Government of Spain. Albeit there were two phases with some differences, the intervention was a consolidated one.
- 124 The Project concentrated on clearing ashes and debris in order to gain access to secondary and ancillary farm feeder roads in the most affected areas (the denominated “red zone”) which is a difficult terrain to begin with, yet it is also the most vulnerable area and where agriculture as a productive sector prevails. This not only allowed access to services (schools, community centres, etc.) therefore, but it also allowed farmers to access their lands and begin the restoration of their livelihood. It is estimated that 32 kilometres of road were cleared in this zone as a direct result of this intervention and that several schools and other sorts of infrastructure were also cleared. By concentrating on those areas and those roads which were perhaps not a first priority or could not be dealt by government on their own immediately after the eruption, the Project has demonstrated that its focus has been upon those areas and persons with most vulnerabilities and exercising the “leave no one behind” focus that UNDP affirms.
- 125 The Project, using the “cash-for-work” modality also aided in several ways, not only mobilising a work force in situ, but also by providing an injection of funds directly to those most in need. Through this modality over 2000 persons were employed.
- 126 Taking into consideration and assuring that there was a critical mass of women participating in the work, particularly women who were facing vulnerable situations, has been a highly

creditable component. This signals that when a gender dimension is planned for from inception of a project, the likelihood of this actually materialising is enhanced.

- 127 Overall the role of UNDP (both of the Barbados and Eastern Caribbean office as well as for UNDP staff in SVG) was and is much valued by all stakeholders (government representatives, direct beneficiaries, donor. The main factors for this approval are the swift and relevant response in the first phases of intervention and the willingness of UNDP to fill a niche which was not filled by other interventions in the red zone (such as dealing key facilities in affected areas including ancillary farm feeder roads).
- 128 The cash-for-work programme for ash removal and waste management that UNDP uses in the sub-region was also highly valued for several reasons. In the first place, given that it provided emergency wages at a time that productive sectors were negatively affected not only by the volcanic eruption but also by the COVID-19 pandemic. Furthermore, this modality uses the work force from the affected areas, which also implies that the planned activities were implemented quicker than if outside work force would have been employed.
- 129 Additionally, several different partners have also expressed that they valued the UNDP procurement process and the oversight in different areas such as implementation and financial management. UNDP's role in country has also been very esteemed since the agency's presence in SVG was seen as a close partner in implementation, aiding with execution and with whatever issues that may have arisen throughout this process.
- 130 The volcano eruption at a time when Saint Vincent and the Grenadines was facing other emergency situations (the COVID-19 pandemic, dengue outbreak) was very much a theme in recovery. This leaves a number of new issues to ponder and to act upon. Disaster risks as seen in this case are multi-layered and becoming more complex over time, and these continue to affect developing countries in multiple ways. Although the pandemic in addition to the La Soufriere eruption might be seen as an extraordinary circumstance, there are many other instances when by chance or because of the same driver (for example, climate change), different types of disasters affect the same country. The Caribbean is also very susceptible to increasing multifaceted hazards which affect countries and communities in multidimensional ways. Whatever plans and actions are assembled in the future should be cognizant of this.

LESSONS LEARNED

- 131 Countries that have a number of mechanisms in place in order to respond to crisis and to build resilience as well as to engage in recovery can better deal with threats. UNDP's work with these countries, in particular when dealing with early recovery and other of the agency's additional inputs, can generate value added to early recovery and multi-hazards response.
- 132 Using already established government structures and existing networks to implement can lead to positive implications such as avoiding duplication and speeding up recovery procedures, as well as to institutional strengthening and local capacity building.
- 133 Although it is understood that these sorts of interventions are to be rapidly implemented and with fast deployment of activities, outputs, etc., and that this does not allow for much planning at the moment of the natural disaster, specificity upon planning is needed specially to implement recovery projects. For this, it is positive to have planning and delivery instruments at hand to quickly move through when there is an urgent need for intervention.
- 134 Gender targeting at design can create better conditions for actual gender mainstreaming in a project's implementation.
- 135 Delivery of project's intended outputs not only should deal with the "what" but also the "how", particularly in situations where there is not a great deal of time to deliver and / or implement.
- 136 Procurement for delivery of goods and services in emergency situation is more appropriate when it is swift yet flexible and unbureaucratic. When needed, procurement that is flexible drawing from a number of sources and using UNDP's network can be more receptive to an emergency or early recovery response.
- 137 Leadership and engagement of the receptor country (ies) of procured materials is key to purposeful, focused and resilient procurement. However, this works better when the pressure to procure is alleviated from recipient country(ies) and local actors at a time when they must attend to the emergency or to relief efforts and the responsibility should be assumed by UNDP or other responsible parties.

RECOMMENDATIONS

- 138 The following *recommendations* are linked to the findings in this report. They are directed to different types of users of the report, mainly UNDP) and are oriented for future programming regarding country – level crisis management and recovery, both reinforcing and learning from best practices accumulated through the Project or from the issues and challenges that arose during planning and implementation of this intervention. Therefore, there is no specific time frame for completion since they are intended for future programming given that this project has concluded.
- 139 *Generate relevant project templates for early recovery interventions.* UNDP should develop templates and tool kits for designing projects which are relevant under emergency situations to be ready before such an event occurs and to deploy as soon as an early recovery project begins to be considered. This should be inclusive of early recovery concepts, and include areas such as training and management of different issues that are intended to be achieved. They should also include work plans, training plans, communications components, and specific issues to foster through an early recovery project.
- 140 *Include all aspects of implementation upon inception and design.* Even as drafts, projects should include a level of specificity upon design and inception with all features of what is expected to be implemented, including training, integrated management responses, as well as communication.
- 141 *Aid countries in early recovery and disaster preparedness by jointly developing or providing support for disaster management plans.* UNDP should help countries develop actionable approved disaster management plans that are
- a. Based on country needs and are resilient and based on harnessed country level information. A solid informational base should be generated and/or harnessed (in an integrated manner among the different areas of government which deal with social, economic, and environmental governance aspects) in order to quickly tap into when crisis situations arise and to inform decision – making processes.
 - b. Information for preparedness should be harnessed understanding who and what the most vulnerable are in a crisis situations (persons as well as productive sectors and enterprises).
 - c. Plans should be developed taking into account cross-cutting issues such as gender mainstreaming and in – country developmental vulnerabilities.
 - d. They also should account for the complexity and multiple level hazards that developing countries are facing regarding disasters.

- e. Tools in early warning, or information on best practices in other circumstances should be made available to be part of the approved and actionable future plans.
- f. Plans should also include capacity building / training aspects to generate individual and institutional capacity to respond to the different levels of actions associated to crisis management.

- 142 *Use established government structures and existing networks to implement early recovery.* This should be done in order to avoid duplication and speed up recovery actions but also in order to foster institutional strengthening and local capacity.
- 143 *Procurement responsiveness should be promoted.* Procurement for delivery of goods and services in emergency situation needs to be swift yet flexible and unbureaucratic. Procurement should also be flexible drawing from a number of sources and use UNDP's network to be more receptive to an emergency or early recovery response. Leadership and engagement of the receptor country (ies) of procured materials should be promoted for purposeful, focused and resilient procurement.
- 144 *Gender targeting should be drawn from design.* In order to drive mainstreaming and attending to those most affected by disasters (such as women exposed to vulnerable situations) targeted responses are needed. A gender approach that fully addresses the differential impact of natural disasters upon women and the different needs of men or women should be developed early on the processes of planning and implementation.
- 145 *Involve local political processes/political figures/village councils, etc.* Early recovery projects should engage with local political processes and local politicians in some capacity (consultative, participation, etc.) for, among other issues, provide leadership and lower resistance to some of the processes an intervention is trying to implement.
- 146 *Explore other modalities of "cash-for work" than actual currency disbursement.* Based on country appropriateness, and in order to provide faster payments for direct beneficiaries as well as to reduce transactions costs, other modalities than actual currency disbursements (bank account deposits, e-wallets, etc.) should be explored for these sorts of projects. This should be done making sure that, before dispensing with cash payments, that the technology is readily and widely available where the activity is to take place and that there is people-readiness to benefit and to embrace these new technologies.

ANNEXES

ANNEX 1: TERMS OF REFERENCE

Terms of Reference for ICs and RLAs through /GPN Express

Services/Work Description: The Consultant is expected to identify the outputs produced and the contributions to results at outcome level and positive or negative changes produced along the way, including possible unexpected results. The consultant through the evaluation will also seek to identify the key lessons learned and best practices

Project/Programme Title: Support to Livelihoods and Debris Management Activities in St. Vincent and the Grenadines

Consultancy Title: Project Evaluator

Duty Station: Remote work

Duration: 1 ½ months (30 days)

Expected start date: 4 April 2022

1. BACKGROUND

Following the volcanic eruption of La Soufriere volcano in St. Vincent on 8 April 2021, it is estimated that 16,000 to 20,000 persons have been affected with approximately 30 villages being evacuated. Ash and volcanic material have already blanketed the entire island which has interrupted most of the economic activity, decimated crops and can have adverse effects on the health of persons exposed. It is expected that, beyond immediate needs of the evacuees, the cleaning of the ashes in the short term and the restoration and regeneration of forestry, watersheds and biodiversity will be critical in the long term.

Additionally, livelihoods have been disrupted due to the impacts on agriculture, close of businesses and impact in the already decimated tourist sector so some initial economic reactivation is envisioned

Previous disasters have illustrated the disproportionate impact on women and girls and therefore all of the activities in this project will address differential needs of women and men and address equal access to benefits, resources, status and rights. UNDP, is the UN global lead on recovery, with permanent presence in St. Vincent and the Grenadines (SVG). Its solid working relationship with the government and established community networks thanks to ongoing projects in the country, will allow to quickly contribute with the national institutions and people of SVG its experience in previous crisis response operations in the region to accelerate recovery and reactivate local economies.

The proposed programme is consistent with the national priorities of the government noting the positive impact such a measure would have in terms of protecting health of residents and restoration of livelihoods. This project will also assist the communities and government in cleaning ash, debris, bricks, cement, rubble and vegetation from the destroyed area, marketplaces, homes and streets to pave the way to rebuilding these areas and allowing safe access to communities and businesses. It can also provide short term financial support to persons who have previously lost their jobs to COVID-19 in addition to being impacted by the volcanic eruption.

Two outputs are envisioned for this programme specifically

1. Procurement of equipment, materials and tool to support the livelihoods programme
2. Emergency livelihoods facilitated through ash, debris and waste management in St. Vincent and the Grenadines

In this context, UNDP is seeking to engage an IC to conduct a final project evaluation to identify the key lessons learned and project best practices

See Annex 1 for basic project details

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

The Consultant will identify the outputs produced and the contributions to results at outcome level and positive or negative changes produced along the way, including possible unexpected results. The evaluation will also seek to identify the key lessons learned and best practices.

The project will be evaluated along the following areas:

- Strategic
- Relevance
- Principled
- Management and monitoring
- Efficient
- Effective
- Sustainability and National Ownership

Evaluation Criteria

Strategic: Programming priorities and results contribute to the Sustainable Development Goals (SDGs), are consistent with the UNDP Strategic Plan and are aligned with United Nations Sustainable Development Cooperation Framework ('Cooperation Framework'). Programmes and projects are based on clear analysis backed by evidence and theories of change. The latter justify why the defined approach is most appropriate and will most likely achieve, or contribute to, desired development results along with partner contributions. The role of UNDP vis-à-vis partners is deliberately considered. New opportunities and changes in the development context are regularly reassessed, with any relevant adjustments made as appropriate.

Relevance: Programming objectives and results are consistent with national needs and priorities, as well as with feedback obtained through engaging excluded and/or marginalized groups as relevant. Programming strategies consider interconnections between development challenges and results. A gender analysis is integrated to fully consider the different needs, roles and access to/control over resources of women and men; appropriate measures are taken to address these when relevant. Programmes and projects regularly capture and review knowledge and lessons learned to inform design, adapt and change plans and actions as appropriate, and plan for scaling up.

Principled: All programming applies the core principles of Leave No One Behind, Human Rights, Gender Equality and Women's Empowerment, Sustainability and Resilience and Accountability. Social and environmental sustainability are systematically integrated. Potential harm to people and the environment is avoided wherever possible, and otherwise minimized, mitigated and managed.

Management and Monitoring: Outcomes and outputs are defined at an appropriate level, are consistent with the theory of change, and have SMART, results-oriented indicators, with specified baselines and targets, and identified

data sources. Gender-responsive, sex-disaggregated indicators are used when appropriate. Relevant indicators from the Strategic Plan's Integrated Results and Resources Framework (IRRF) have been adopted in the programme or project results framework. Comprehensive, costed monitoring and evaluation plans are in place and implemented to support evidence-based management, monitoring and evaluation. Risks, in terms of both threats and opportunities, are identified with appropriate plans and actions taken to manage them. Governance of programmes and projects is defined with clear roles and responsibilities and provides active and regular oversight to inform decision-making.

Efficient: Programming budgets are justifiable and valid, and programming design and implementation includes measures to ensure efficient use of resources. The size and scope of programmes and projects are consistent with resources available and resource mobilization efforts. Plans include consideration of scaling up and links with other relevant initiatives to achieve greater impact. Procurement planning is done early and regularly reviewed. Monitoring and management include analysis of and actions to improve efficiency in delivering desired outputs with the required quality and timeliness, such as country office support to national implementation modalities.

Effective: Programming design and implementation are informed by relevant knowledge, evaluation and lessons learned to develop strategy and inform course corrections. Targeted groups are systematically identified and engaged, prioritizing the marginalized and excluded. Results consistently respond to gender analysis and are accurately rated by the gender marker. Managers use monitoring data for making decisions that maximize achievement of desired results. South-South and triangular cooperation are used, when relevant, and captured in the results framework. Required implementing partner assessments have been conducted, and the implementation modality is consistent with the results.

Sustainability and National Ownership: Programming is accomplished in consultation with relevant stakeholders and national partners, who are engaged throughout the programming cycle in decision-making, implementation and monitoring. Programming includes assessing and strengthening the capacity and sustainability of national institutions. A strategy for use of national systems is defined and implemented, if relevant. Monitoring includes use of relevant national data sources, where possible. Sustainability of results is accomplished through tracking capacity indicators and implementing transition and scale-up plans.

Impact: The change or impact that beneficiaries, partner institutions and even non-target groups have felt from the programme. The sustainability of these changes. Also to include the nature of these changes: positive, negative, direct, indirect, intentional, unintentional. The causal relationships between these changes and the presence of the project.

Methodology

The methodology used for this final evaluation is based on the UNDP evaluation methodology as defined in the UNDP Evaluation Guidelines and described in the UNDP Guide to Planning, Monitoring and Evaluation for Development Results. The suggested approach to conduct the work is as follows

- **Desk review.** Review of activity and performance reports as well as available analyses. Evaluators will review all relevant sources of information, such as the project document, progress reports, project board meetings reports and any other documents they deem useful for this evidence-based assessment. All needed documentation can be obtained directly from the Office Coordinator in Antigua and Barbuda and UNDP.

• Consultations with project contacts via online mediums. Consultations should include those mentioned below as a minimum:

- Project Team
- The Ministry of Finance in St. Vincent and the Grenadines – Mr. Ricardo Frederick and Ms. Janelle Hannaway
- National representatives from the Government of Spain as the main donor
- Bridges Roads and General Services Authority (BRAGSA) – Mr. Bartholomew
- Select beneficiaries who benefited through the short-term livelihood support or from the clearance of ash

The evaluator is expected to frame the evaluation effort using the criteria of strategic, relevance, principled, management and monitoring, efficient, effective, sustainability and national ownership

Inception Report (5 to 10 pages) – See Annex 4

The consultant will present the context of the mission, the methodology of conducting the mission, the methodology of data collection and analysis, the chronogram of conduct of the mission. This report sets out the conceptual framework to be applied in the evaluation. It includes the understanding of the evaluation objectives, theory of change, defines the methodology and provides information on data sources and collection, sampling and key indicators. It should contain an evaluation matrix (see Annex 2) that sets out, for each evaluation criterion, the questions and sub-questions to which the evaluation will provide an answer based on it, but not limited to the descriptions defined in the scope of the evaluation.

Draft Evaluation Report (Approximately 20 to 40 pages including executive summary)

Report should identify the key findings based on the methodology and guiding questions identified above. The format for the draft and final reports is shown as Annex 3. All paragraphs should be numbered in the draft and final reports

The draft evaluation report will be reviewed by UNDP and key partners as well as country focal points during the period of time.

As part of the draft evaluation report submission the evaluator should also provide a debriefing to UNDP and other key stakeholders on initial findings

The agreed report outline should meet the quality standards outlined in the UNDP Evaluation guidelines.

Final evaluation report (Approximately 20 to 40 pages including executive summary)

The final Evaluation report must be an updated version based on comments and suggestions by UNDP and key counterparts emanating from the draft report. It is expected that the final evaluation report would be shared with UNDP electronically.

The reports shall be written and structured in English in a way that they can also be read and edited independently from the final evaluation report. All reports produced must be in modifiable word format, Times New Roman 12 point font, numbered pages and have all images compressed.

Evaluation Review Process

Comments, questions, suggestions and requests for clarification on the evaluation draft should be provided in an evaluation “audit trail” document (**Annex 5**) with the evaluator or evaluation team replying to the comments through this document. If there is disagreement in findings, these should be documented through the evaluation audit trail and efforts made to come to an agreement. Please note that the evaluation audit trail is not part of the evaluation report and is not a public document but is part of the process for completion of the evaluation report.

Evaluation Ethics⁷

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant 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.

Ratings Scale and Recommendations Table

The final evaluation report should contain a rating for each of the areas assessed using the scale immediately below. Recommendations must also be included in the report based on the recommendations table below

⁷ Detail of UNEG Code of Conduct for Evaluation in the UN system (unevaluation.org)

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

42/113

Table 10. Recommendations Table

Rec #	TE Recommendation	Entity Responsible	Time frame
A	Category 1:		
A.1	<i>Key recommendation:</i>		
A.2			
A.3			
B	Category 2:		
B.1	<i>Key recommendation:</i>		
B.2			
B.3			
C	Category 3:		
C.1	<i>Key recommendation:</i>		
C.2			
C.3			

3. Expected Outputs and deliverables

No.	Deliverable/Output	Duration	Proposed Completion Deadline	Percentage Payment
1	Deliverable 1: Inception Report	5 days	One (1) week after signature of contract	20%
2	Deliverable 2: Presentation of draft findings	15 days	Four (4) weeks after contract signature	20%
3	Deliverable 3: Delivery of the first draft of the report	5 days	Five (5) weeks after contract signature	40%
4	Deliverable 4: Delivery of final evaluation report. Separately this should also include the audit trail detailing how questions, clarifications and questions have been addressed from the draft report	5 days	Seven (7) weeks after contract signature	20%
	Total	30 days		100%

4. Institutional arrangements/reporting lines

The project will be directly implemented by UNDP Barbados and the Eastern Caribbean Multi-Country Office. UNDP will apply the principle of Quality Management, by streamlining all internal working procedures, organizational structures and establishing standardized feedback and improvement mechanisms.

The consultant will report directly to the Monitoring and Evaluation focal point in the office working in collaboration with the Head of Cluster Prevention Recovery and Resilience and ultimately to the UNDP Deputy Resident Representative, if required.

5. Experience and qualifications

I. Years of experience:

I. Years of experience:

- At least four (4) years' documented experience in monitoring and evaluating projects and programmes, utilizing participatory approaches.

ii. Competencies:

- At least three (3) years' documented experience in disaster risk reduction or related field within the Caribbean or Small Island Developing States (SIDS).

- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods to projects and/or programmes.
- Knowledge of UNDP Barbados and the Eastern Caribbean participating states context, specifically [beneficiary countries] and institutional frameworks for addressing disaster risk reduction.
- Good presentation, interpersonal and communication skills
- Ability to meet deadlines and prioritise multiple tasks
- Excellent report writing and editing skills
- Excellent working knowledge (written and oral) of English is required
- Plans and produces quality results to meet established goals; responds positively to critical feedback and differing points of view.
- Previous experience evaluating, UNDP or UN system projects will be an asset

A. QUALIFICATIONS

III. Academic Qualifications:

- At least a Bachelors Degree in Project Management, Monitoring and Evaluation, Sustainable Development or related field

Payment Modality

Payment to the individual contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager. A tentative schedule is shown below for the period but will be adjusted if needed in consultation with the selected candidate

No.	Deliverable/Output	Duration (Number of days)	Proposed Completion Deadline	Percentage Payment
1	Deliverable 1: Inception Report	5	One (1) week after signature of contract	20%
2	Deliverable 2: Presentation of draft findings	15	Four (4) weeks after contract signature	20%
3	Deliverable 3: Delivery of the first draft of the report	5	Five (5) weeks after contract signature	40%
4	Deliverable 4: Delivery of final evaluation report. Separately this should also include the audit trail detailing how questions,	5	Seven (7) weeks after contract signature	20%
	clarifications and questions have been addressed from the draft report			
	Total	30		100%

ANNEX 2: EVALUATION MATRIX

**TERMINAL EVALUATION -- SUPPORT TO LIVELIHOODS AND DEBRIS MANAGEMENT ACTIVITIES IN ST. VINCENT
AND THE GRENADINES PROJECT**

Evaluative Criteria Questions	Data Sources	Data Methods/Tools	Collection	Indicators/Success Standards
Relevance: How does the project relate to the main UNDP, national and regional development objectives?				
<p>To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?</p> <p>To what extent were lessons learned from other relevant projects considered in the project's design?</p> <p>Is the Intervention doing the right things?</p> <p>To what extent have the intervention objectives and design responded to global and national needs, policies and priorities and those of beneficiaries and partner institutions, and continue to do so as circumstances change?</p> <p>To what extent was the relevant vis-à-vis gender equality, the empowerment of women and the human rights-based approach?</p>	<p>-UNDP Crises Response and Recovery Plan –</p> <p>SVG Volcanic Eruption</p> <p>-Strategic Plan -Project Proposal</p> <p>Post Hurricane Maria</p> <p>Project reporting</p> <p>Project Proposals (UNDP and Donor)</p>	<p>Desk Review of Documents</p> <p>-Desk Review of documents -Interview/ discussion with stakeholders</p> <p>-Desk Review of documents -Interview/ discussion with stakeholders</p>	<p>The project proposal includes a background as well as outputs and indicators in support of the response</p> <p>-The project proposal includes gender disaggregated indicators and targets.</p> <p>-The project prioritized the most vulnerable as key beneficiaries</p>	
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?				
<p>What have been the key results and changes attained for men, women and vulnerable groups?</p> <p>In which areas has the project had the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements? To what extent have the expected outcomes and objectives of the project been achieved?</p> <p>To what extent were the project outputs achieved?</p> <p>What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?</p>	<p>-Project Reporting</p> <p>-Project proposal</p>	<p>-Desk Review of documents -Interview/ discussion with stakeholders</p> <p>- Interviews with key stakeholders -Desk review of documents</p> <p>Desk Review of documents -Interview/ discussion with Stakeholders</p> <p>Desk Review of documents -Interview/ discussion with stakeholders</p>	<p>Achievement of project targets</p> <p>Achievement of project targets</p> <p>Achievement of project targets</p> <p>Results achieved under the project</p> <p>Criteria developed so the some of the most vulnerable groups will</p>	

<p>What factors have contributed to effectiveness or ineffectiveness?</p> <p>Is the intervention achieving its objectives?</p> <p>To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?</p> <p>To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?</p>		<p>-Desk Review of documents -Interview/ discussion with stakeholders</p>	<p>be systematically identified and engaged.</p>
Efficiency:			
<p>To what extent has the UNDP project implementation strategy and execution been efficient and cost-effective?</p> <p>To what extent has there been an economical use of financial and human resources?</p> <p>Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?</p> <p>How were the two components coordinated? i.e. UNDP and Government of Spain</p> <p>What were the project requisites that the Government of SVG had issues in meeting with?</p> <p>How well are resources being used?</p> <p>To what extent does the intervention deliver or is likely to deliver, results in an economic and timely way?</p> <p>Did the project deliver results equitably considering gender and other rights-approach issues?</p>	<p>-Project Reporting</p> <p>-Project Proposal</p> <p>-Procurement documents</p> <p>-Audits</p>	<p>-Desk Review of documents -Interview/ discussion with stakeholders</p> <p>-Desk Review of documents -Interview/ discussion with stakeholders</p> <p>-Desk Review of documents -Interview/ discussion with stakeholders</p>	<p>Programming budgets are justifiable and valid. Resource mobilization successfully completed through Government of Spain resources. Plans include consideration of scaling up and links with other relevant initiatives to achieve greater impact.</p> <p>-Procurements were prioritized and where procurements were completed through local suppliers thereby enhancing the local economy</p> <p>-Management of resources have been in line to UNDP best practices</p> <p>Project objectives and targets achieved.</p>

Sustainability and National Ownership: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results and how do these relate to national ownership?			
Are there any financial risks that may jeopardize outputs sustainability?	-Atlas risk log	Desk Review of documents	Risk log includes interventions to ensure financial sustainability of relevant activities
Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?	Atlas risk log	Desk review of documents	The risk log where applicable includes socio-political risks and includes interventions to mitigate same
Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	-Atlas risk log	Desk Review of documents	The risk log where applicable includes socio-political risks and includes interventions to mitigate same
Will benefits last? To what extent would net benefits of the intervention continue or are likely to continue?			
If the project delivered gender mainstreaming results, what is the likelihood of them being maintained ?			
Other: Cross cutting issues, coherence, lessons learned/recommendations.			
How were gender mainstreaming and other social development factors incorporated in the project?	Project planning documents	Desk Review of documents	Mainstreaming of gender in planning
Were disability issues considered?	Project reporting	Interviews	
Coherence: Has there been internal coherence? I.e. Have there been synergies and interlinkages between the intervention and other interventions carried out by the same institution(for instance between the UNDP – supported component and the Government of Spain component?	Project reporting	Desk Review of documents Interviews	Synergies and/or conflicts between and among the different interventions.
Has there been external coherence? I.e. have there been synergies and interlinkages between the intervention and other interventions in SVG by other UN agencies and / or other donors?			
What lessons does the project leave in disaster risk preparedness, nationally/regionally, and recovery?	Interview	Interview	Input by stakeholders Evaluator analysis

ANNEX 3: LIST OF STAKEHOLDERS EVALUATION ENGAGED WITH

Janelle Hannaway-Horne	Ministry of Finance, Economic Planning and Information Technology
Giselle Myers	Ministry of Finance, Economic Planning and Information Technology
Julian Ferdinand	Honorary Consulate of the Kingdom of Spain
Kem Barthomelew	BRAGSA
Roland Wilkinson	BRAGSA
Larissa Tunnie	Georgetown - SVG
Reynold Murray	UNDP - SVG
Marlon Clarke	UNDP Barbados and the Eastern Caribbean
Makelia Griffith	UNDP Barbados and the Eastern Caribbean
Sacha Lindo	UNDP Barbados and the Eastern Caribbean
Jason LaCorbiniere	UNDP Barbados and the Eastern Caribbean

ANNEX 4: LIST OF CONSULTED DOCUMENTS AND INFORMATION SOURCES

- Oficina De Información Diplomática. Ficha País San Vicente y las Granadinas.
- UNDP Strategic Plan, 2018-2021.
- UNDP Strategic Plan, 2022-2025.
- OECD/DAC Network on Development Evaluation. Better Criteria for Better Evaluation. Revised Evaluation Criteria Definitions and Principles for Use. February 2020.
- UNDP. *Independent Country Programme Evaluation*. Barbados and the Eastern Caribbean. January 2021.
- <https://reliefweb.int/report/saint-vincent-and-grenadines/ec11-million-allocated-government-spain-accelerate-volcano>
- United Nations Barbados and the Eastern Caribbean. *St. Vincent & the Grenadines: La Soufrière Volcano*. Report No. 03. As of 17 September 2021

**ANNEX 5: UNITED NATIONS EVALUATION GROUP CODE OF CONDUCT FOR EVALUATION IN THE UN
SYSTEM EVALUATION CONSULTANTS AGREEMENT FORM**

Evaluators:

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

Evaluation Consultant Agreement Form⁸

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

Name of Consultant: Maria ONESTINI

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

Signed at *Buenos Aires, Argentina* on *June 5 2022*

⁸ www.unevaluation.org/unevaluationcodeofconduct

Signature: Signature: 
