



UNITED NATIONS
DEVELOPMENT PROGRAMME

**Terminal Evaluation of the UNDP Project: Strengthening
Sustainable Livelihoods and Resilience in the Kalinago Territory
DOMINICA
(2020-2023)**

FINAL REPORT

APRIL 2023

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Project information			
Project title	Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory		
Atlas ID	00127652		
Corporate outcome and output	MSDF priority: An inclusive, equitable and prosperous Caribbean Outcome 1.2.: Access to equitable social protection systems, quality services and sustainable economic opportunities improved Indicative Outputs(s) with gender marker: GEN2 – Gender equality as a significant objective		
Country	Dominica		
Region	Latin America and the Caribbean		
Date project document signed	23/02/2021		
Project dates	Start	Planned end	Actual end
	01/02/2021	31/06/2022	15/12/2022
Total committed budget	USD 1,000,000		
Project expenditure at the time of evaluation	USD 983,834		
Funding source	India UN Development Partnership Fund		
Implementing party	UNDP (Direct Implementation Modality)		

Evaluation information		
Evaluation type	Project	
Final/midterm review/other	Final	
Period under evaluation	Start	End
	01/02/2021	28/02/2023
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Evaluation dates	Start	End
	12/12/2022	31/03/2023

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LIST OF ACRONYMS AND ABBREVIATIONS

AWP	Annual Working Plan
CBT	Community Based Tourism
CREAD	Climate Resilience Execution Agency of Dominica Community Based Tourism
EQ	Evaluation Question
GMS	General Management Support
HD	Humanitarian-Development
KC	Kalinago Council
KT	Kalinago Territory
NEP	National Employment Programme
NSTP	National Sustainable Tourism Policy
PE	Poverty-Environment
ProDoc	Project Document
SDGs	Sustainable Development Goals
SSLR	Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory
SC	Steering Committee
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
USD	United States dollars
VNR	Voluntary National Review

EXECUTIVE SUMMARY

Project overview

- i. The Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory (SSLR) project was approved in 2021 to strengthen the livelihoods and resilience of the Kalinago Territory by working with the Government in delivering an integrated package to reduce the Kalinago indigenous people’s financial and environmental vulnerability.
- ii. The project focused on four focal areas: (i) strengthen capacities to boost agricultural production and sustainable agricultural practices; (ii) design and implement community reforestation programmes to protect livelihoods and augment critical water catchment areas; (iii) develop a comprehensive Kalinago tourism strategy and brand that generates new income opportunities for the Territory; and (iv) boost institutional capacities of the Kalinago Council for improved participative and inclusive decision-making and planning.

Evaluation methodology

- iii. Carried out by an external evaluator, the Terminal Evaluation involved assessing the project’s strategy, progress towards the achievement of its main goals and related risks to sustainability. The Evaluation assessed and was organized around four key evaluation criteria: relevance, efficiency, effectiveness and sustainability. They were rated on a six-point scale and each of them included specific factors and processes affecting performance and cross-cutting issues as appropriate.
- iv. Data related to project progress and performance was obtained from the review of project documents, official records, and secondary sources. Interviews with key informants were the main tool for collecting primary data. Interviewees were selected in consultation with UNDP and the project team keeping in view their level of participation during implementation and benefits received.
- v. The Results Framework’s indicators and targets were used as the main reference to assess the achievement of the objectives and outcomes. Some quantitative data were analyzed using simple statistical methods to determine progress and trends. Nevertheless, most data were analyzed using qualitative data analysis techniques like triangulations, validations, interpretations, and abstractions.

Main findings and ratings¹

Relevance: Satisfactory

- vi. The project was fully aligned with UNDP’s mandate and strategies. The objectives and results were embedded into national policies and priorities. The design was informed by existing knowledge ensuring consistency with local needs and priorities. Nevertheless, it was not informed by specific feedback obtained through engaging excluded or marginalized groups. The project provided a coherent response that would have benefitted from a more robust internal logic with concrete and solid linkages among the different components.

Efficiency: Moderately Satisfactory

- vii. The project put in place participatory decision-making mechanisms and an efficient implementation modality. Nevertheless, the timeliness of activities and products was negatively affected by both internal and external factors, including an unrealistic anticipated duration of project execution as well as limitations in the management arrangements and work planning. Most of the available budget had been used by the end of the implementation period but it was too early to determine the cost-effectiveness of the project that will highly depend on the success to trigger long term sustained changes. The implementation delays negatively affected the delivery of products and activities in a more logical sequence.

Effectiveness: Moderately Unsatisfactory

- viii. The project took account of other initiatives that address similar needs of the same target groups ensuring that the activities complemented the strategic results of line ministries. Despite the broad coverage in terms of themes and sectors, the project strongly focused on activities and outputs and less on outcomes and long-term impact. As a result, the project components and related activities were implemented in silos with a lack of concrete linkages and synergies among them.
- ix. Efforts were made to adapt activities and outputs to the context and changing circumstances but several key products and were only delivered at the end of the implementation period and some were still pending at the time of the TE. Key stakeholders were engaged to identify target groups, prioritizing the marginalized and excluded to a certain extent.
- x. Despite the shortcomings of the project in delivering some of the planned activities and products, there was evidence of some benefits at the outcome level. The project did not track the progress made towards systemic impact that, in any case, was limited in line with the implementation status. Linkages with other relevant initiatives should contribute to scaling up and greater impact.

¹ Each evaluation criterion was rated on a six-point scale: Highly Satisfactory / Likely, Satisfactory / Likely, Moderately Satisfactory / Likely, Moderately Unsatisfactory / Unlikely, Unsatisfactory / Unlikely and Highly Unsatisfactory / Unlikely.

Sustainability: Moderately Unsatisfactory

- xii. Despite the lack of mechanisms to measure impact, the project implemented some actions likely to contribute to the endurance of benefits at the outcome level. The implementation status did not allow a thorough assessment of the project’s sustainability but an exit strategy was not in place.

Recommendations and lessons learned

Recommendations for project’s sustainability and impact

- xii. Provide support (e.g., workshops, dissemination activities, discussions, etc.) for the approval and validation of a sustainability plan that should include socializing the cassava, reforestation and tourism strategies (including modifications if needed) to seek ownership of the recommendations and concrete commitments towards implementing them. A responsible party was identified for some of the proposed actions but it may be necessary to identify institutional capacities (and needs).
- xiii. Carry out an assessment of household vulnerability and resilience in the KT (including a gender analysis) identifying root causes and drivers. This would allow to establish a credible baseline and targets to be achieved through the implementation of a robust ToC.
- xiv. In addition to standardization of processing and branding of items, support could be provided to the KC to develop an area-based production plan for cassava to ensure market readiness (e.g., technical assistance, workshops, surveys, etc.) Such a plan must be done in close cooperation with farmers and include accompanying measures to ensure it is used by them.
- xv. Provide further support to ensure that the benefits of the greenhouses and cassava processing equipment reach the whole community through linkages with other initiatives such as the School Feeding Programme (e.g., technical assistance, workshops, discussions, etc.) In this sense, the installation of greenhouses in three schools seems appropriate. The use of the remaining ones as nurseries targeting for example women groups also seems a clever strategy (lack of plants was a limitation during implementation).
- xvi. Provide further support to strengthening technical capacities, knowledge and awareness of the community as a whole (with focus on youth and women) in specific areas to increase participation and inclusiveness (e.g., technical assistance, workshops, discussions, surveys, etc.) For example, a trained forestry officer (similar to those that already exist in other parts of the country) could lead the reforestation efforts in the KT ensuring coordination with the Ministry for improved decision-making and planning. This must be done in coordination with both the KC and the Hamlet’s Development Committees.
- xvii. Provide further support to ensure economic benefits from the reforestation activities (e.g., technical assistance, workshops, discussions, surveys, etc.) This support could aim at developing/strengthening the cocoa value chain at different

levels (e.g., associationism, agricultural practices, access to finance, storage, processing, marketing, etc.)

- xviii. Ensure that reforestation efforts focus on the most vulnerable areas (landslides). Although these areas are far from people, there is an important negative impact in water quality. Consider other possible solutions to complement reforestation (a study may be needed).

Lessons learned for future projects and programming

- xix. Develop a robust ToC that clearly identify the linkages between activities/outputs and outcomes/impact. This should be reflected in a comprehensive Logical Framework, including SMART indicators at all levels.
- xx. Realistically estimate the implementation period, allowing sufficient time to (i) re-engage stakeholders and adapt the project design to any changes that have occurred after conceptualization and (ii) at least get the developed strategies validated/endorsed by the relevant authorities before the project ends (ideally operationalization plans and concrete commitments should also be put in place).
- xxi. Project mapping at inception proved to be effective to identify linkages and avoid duplication. It should be replicated at the start of implementation in future projects and accompanied with direct engagement with key stakeholders (especially when the construction of large infrastructure schemes is involved).
- xxii. During the inception phase, it would also be desirable to conduct a needs assessment (households) and baseline study to generate insightful information on vulnerability and resilience of the target communities. It would help improving the project design and implementation arrangements as well as assessing impact.
- xxiii. In similar projects, develop fully-fledged gender and youth mainstreaming strategies recognizing that empowerment and increased participation require investments that aim to change socio-cultural norms.
- xxiv. Implement an improved monitoring and evaluation framework with strong focus on outcomes/impact to support accountability and adaptive management. In connection with the project activities, UNDP could develop a complementary learning agenda to address knowledge gaps in relation to vulnerability and resilience.

1. PROJECT DESCRIPTION

1.1. Introduction

1. This document presents the main results of the Terminal Evaluation (TE) of the United Nations Development Programme (UNDP) project: Strengthening Sustainable Livelihoods and Resilience in the Kalinago Territory (SSLR). The TE was commissioned and facilitated by the UNDP Barbados and the Eastern Caribbean Office’s evaluation. The terms of reference that provided overall guidance to the TE are included in Annex 1.
2. In addition to this introduction section, the report is structured as follows:
 - Section 2 provides a description of the background and context and some summary information about the SSLR project.
 - Section 3 sets out the evaluation scope and primary objectives as well as the adopted methodological approaches.
 - Section 4 presents the findings based on the analysis of the data and evidence gathered by the evaluation.
 - Section 5 summarizes the main evaluation conclusions highlighting the strengths, weaknesses and outcomes of the project.
 - Section 6 provides practical, actionable and feasible recommendations addressing the sustainability of the project and providing specific advice for future similar projects.

1.2. Description of the intervention

Background and context

3. The Commonwealth of Dominica is a small island developing State in the Lesser Antilles in the eastern Caribbean, stretching 751 km² with 148 km of coastline and a population of 72,000. With over 60% of its territory covered by forest, the country is lush with rivers and rainforests, and home to an expansive array of flora and fauna.
4. With the absence of a formal timber or wood-based industry, Dominica’s financial reliance on forests may seem low, but almost all economic activities are highly dependent on the services provided by forest ecosystems. According to the World Bank, forests are essential for sectors like tourism, agriculture, and water management, and approximately 20% of jobs in Dominica are indirectly linked to forests. Aligned with other existing sectoral strategies, the updated National Forest Policy (March 2022)² recognizes the forest resources as the best opportunity to enhance socio-economic development in Dominica, while making significant contributions in the field of climate change mitigation.

² Available at:

<https://documents1.worldbank.org/curated/en/099516008082214354/pdf/IDU00d363cbf0af2a044300b30b0fa5e5b97be81.pdf>

5. A high Human Development Index (0.742) positions Dominica at 94 out of 189 countries. According to the country’s Voluntary National Review (VNR) in 2022, positive indicators are recorded across several development spheres including improvements in fiscal discipline and management; reduction in poverty; expansion of housing; improvements in educational outcomes; reduction in infant mortality; improved access to safe water; and gender equality. In the area of governance, Dominica has made advances in rule of law, public sector modernization and enhancement of foreign policies.
6. Dominica is highly vulnerable to natural hazards, climate impacts, pandemics, endemic health concerns and other exogenous shocks. In 2017, Dominica was devastated by Hurricane Maria - a category 5 hurricane which resulted in losses amounting to 226% of GDP, causing significant destruction to every sector and community. This event followed on the heels of Tropical Storm Erika in 2015 which cost Dominica 96% of its GDP. The COVID-19 pandemic caused new challenges and impacted the anticipated gains that would have strengthened Dominica’s recovery post Maria. In 2020, Dominica’s GDP contracted by 11%, and the country only achieved a modest recovery of 3.7% in 2021.
7. Nestled in a remote and mountainous area of Atlantic coast, the Kalinago Territory (KT) is a 15 km² district with an estimated population of approximately 3,000 indigenous Kalinago people (the only Caribbean community directly descended from the indigenous people that populated the entire region before colonization). The KT is divided into eight Hamlets and most of the settlements are concentrated along the coast. Legal residents share communal ownership of all land within the KT that mostly comprise poor-quality land that is susceptible to both soil erosion and deforestation.³
8. The government of the KT resides in the Kalinago Council (KC) that includes a Chief and six elected members. The KC is responsible for matters concerning tourism, handicraft, cultural development and special events, health, social and gender affairs, community development, education, public relations and research, agriculture, forestry and fisheries, sports and youth affairs. The specific power of the KC under Section 29 of the Kalinago Act is to make bylaws concerning the occupation and use of the lands in the KT.⁴
9. Compared with the rest of Dominica, the KT suffers from a high level of poverty and unemployment. It is estimated that almost 50% of the inhabitants are poor and find employment throughout the island as there are limited employment opportunities within the KT. The main types of employment within the KT are craft production, agriculture (banana cultivation and subsistence farming),

³ As established by Article 25(1) of the “Carib Reserve Act”, all land within the Kalinago Territory is under the “sole custody, management and control” of the Kalinago Council and Chief. No individuals can buy or sell parcels of land or encumber it as collateral. Kalinago residents instead have usufruct rights: they can claim vacant, unused land to work and build a home upon, subject to approval by the Kalinago Council. Land left untended for more than a year is considered vacant and may be claimed. Sometime, soil erosion and deforestation have been attributed to this common ownership, as the land is intensively used by a rapid succession of tenants.

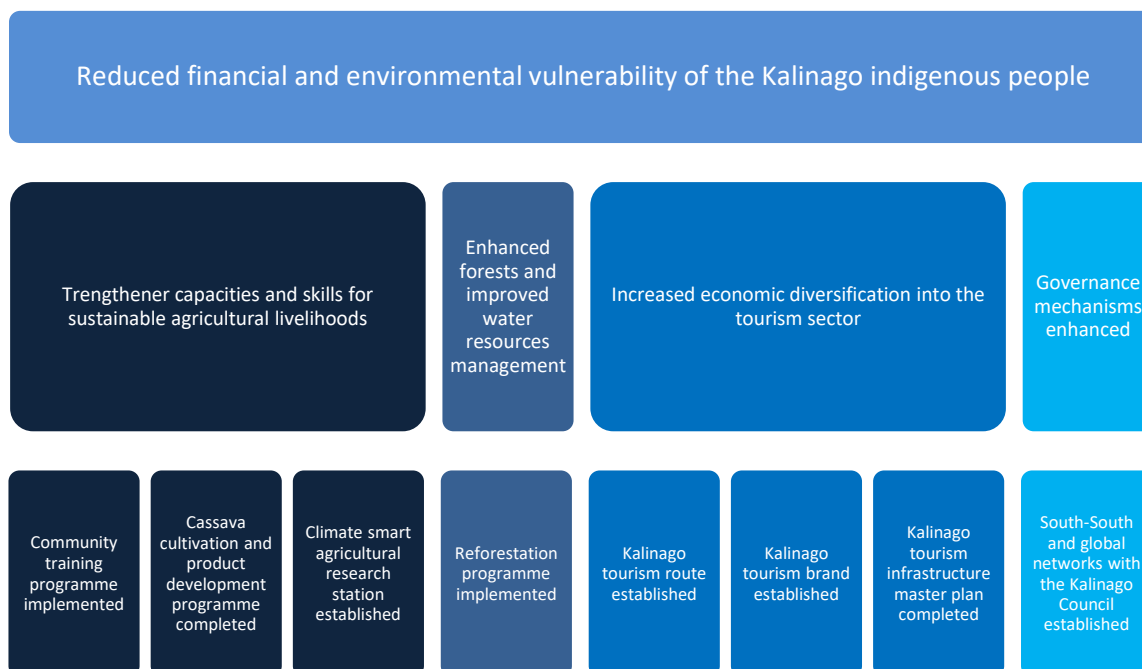
⁴ The primary legislation concerning the status and rights of the Kalinago people in Dominica is the Kalinago Act.

fishing, boat making, government (schools, medical centre, road gangs – repair and maintenance) and tourism (tour guiding and bus driving).

Project objectives

10. The SSLR project was approved in 2021 to strengthen the livelihoods and resilience of the Kalinago Territory by working with the Government in delivering an integrated package to address some the issues highlighted above. The project focused on four focal areas, i.e. strengthen capacities to boost agricultural production and sustainable agricultural practices; design and implement community reforestation programmes to protect livelihoods and augment critical water catchment areas; develop a comprehensive Kalinago tourism strategy and brand that generates new income opportunities for the Territory; and boost institutional capacities of the Kalinago Council for improved participative and inclusive decision-making and planning.
11. The ProDoc illustrated the Theory of Change (ToC) underpinning the project with the following graph.

Graph 1 – Project’s Theory of Change (Source: ProDoc)



2. TERMINAL EVALUATION

2.1. Objectives and scope

12. This independent TE involved assessing the project’s strategy, progress towards the achievement of the project objective and outcomes as specified in the ProDoc as well as related risks to sustainability. The TE summarized lessons

learned and made recommendations that can contribute to future programming, policymaking and overall organizational learning.

13. As per the ToR, the TE assessed and was organized around four key evaluation criteria: relevance, efficiency, effectiveness and sustainability. They were rated on a six-point scale and each of them included specific factors and processes affecting performance and cross-cutting issues as appropriate. Further details on the key evaluation criteria are shown in the Evaluation Matrix (see Annex 2).

Table 1 – Evaluation criteria

Criteria	Main areas/issues addressed
Relevance	<ul style="list-style-type: none"> - Suitability to the priorities and policies of the target group, recipient and donor. - Relevance in relation to UNDP’s mandate and its alignment with UNDP’s policies and strategies at the time of project approval. - Complementarity with other interventions addressing the needs of the same target groups.
Efficiency	<ul style="list-style-type: none"> - Financial management and actual spend across the life of the project. - Cost-effectiveness of project execution, i.e. extent to which the project delivered maximum results from the given resources. - Timeliness of project execution, i.e. whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently.
Effectiveness	<ul style="list-style-type: none"> - Success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design. - Performance against the project outcomes as defined in the reconstructed ToC. - Likelihood of the intended, positive impacts becoming a reality (based on the articulation of long-lasting effects in the reconstructed ToC – from project outcomes, via intermediate states, to impact).
Sustainability	<ul style="list-style-type: none"> - Probability of project outcomes being maintained and developed after the close of the intervention. - Key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes (assumptions and drivers).

14. The TE went beyond the assessment of “what” the project performance was and provided a deeper understanding of “why” the performance was as it was providing the basis for the recommendations. The TE emphasized the importance of the sustainability aspects such as the need of continued support to the Kalinago’s vision a reality and to extend the positive benefits of tourism throughout their land.
15. Cross-cutting issues were considered, including whether gender aspects were featured in the project design, as well as during implementation. This involved

considering if gender issues were adequately addressed in the ProDoc and Results Framework as well as whether gender-sensitive data was gathered and reflected in project reporting (e.g. monitoring women’s needs among local communities, monitoring women’s involvement in local implementation and management arrangements, assessing if and how the installations/equipment are impacting on women). Linked to this, the TE also considered whether the project needs assessment as well as results and impact monitoring took account of other vulnerable groups as well as the Poverty-Environment (PE) and Humanitarian-Development (HD) nexuses.

2.2. Approach

16. The TE findings and judgements were based on sound evidence and analysis. The information was triangulated as far as possible and analysis leading to evaluative judgements was clearly spelled out. The approach was as inclusive and transparent as possible keeping key stakeholders informed and consulted throughout the process.
17. The TE has a focus on results using both quantitative and qualitative evaluation methods to determine the project’s achievements against the expected results (outputs, outcomes, and impacts). As mentioned above, particular attention was given to identify implementation challenges and risks to achieve the project’s expected objectives and sustainability.
18. The TE methodology included:
 - Desk research of project primary documentation such as the ProDoc, monitoring reports, board meeting, minutes, financial reports, work plans and other relevant written records (see Annex 3).
 - Thematic interviews with UNDP, implementing partners and project beneficiaries (see Annex 4). Although final beneficiaries were not targeted as such by the interviews, it should be noted that, in addition to their institutional role, some of the interviewees were cassava farmers and received support from the project, including trees.
19. UNDP and the PMU provided support to the TE in terms of access to project documents and other relevant information as well as assistance in coordinating data collection activities with project staff and stakeholders (interviews). The TE did not involve field visits.

Sample and sampling frame

20. In view of the scope, timeline, and remote nature of the TE, it was not possible to reach all stakeholders. Therefore, the evaluation adopted a mix of purposive and convenience sampling strategies. The list of key informants was finalized with the help of the project team, considering their level of involvement/participation in project design, implementation and benefits received, also depending on their availability.

Stakeholder participation

21. The evaluation invited a total of 15 stakeholders to the interviews, including representatives from UNDP as well as national and local authorities. Three out of them did not respond (one from UNDP and two from national ministries) 12 were interviewed, including seven women and five men. Three were representatives from UNDP, seven from different national ministries and 2 from the local authorities/community.

Ethical considerations

22. The work throughout the TE was guided by and aligned with ethical principles and professional standards.⁵ This involved truthful and open communication with the project team, UNDP and relevant stakeholders concerning aspects of the evaluation, such as findings, procedures, limitations or changes that may have occurred. Confidentiality was assured throughout the process.

Data analysis

23. The TE went beyond the assessment of “what” the project performance was and provided a deeper understanding of “why” the performance was as it was. This analysis was the basis for the recommendations. The overall process consisted of three steps: (i) design, (iii) data collection and (iv) analysis and reporting.
24. The findings and judgements were based on sound evidence and analysis mainly using qualitative evaluation methods to determine the project achievements against the expected results (outputs, outcomes, and impacts). The information was triangulated as far as possible and analysis leading to evaluative judgements was clearly spelled out.
25. Most data were analyzed using qualitative data analysis techniques like triangulations, validations, interpretations, and abstractions. Evidence from documents and interviews was validated and triangulated through different sources to identify similarities, contradictions and patterns. Efforts were made to logically interpret stakeholder’s opinions and statements, while analyzing data, keeping in view the specific perspectives of various respondents.

Background information on evaluators

26. The TE was independently carried out by an external evaluator with extensive experience evaluating disaster risk reduction, climate change and resilience related projects within the Caribbean and Small Island Developing States. The evaluator reported directly to the Monitoring and Evaluation Associate and ultimately to the UNDP Deputy Resident Representative.

Major limitations of the methodology

27. The methodology was envisaged to minimize potential bias ensuring that information was triangulated by leveraging and validating inputs and data from different sources. Nevertheless, several constraints need be acknowledged and considered at the same time as the TE’s findings and conclusions. For example, the methodology did not include any field visits, face-to-face interviews or

⁵ For more information, see UNEG ‘Ethical Guidelines for Evaluators’ available at: https://www.alnap.org/system/files/content/resource/files/summary/UNEG_Ethical_Guidelines_for_Evaluation_2020.pdf

workshops. These likely reduced opportunities for collecting evidence of impact at national level. The lack of solid outcome indicators in the TOC somehow limited a more robust contribution analysis. The participants in the interviewees were self-selected and no specific actions were implemented to unearth the views of marginalized or potentially disadvantaged groups.

3. FINDINGS

3.1. Relevance

The project was fully aligned with UNDP’s mandate and strategies.

28. In the aftermath of Hurricane Maria, UNDP established a project office in 2017 to assist the government with immediate response, recovery and reconstruction. Since the launch of the project office, the UNDP portfolio has scaled up significantly resulting in a myriad of projects supporting reconstruction and social protection, resilience building, agriculture, indigenous peoples, blue economy and digital transformation.
29. In line with UNDP Barbados and the Eastern Caribbean’s commitment to building resilience and promoting sustainable development for indigenous people and vulnerable groups, the SSLR project was approved in 2021 to deliver an integrated package by working with the Government to strengthen the livelihoods and resilience of the KT.
30. The project was fully aligned with the focus of UNDP’s work in Dominica on recovery, resilience and sustainability. The project also operationalized UNDP’s mandate for engagement with indigenous peoples to promote social change through the creation of coherent and satisfying alternatives. Most interviewees thought that the project contributed to a certain extent to integrate indigenous perspectives and concepts of development in future programmes (see Section 4.3). In this sense, the project was formulated and implemented in a decentralized manner; and participatory management structures were foreseen (see Section 4.2).

The project objectives and results were embedded into national policies and priorities.

31. Recognizing the need of underpinning development by a resilience agenda, the Government promulgated the Climate Resilience Act (2018) after the country was devastated by Hurricane Maria.⁶ The Act sets up the Dominica Climate Resilience Policy Board and the Climate Resilience Execution Agency of Dominica (CREAD). The role of the Board includes defining the measures needed to make Dominica a climate resilient nation in all sectors, developing a climate resilience plan, overseeing the operations and task allocation and provide advice on promotional and legislative/policy measures to implement the plan.

⁶ <https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/108949/134938/F909017138/DMA108949.pdf>

32. The key documents to operationalize the Act included the National Resilience Development Strategy 2030 (2018) (NRDS),⁷ Dominica’s Climate Resilience and Recovery Plan 2020-2030 (2020) (CRRP)⁸ and Disaster Risk Financing Strategy (2022).⁹ The NRDS is characterized by three major forces: Sustainable Development Goals, Building the First Climate Resilient Country in the World vision and People-centred Development. These forces are shaped by three strategic elements: environmental protection, social development and economic development and transformation.
33. The CRRP gives full effect to the NRDS by establishing targets, defining initiatives and outlining resources required to implement resilience measures. The CRRP confirms Dominica's commitment to becoming 'carbon neutral' by 2030. This will be achieved by, among other things, increasing protected forest areas to 67% of the country’s land mass. Other ambitious targets are also included concerning community and economic resilience, sustainable infrastructure, and the protection of natural assets. These documents represent the country’s roadmap for achieving the 2030 Agenda.
34. The project objectives were fully aligned with the national priorities and strategies as depicted in these documents, including building back better and becoming a more resilient nation in all aspects, transforming the island into the world's first climate resilient country and enhancing public knowledge on resilience, coupled with efforts to boost food security and the agricultural sector, digital transformation, low carbon development, sustainable tourism and resilient households.

The project design was informed by existing knowledge ensuring that the objectives and results were consistent with local needs and priorities.

35. Neither the National Physical Development Plan (2016) nor the National Land Use Policy include a demarcation of the Territory. No mention is made of specific plans or mechanisms to provide support for the effective management of the use and development of the Kalinago Territorial lands. The Government is providing support to demarcate some of the major activities important to the livelihood of the KT such as agriculture, tourism, and social forestry to provide a management structure to decrease the risk of further deforestation, e.g. a new project funded by the Global Environment Facility started in June 2022 to work with the Kalinago community to invest in nature-based tourism opportunities, map and demarcate the KT, and revive traditional knowledge, tools and practices.
36. Deforestation has been identified as a critical issue confronting the Kalinago, whose livelihoods rely heavily on healthy ecosystems for subsistence agriculture as well as indigenous trees and non-timber forest products. The raw material and natural resources used in their craft is in scarce supply due to unmanaged

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<https://observatorioplanificacion.cepal.org/sites/default/files/plan/files/Dominica%202030The%20National%20Resilience%20Development%20Strategy.pdf>

⁸ <https://faolex.fao.org/docs/pdf/dmi208028.pdf>

⁹ http://www.planning.gov.dm/images/Dominica_Strategy_for_Disaster_Risk_Financing_March_2022.pdf

- use and degradation of the habitat by natural hazards.¹⁰ Deforestation also (i) compromises the natural watersheds in the KT contributing to a decrease in animal and aquatic wildlife and (ii) increases the risk of landslides and exposure of residents to natural disasters.
37. Cassava, a traditional staple of the Kalinago, has been included in the Government’s initiatives to revitalize the country’s agricultural sector. The overall cassava value chain includes three distinct clusters (i.e Kalinago, Calibishie and Morpo/Tranto). The Government has rebuilt the numerous processing facilities that were destroyed by Hurricane Maria (including three in the KT). Nevertheless, their outfitting has been slow.
 38. The development of indigenous tourism in the KT has been an important way to promote the community’s cultural heritage and provide economic opportunities for its residents. According to a feasibility study of the Kalinago craft and origin commissioned by the Caribbean Export Development Agency (2019),¹¹ it is estimated that the KT attracts on average 6,000 tourists annually who spend 30–40 minutes in the KT. Fueled in part by Dominica’s tourist industry, a modern movement in the KT has supported the rediscovery and preservation of Kalinago culture.
 39. The KT is home to several eco-tourism initiatives, including hiking trails, cultural tours, and community-based tourism projects. These initiatives have helped to raise awareness about the Kalinago people and their way of life, while also providing economic benefits for the community.¹² Nevertheless, there are no tourist associations and tour companies in/from the KT and the benefits of tourism do not trickle down into the community. According to the recent Dominica Tourism Diagnostic Report (June 2022, UNDP),¹³ there is ample opportunity in Dominica for unique Community Based Tourism (CBT) experiences in the KT.¹⁴ The recent creation of the Kalinago Tourism Association

¹⁰ The handicraft industry, for example, uses traditional knowledge and tools to create jewelry, carvings, baskets, and small house items, and is a vital revenue source solely reliant on specific indigenous trees. The *larouman* reed is also used to make and sell traditional handicrafts. Likewise, vines, stalks, and leaves from the *cocorite* palm are made into ropes and nets, and dye made from the annatto plant is used for pottery, sun protection, and body paint, which holds great significance in Kalinago culture.

¹¹ <https://www.ceintelligence.com/files/documents/Kalinago%20Final%20Report.pdf>

¹² Marketed as a major tourist attraction of Dominica, the primary attraction in the KT is the *Barana Autê* which is a simulated traditional Kalinago village that includes a gift shop as well as huts where traditional activities such as canoe-building and basket weaving are showcased. It also serves as a cultural performance space. The *Barana Autê* was established by the Ministry of Tourism in 2006. Managed by the Ministry, the main objective of the facility is to share the cultural heritage of the Kalinago. It appears that there are different opinions about to what extent the Kalinago consider it to be an integrated community project.

Other such initiative is the Waitukubuli National Trail, a 115-mile hiking trail that passes through the KT and other parts of Dominica. The trail provides visitors with an opportunity to experience the island’s natural beauty and cultural heritage, while also providing economic benefits for the communities along the trail.

The Kalinago community has also developed several cultural tourism programs (e.g. guided tours of the territory’s cultural sites and heritage trails) as well as CBT projects (e.g. homestays and guesthouses).

¹³ https://www.undp.org/sites/g/files/zskgke326/files/2022-09/undp_diagnostic_report_dominica_2022_insides_final_single_pages.pdf

¹⁴ For example, the report highlights that Dominica’s food and beverage tours could include herbal tours and tastings which will support the planned development of the country’s nutraceutical industry. Dominica’s strong agriculture sector, including the development of sustainable farms, makes traditional cuisine and farm to table experiences strong product

is a critical step toward the development of sustainable, inclusive tourism within the KT and in the participation of Kalinago people in tourism throughout Dominica.¹⁵

40. The KC has very limited capacities to perform its functions as provided for by the Kalinago Act, i.e. to develop by-laws and plans for the socio-economic development and environmental management of the KT. The KC does not have its own resources and it does not develop annual work plans or budgets. The KC has expressed concern about the low human, technical and financial capacity within the KT for proper resource management and the need for external support to assist with capacity building. It was also deemed necessary to develop a registry of the skills sets, education and training needs.
41. In the aftermath of Hurricane Maria, the loss of paper documentation in the KT was also a significant issue. Many residents lost their birth certificates, land titles, and other important documents that are necessary for legal and administrative purposes. This loss of documentation made it difficult for residents to access government services, including health care, education, and social welfare programs. To address this issue, the government started to work with the KC to provide support for residents to replace the lost documentation, e.g. mobile teams were dispatched to the territory to help residents with the documentation process and a new digital registry was created to keep track of residents' documents and information.

The project design was not informed by specific feedback obtained through engaging excluded or marginalized groups.

42. The ProDoc included a too broad gender analysis at the national level. It was based on a situational analysis conducted in 2013 to inform the review of the National Gender Policy (2006) without providing any specific information on the KT. The analysis did not justify the intervention but highlighted unrelated issues without identifying concrete effects of the project related to specific needs of women and men or acknowledging their different roles (e.g. access to and control over resources).
43. Although beneficiaries and other key stakeholders were engaged through some consultations, the project design was not informed by a thorough identification of household needs. In this sense, the National Resilience Development Strategy recognizes that, to better manage large scale disasters, responsibilities must be distributed at four levels: household, community, district and national.

The project provided a coherent response but it would have benefitted from a more robust internal logic with concrete and solid interconnections among the different components.

offerings for the destination however, due attention must be given to quality standards including food safety. Women-owned MSMEs can take advantage of CBT and food and beverage opportunities and augment it with agro-processing (rubs, lotions, soaps, teas, confectioneries, sauces etc.), cooking and craft lessons.

¹⁵ Highlighted in the Report summarizing synergies between the Kalinago Indigenous Community-based Tourism Strategy and other components of the SSLR project (2022, UNDP).

44. The project’s components were highly relevant to increase resilience and food security by addressing some of the main root causes of vulnerability. By implementing an area-based development scheme and integrated solutions, the project provided a coherent response to complex, multidimensional and inter-related development challenges. As put by an interviewee, “sector-specific approaches were not enough.”
45. Nevertheless, the project’s logic was not thoroughly underpinned by a robust ToC (see Graph 1). The ProDoc did not provide sufficient details on the linkages and possible synergies among the different components. The internal coherence was also weakened by external factors such as the non-construction of the Research Centre or the COVID-19 pandemics that made it impossible to implement some of the planned activities (see Section 4.3).

3.2. Efficiency

The project put in place participatory decision-making mechanisms and an efficient implementation modality.

46. The Steering Committee (SC) provided strategic guidance and oversaw operational aspects, including approval of annual budgets and work plans. It met twice during the project duration (26/11/2021 and 11/05/2022). It included representatives from UNDP, Ministry of Environment, Rural Modernization & Kalinago Upliftment, KC and Embassy of India. In addition, the SC included two observers, i.e. the Ministry of Tourism, International Transport and Maritime Initiatives and the Ministry of Blue and Green Economy, Agriculture and National Food Security. Most interviewees thought that the SC provided appropriate project oversight.
47. The project was carried out by UNDP under a Direct Implementation Modality working primarily with the SC members. The Project Management Unit (PMU) was the core team managing the implementation of the activities. It was staffed with a Project Coordinator and a Project Associate and supported by short-term consultants that led the substantive work under each output (e.g. an Indigenous Community consultant was recruited in 2021 to provide oversight of the activities under output 3). The project also worked with six UN Volunteers (reduced to one after the project extension June 2022)¹⁶ that provided support to consultants and workshop logistics, assisted with procurement cases, performed field monitoring and provided information to the community on the project and its activities as needed. Most interviewees appreciated the work done by the PMU.
48. Nevertheless, the mechanisms put in place by the project had limitations in terms of sharing information among stakeholders and encouraging dialogue to build consensus around area-based development (and the interconnections of

¹⁶ After the project extension was received in June 2022, an official request for reengagement of three out of the original six UNVs was made. Due to the timeframe of concluding that task, two of the UNVs were afforded other opportunities which they accepted. It was decided not to recruit new members considering the short time to project closure and the need to have persons on board who were familiar with UNDP processes and the intended objectives of the SSLR project.

the regional, national, and local levels). For example, the strategies were not formulated with broad participation from either the grassroots or central levels (see Section 4.3). There is also little evidence of concrete cooperation with other agencies such as CREAD.

49. Another example of this limitations is related to the construction of a plant and tree propagation facility within the wider Kalinago Climate Smart Agriculture Research Centre. Although the construction of the Centre has been a government priority since at least 2017 and written consent from the KC for the use of 11.7 acres of land (October 2019), its construction was delayed due to a land tenure/compensation matter.¹⁷ As a result, the funds were repurposed which negatively affected the efficiency of the project as efforts had already been made to ensure the feasibility of the scheme (consuming many of the project’s resources during the first year).
50. The documentation to commence the construction was not ready when the project started. The project contributed to provide technical guidance to put together these documents (i.e. survey plans, topographical survey and architectural design). In addition to the PMU, support was provided by (i) an architectural team from the Ministry of Planning; (ii) foresters under the Ministry of the Environment; (iii) a technical expert for cassava development, lab technicians and Head of Quarantine and Plant Protection Unit under the Ministry of Agriculture and (iv) the Kalinago Development Office. At the SC meeting of June 2022 (the original project’s end), the construction documents were ready and the land had been cleared.

The timeliness of activities and products was negatively affected by both internal and external factors, including an unrealistic anticipated duration of project execution.

51. The project implementation started the 01/02/2021 and was expected to finish the 31/06/2022. The original completion date was extended until the 15/12/2022 (non-cost extension). Nevertheless, there were ongoing activities at the time of the TE (approximately two years after the project inception) and some had not implemented as mentioned above (see Section 4.3).
52. Most of the interviewees thought that the anticipated duration was unrealistic for a project that involved recruiting the implementing team, construction of large infrastructure schemes (even if not financed by the project), developing area-based strategic documents (forestry and tourism), several procurement processes, etc. For example, the actual implementation of activities only started six months after the project was launched due to the difficulties in the recruitment of the PMU staff (including a first team that left after a few weeks after being hired).

¹⁷ Through its letter of 4th October 2019, the Kalinago Council granted permission to the Ministry of Environment, Rural Modernization and Kalinago Upliftment to utilize 11.96 acres of land for the construction of the Centre. After the area was cleared with the support of the project, the Kalinago Council requested a compensation for the five land occupiers (letter of 7th February 2022). The Government acknowledged that the construction of the propagation facility was not feasible under the project and requested to repurpose the funds to the procurement of community greenhouses (letter of the Ministry of Environment, Rural Modernization and Kalinago Upliftment of 29th March 2022).

53. Similarly, the project design did not sufficiently account for the likely risks lined with construction works (see above). Even it had been built, it is not evident that sufficient time was allocated to ensure that the plant and tree propagation facility (within the Kalinago Climate Smart Agricultural Research Center) could be used for re-forestation purposes (the Ministry needs to approve it).
54. Procurement processes proved to be lengthier than expected. As a result, implementation excessively focused on delivering outputs rather than achieving outcomes and contributing to long-term impact. During the interviews, procurement delays were mainly explained by international shipping delays and the impossibility of companies to absorb upfront procurement costs during the COVID-19 pandemics.
55. At the end of 2022, the implementation was also affected by other external factors. For example, slippage and flooding in the KT further complicated the delivery of the bulk of the equipment (still ongoing at the beginning of 2023). The snap general elections in Dominica also posed important challenges to coordinate with the government some of the strategies drafted by the project (the elections were announced in November and held in December).

Most of the available budget had been used by the end of the implementation period.

56. The project had a budget of USD 1,331,837 financed through a grant of the India-UN Development Partnership Fund¹⁸ (USD 1 million). Although parallel co-financing from the Government was foreseen (USD 331,837), it was not included in the multi-year work-plan included in the ProDoc. The Government’s contribution was earmarked for the above-mentioned construction of a plant and tree propagation facility (USD 185,185) and building/refurbishing three cassava processing facilities (USD 146,652). The processing facilities were built but co-financing was not tracked/monetized (use of tree nurseries, donation of 500 citrus plants, etc.)

Table 2 – Project costs¹⁹

	Year 1 (2021)			Year 2 (2022)			TOTAL		
	Planned (ProDoc)	Expensed		Planned (ProDoc)	Expensed		Planned (ProDoc)	Expensed	
		USD	%		USD	%		USD	%
Output 1 (cassava)	274,000	4,274	2	96,000	315,825	329	370,000	320,099	87
Output 2 (reforestation)	204,000	3,060	2	56,000	237,874	425	260,000	240,935	93
Output 3 (tourism)	114,000	7,320	6	21,000	127,200	606	135,000	134,520	100
Output 4 (KC capacities)	112,000	19,439	17	38,874	137,813	355	150,874	157,252	104
Project Management	30,000	85,286	284	15,000	25,633	171	55,000	110,919	202

¹⁸ The India-UN Development Partnership Fund promotes shared prosperity in the global South. Jointly with the multilateral system, it contributes to developing countries’ initiatives towards the realization of the 2030 Agenda for Sustainable Development. For further details visit: <https://indiaunfund.unsouthsouth.org>

¹⁹ Expensed includes both real expenses standing commitments.

UNDP GMS (3%)	22,000	3,304	15	7,106	16,804	236	29,106	20,109	69
TOTAL	756,020	122,682	16	243,680	861,151	353	1,000,000	983,834	98

57. The planned costs showed some inconsistencies such as the costs related to project management and UNDP General Management Support (GMS) not adding up (as shown in Table 2). It is though clear that most of the funds (over 63%) were intended to support the cassava sector and reforestation activities. The support to the tourism sector and the KC accounted for less than 30% and the project management costs and UNDP GMS for 9%. The bulk of the budget was in fact dedicated to four activities (65% of the funds directly attributed to outputs): small grants programme to support Kalinago farmers (22%), livelihood programme for reforestation (22%), construction of a plant and tree propagation facility (10%) and participation of KC in international forums (6.5%).
58. In line with the delays mentioned above, there was a limited use of the available resources in 2021 (approximately 16% of the total budget). Nevertheless, implementation was speeded up and most of the budget had been either spent or committed by the end of 2022 (over 98%). The share of the costs per output was in line with the planned amounts but three out of the four major activities that accounted for the bulk of the budget had to be replaced by different activities (see Section 4.3). The biggest difference was in the cost related to project management that more than doubled. This reinforces the idea that resources were underestimated at project design.
59. It was necessary to revise several times the workplan and budget during the implementation period. There were also some inconsistencies in the reported figures. The project expenses accounted for approximately 28% of the planned budget in 2021.²⁰ The revised budget for 2022 was approved at the first meeting of the SC in November 2021. The work plan for 2022 was further revised at the second SC meeting in May 2022 but the figures shown in the minutes are somehow confusing.²¹

There were limitations in the management arrangements and work planning. The implementation delays negatively affected the delivery of products and activities in a more logical sequence.

60. The project resources seemed limited to coordinate the implementation of activities in four different sectors with at least three Ministries and the KC. The implementation of activities was also negatively affected by the restrictions related to the COVID-19 pandemics. For example, a negative antigen test done 72 hours it was needed before entering any Government offices which complicated to re-engage with crucial stakeholders.
61. As long time elapsed since the project concept, a mapping of the projects being implemented in the KT was needed when the second team of consultants joined

²⁰ According to the signed minutes of the first SC meeting, the overall total (USD 334,200) includes total expenditure (USD 140,000) and total commitments (USD 194,200).

²¹ According to the signed minutes of the second SC meeting, a total of USD 339,608 had been expended (USD 271,359) or committed (USD 68,429) by May 2022. The proposed expenditure for 2022 totaled USD 660,391.

the PMU in July 2021. This proved to be beneficial for adaptive management. For example, some activities were repurposed to mitigate constraints related to the COVID-19 pandemics (e.g. impossibility of the Kalinago Council to travel) and to avoid duplication with other projects (e.g. review of key KC planning documents or tourism-related training).

62. Nevertheless, a concrete implementation work plan was not approved until almost a year after inception at the first SC in November 2021. The ProDoc included a multi-year work-plan that focused on anticipated costs but without sufficient operational details (e.g. timing, sub-activities, etc.) Despite monthly update reports and M&E meetings, the timeframes to deliver the planned activities were not sufficiently clear during implementation reflected for example in the project reporting on somehow “moving targets”.
63. Another negative effect was that the sequence of events was not always the most efficient. For example, it would have been more logical that the strategies had informed some of the other activities by for example identifying needs and opportunities to prioritize the reforestation areas or deliver equipment and training. Similarly, the drafts of the cassava, forestry and tourism strategies/studies were only shared with the line Ministries at the end of the implementation period without time to even discuss possible comments and build ownership. The work plan only considered drafting the documents without activities for socialization or advancing towards operationalization.

It was too early to determine the cost-effectiveness of the project that highly depends on the success to trigger long term sustained changes.

64. According to the final report, there were approximately 200 direct beneficiaries of the project, including the participants in the cash for trees programme, small-scale cassava farmers, cassava processors (large and small) and recipients of greenhouses. It was also estimated that up to 2,000 residents of the KT benefited indirectly from the activities. Nevertheless, these are still estimation as most of the equipment was not delivered yet.
65. There are limited data to make thorough estimations on the unit costs of outputs or the cost-effectiveness of the activities but a rough estimation indicates a unit cost of USD 5,000 per household (200 direct beneficiaries reached with a total budget of USD 1m). Although good comparative data are not available, this cost appears to be high. The efficiency of the project will obvious much higher if the identified linkages with other initiatives contribute to trigger long term sustained changes on livelihoods and community level (see Section 4.3 and 4.4).

3.3. Effectiveness

The project took account of other initiatives that address similar needs of the same target groups ensuring that the activities contributed/operationalized the strategic results of line ministries.

66. As mentioned above, the project implementation was informed by relevant knowledge, including a comprehensive context analysis that identified key

- opportunities and weaknesses in the KT. This allowed to recognize and operationalize synergies and interlinkages between the project activities and other interventions carried out by the Government in the KT.
67. For example, the project supported the long-term Government’s reforestation programme by planting approximately 9,000 trees propagated by the Forestry Division (approximately 2,000 donated and the rest financed by the project).²² The project made use of the National Employment Programme (NEP) to hire members of the KT to plant the trees. Although the original planned was to focus on several water catchment areas, the project implemented reforestation activities in the whole KT.
 68. Dominica has implemented several policies and strategies to support CBT and indigenous tourism, including those in the KT. One such policy is the National Sustainable Tourism Policy (NSTP), which was developed in 2013. The policy focuses on promoting sustainable tourism practices and developing tourism products that are authentic, experiential, and environmentally responsible. The project contributed to operationalize the NSTP that recognizes the importance of CBT and indigenous tourism and encourages the involvement of local communities in tourism development.
 69. The project provided equipment and training to support the cassava production to processing activities in the Kalinago cluster, including to the three large processors present in the KT (two of them owned and run by women) that sometimes purchase fresh cassava from outside the KT. The project supported the efforts to establish a new digital registry and provided training opportunities to the members of the KC to strengthen their capacities to represent the Kalinago people. Activities were also implemented to raise awareness on the Kalinago culture.

Despite the broad coverage in terms of themes and sectors, the project strongly focused on activities and outputs and less on outcomes and long-term impact. As a result, the project components and related activities were implemented in silos with a lack of concrete linkages and synergies among them.

70. Although at a first glance the project appears to have a clear and well-defined set of outputs, indicators, and baselines for evaluation, the design shows certain weaknesses and specific challenges. The formal elements seem to provide a roadmap for measuring the project’s progress in terms of activities but not impact and comparison of results over time (e.g. reduced vulnerability, increased resilience, etc.) This was reflected in the progress reports that included little analysis on results beyond delivering activities and products.
71. The project’s ToC did not identify causal relationships and the impact pathway from outputs/activities to outcomes and long-term impact (see Graph 1). Although coherent with the context (see Sections 1.2 and 4.1), the ProDoc did not describe the project’s impact pathway, including explicit strategies and

²² The Forestry Division spearheads the Ministry of Environment’s ongoing reforestation program. Under this program, eight nurseries have been erected across the island and are in operation (before the plants are distributed, it is mandatory and essential for the plants to be first treated for pests and diseases).

causal assumptions by which the outputs would lead to outcomes and primary impacts. The ToC was not particularly insightful or useful as it lacked intermediate results to be achieved (and how to measure them).

Efforts were made to adapt activities and outputs to the context and changing circumstances but several key products and were only delivered at the end of the implementation period and some were still pending at the time of the TE.

72. Cooperation with key stakeholders (e.g. concept document with the Public Service Implemented Project, agriculture extension services, forestry officers, elders...) was instrumental in the identification of beneficiaries (see below) and finetuning of activities to adapt to the context. The table below shows the status of the activities at the end of 2022 as per the project’s final report (see also Annex 5 for the progress on project result framework indicators).

Table 3 – Overview of the project’s outputs and activities at the end of 2022

Activities	Status	Explanation
(1.1) Financial support to the procurement of community greenhouses	In progress	Suppliers have been contracted with an estimated time to complete installation as February 2023.
(1.2) Technical expertise for product development – cassava	Completed	Consultant has submitted final draft report which awaits confirmation form the Ministry of Agriculture.
(1.3) Small grants programme to support Kalinago farmers	In progress	All national and regional procurements complete. International procurement pending completion with the arrival and installation of equipment at the end of January 2023.
(1.4) Grant management support	Completed	Six UNVs were engaged on the project to provide community support to the project. Their key responsibility was to provide on the ground presence for the project within the Kalinago community.
(2.1) Update of reforestation strategy for the KT	Completed	Consultant contracted in July and submitted a draft Reforestation plan which awaits review and confirmation from the Ministry of Environment.
(2.2) Livelihood programme for reforestation	Completed	Cash-for-trees programme reports a total 96% expenditure of allocated funds.
(2.3) Operational expense to assist with the identification of beneficiaries	N/A	
(3.1) Design of an indigenous tourism route/experience in the KT	Completed	An indigenous tourism firm was engaged from August to December 2022. The consultants have concluded their assigned tasks according to the terms of their contract. The Indigenous Tourism Plan awaits review and confirmation from the Ministry of Tourism.
(3.2) Design of a gender sensitive tourism infrastructure plan	Completed	
(3.3) Design of a Kalinago Tourism Brand package	Completed	
(3.4) Extension services and training	Completed	
(3.5) Operational support	N/A	

Activities	Status	Explanation
(4.1) Participation of KC in short courses	Completed	The KC members have completed short courses with the University of the West Indies Open Campus, Dominica. The councilors undertook various courses to develop their capacities as travel to international conferences was not possible at the time of project implementation.
(4.2) Review of key KC planning documents	N/A	Funds have been repurposed to another activity.
(4.3) Digitization of KC archives	Completed	The consultant has digitized all identified important documents from the Kalinago Council office.
(4.4) Equipment	Completed	Items have been received and were handed over in the first half of 2022.
(4.5) Technical and operational support	In progress	

73. As mentioned, there were key outputs not delivered and it is debatable to what extent some the activities reported as such should really be considered as completed. For example, the draft strategies (cassava, reforestation and tourism) were still awaiting review and confirmation from the line ministries.

74. A management mechanism was in place for the cash-for-trees activity, including a Reforestation Assistant and a Team Leaders for each of the five eight-person instated teams. Nevertheless, several challenges to deliver the outputs were mentioned during the interviews such as difficult transportation (only one vehicle available for 20 people), lack of sufficient plants (team members and number of working days reduced to half), lack of interest/capacity from residents to get plants (many only wanted a handful of trees), limited effort from the KC to mobilize residents and to identify the target areas, people changing the number/type of plants they have requested, etc.

Efforts were made to engage key stakeholders to identify target groups, prioritizing the marginalized and excluded to a certain extent.

75. An effort was made to engage key stakeholders in the selection of the beneficiaries such as the KC, elders, extension services, Forestry Division, etc. In general, more than half of the beneficiaries were women which required and intentional effort from the project. For example, women represented 55% of the recipients of cash for work. In the absence of the project’s efforts, reforestation supervisors would have often preferred to recruit men. Interviewees acknowledged that the project demonstrated that it was wrong to assume that men were better suited for this work.

Table 4 – Direct beneficiaries of the project

Activity	Direct beneficiaries			
	Type	Targets versus results		
		Women	Men	Total
3 30x20ft	3 primary schools			

Community greenhouses	5 30x60ft	Final decision was still pending			
Cassava capacity building workshops	Environmental health	Cassava farmers	12	8	20
	Value chain		10	18	28
	Waxing		18	10	28
Agricultural tools	25		12	37	
Processing equipment		Small-scale cassava processors	2	2	4
		Large-scale cassava processors	4	2	6
Cash for trees	June 2022	Residents of the KT (average)	22	18	40
	December 2022		10	5	15
Training on tourism			17	10	27
Training to the KC		Members of the KC	3	4	7

Despite the shortcomings of the project in delivering some of the planned activities and products, there was evidence of some benefits at the outcome level.

76. The capacities and skills of small-scale cassava farmers and processors (large and small) were strengthened through training and equipment (Component 1). It is worthy to note that cassava is a resilient crop able to withstand difficult growing conditions, long-term storability, etc.
77. Although it was not possible to implement the more ambitious initial strategy (building a plant and tree propagation facility linked to the Kalinago Climate Smart Agricultural Research Centre), the processing equipment, harvesting tools and community greenhouses (including three in schools) should contribute to improve food availability and diversity as well as promote healthy lifestyles and education. Most of this equipment had to be delivered yet, including eight greenhouses (their destination was not clear yet at the time of the TE).
78. The provision of equipment was complemented by training and a value chain and market assessment. It is unclear though to what extent sustainable agriculture practices were promoted and the draft assessment awaits feedback from the technical staff of the Ministry of Agriculture.
79. Through its second component, the project contributed to enhance forests in the KT by planting over 9,000 trees (forest and food species) complemented with sensitization meetings held with residents, cash-for-trees programme, trainings and support to the Forestry Division’s Nursey Programme. As mentioned above, forests are vital for sustaining the livelihoods of the community as well as to protect critical water catchment areas – the project contributed to generate interest among land users to plant trees of high economic value on their holdings as well as to raise awareness among youth (e.g. through a school campaign).
80. The cash-for-trees or cash-for-work programme provided income to approximately 40 (poor) residents of the KT (55% women) that were compensated for short term, intensive and unskilled work. Most interviewees agreed that this support helped to meet the essential needs of vulnerable households.
81. The third Component had a strong focus on outputs: develop a comprehensive indigenous gender sensitive tourism strategy and brand for the Kalinago Community. Although the plan was to assist the Kalinago people to develop their own idea/brand for tourism to increase resilience, the intended contribution to strengthening the livelihoods and resilience in the KT was not made explicit in the design (causality path). Moreover, the elaboration process showed limitations (see below) and the draft Kalinago Indigenous Tourism Strategy Action Plan was only submitted to the Ministry of Tourism at the end of the implementation period.
82. The fourth Component contributed to strengthen the institutional capacities of the KC through training, digitalization of documents and equipment to improve the Wi-Fi infrastructure. The training received by the members of the KC is expected to enhance their skills for better representing the community (e.g. public speaking, project management, etc.) The digitalization of documents will

prevent they are lost (due to extreme weather events such as hurricanes or floodings) and improve their accessibility (a website and a database had been developed but not yet online at the time of the TE). The network equipment was expected to facilitate the response in the aftermath of a disaster (it can also be dismantled during catastrophic events for protection).

The project did not track the progress made towards outcomes and systemic impact that, in any case, was limited in line with the implementation status.

83. The project had strong focus on short term outputs. The ProDoc included 24 indicators to track the project performance but only at the level of activities. They mostly refer to the delivery of services and equipment but provide very little information to track changes at a more strategic level on the achievement of the project’s objectives and on its overall impact. In many cases, the baselines and targets lack clarity both at the level of the targets included in the ProDoc and the results achieved as reported in the progress reports (the meaning of the percentages in the indicators was not sufficiently explained).
84. The project did not establish a baseline for household vulnerability or resilience. It lacked relevant targets and indicators to guide implementation. In this sense, the added value of engaging a knowledge management consultant at the end of the implementation period to assess impact seemed limited. This consultancy was being implemented in parallel to the TE and there was also a risk of duplication.
85. Nevertheless, there will be a plausible contribution to improve livelihoods for small-scale farmers, processors and the rural population by for example contributing to reduce processing/grinding time (increased productivity) and reducing damage in tubers (increased quality). It was too early to perceive any of these effects though (let alone in production, income, marketability, etc.) The availability of cassava farine could also contribute to increase food security and reduce vulnerability (e.g. during the hurricane season).
86. It was also too early to perceive any structural changes in terms of reduced vulnerability related to re-forestation. The most likely effects are related to food delivery and the protection of water and soil. Nevertheless, some concerns were raised during the interviews as some of the most vulnerable areas in the KT were not dealt with (sliding areas). There were underlying factors to some of the areas of concern to be reforested not being addressed, including an ongoing road rehabilitation project which once completed would provide unrestricted access to some areas. In view of this, crucial documents that could have guided the efforts arrived too late, e.g. Baseline Assessment of Watersheds and Reforestation and Forest Management Strategy. It should be noted though that determination of areas for reforestation were led by the government. They consider this area as vulnerable recognizing that the need for overall reforestation was necessary post Hurricane Maria and other projects will be undertaking similar activities in the Territory.
87. Economic benefits were also expected from the approximately 5,000 cocoa trees distributed among 100 people that will be in production in two or three

- years. It was interesting to note that, according to the above-mentioned assessment and strategy, 93% of the Kalinago people thought that no arrangements were in place with the KC regarding access to forest resources or that only 19% were highly dependent on forest lands and or resources (while 74% had only partial to moderate dependence).
88. Although potential synergies between the tourism component and the rest of the project activities were outlined in a report, the TE found little evidence of concrete efforts to operationalize them. Important to mention that it is intended that the tourism plan will guide future tourism development in the Territory and thus plan has a long term focus. Nevertheless, the strategy will only contribute to the generation of new income opportunities for the KT if adopted/operationalized. Overall, there was limited ownership or even awareness among key stakeholders about what the project had delivered. Even if one recognizes that the process of elaborating the strategy could have long-term effects, the project did not acknowledge or measure them (e.g. awareness raising, consensus building, etc.)
 89. As mentioned above, some of the original activities under the fourth component that clearly complemented the rest of the project (e.g. participation in international forums and revision of key planning documents) were replaced by others with less clear linkages (e.g. courses for the KC members, webinars, booklets, events during the Kalinago week, etc.) due to the COVID-19 pandemics or to avoid duplication with other initiatives.
 90. Some of the original activities which were replaced were intended to create networks with other indigenous communities; as an opportunity for knowledge exchange; to increase awareness of the Kalinagos and their culture. During the COVID-19 pandemic it was noted that the KC and community were ill equipped to participate in digital forums as internet accessibility was limited, hence the purchase of wifi equipment. Also, the KC requested the opportunity to engage in short courses as they felt their capacities to represent the Kalinago community needed to be improved. Further, the booklets were developed to raise cultural awareness of the community. The history of the Kalinago of Dominica that has been documented is viewed as ambiguous and misleading by the community. Therefore, the booklets were seen as an opportunity to start retelling their story.
 91. Although some interviewees thought that these activities contributed to build awareness among young people, long-term effects of the project in terms of improved (participative and inclusive) decision-making and planning were unlikely.

Efforts were made to ensure linkages with other relevant initiatives which should contribute to scaling up and greater impact.

92. Despite its limitations, UNDP contributed through the project to develop a long-term view towards the governance and socio-economic conditions necessary to break the vulnerability cycle, exit from fragility, and resume progress towards the SDGs and 2030 Agenda. The project attempted to implement a holistic approach to deliver sustainable solutions to the Kalinago people. In this sense, it should be

considered an effort to operationalize PE and HD nexuses by supporting reconstruction, social cohesion, economic diversification, resilience, food security, indigenous peoples, digital transformation, etc.

93. Although longer term effects are expected (beyond the participation in the workshops, drafting strategies or reception of supplies), it was too early to find any evidence other than the opinion of some interviewees. In addition to the delayed implementation status, the weak articulation of longer-term effects jeopardized a thorough assessment of the likelihood of impact, including in terms of women empowerment or gender equality. Ensuring linkages and complementarities with flagship national initiatives was crucial to maximize impact, e.g. National Reforestation Programme, Forestry Division’s Nursey Programme, National Employment Programme, School Feeding Programme, etc.

3.4. Sustainability

Despite the lack of mechanisms to measure impact, the project implemented some actions likely to contribute to the endurance of benefits at the outcome level.

94. As mentioned, the project lacked mechanisms to measure impact, including long-term effects on gender equality or women empowerment. For example, project reporting focused on the status of activities (product delivery) and budget expenses. The main mechanism to ensure sustainability was the alignment with national initiatives (already embedded in the project design):
- Component 1 was well aligned with the government’s strategy to be the first climate resilient country by building resilience into agricultural production. Root and tuber crops and their production systems have been identified as a climate and disaster risk resilience strategy based on past experience where ground provisions have proven to be hardy commodities (e.g. limited pest issues, low requirements of nutrients, etc.) Further linkages existed with the School Feeding Programme (at least three greenhouses were planned to be installed in schools) and the Government’s strategy for cassava that included agreements with processors for plant maintenance.²³
 - Component 2 was fully embedded into the National Reforestation Programme (see above). Actions taken as a result of the National Forest Policy are expected to create new sources of revenue for the community.²⁴ The project complemented the strategic results of the ministry and contributed to leverage its knowledge-base and resources. Nevertheless,

²³ At the time of the TE, the Ministry of Agriculture was elaborating a Memorandum of Understanding to be signed with cassava processors that will establish that owners are responsible for maintaining the equipment and will also allow the facilities to be used by the Ministry for training (when not used by the primary user) or by other processors paying a fee (that includes covering maintenance).

²⁴ The National Forest Policy, as well as a series of associated forest sector engagements, spurred new discussions around how the Kalinago can expand economic productivity, while also maintaining traditional tools and knowledge. One example is the potential creation of a forest management certification and standards for non-timber forest products, such as traditional Kalinago crafts. These verifiable standards would cover both environmental and social aspects to ensure local community access and indigenous peoples’ rights are respected.

there seemed to exist limited contribution to strengthen collaboration with the KC.

- The information from the tourism report drafted under Component 3 was expected to support the Indigenous Tourism Pillar approved by the Cabinet of Ministers in 2022 (e.g. estimation of cost). Nevertheless, there was a limited contribution to build trust between inhabitants and different tourism actors (through the initial stages of indigenous CBT), redefining relationships with non-indigenous tour operators or demanding fair pay for handicrafts and cultural experiences. In this sense, some interviewees expressed concerns about the possible bias of consultants (one being a tour operator and one local counterpart being the only entry point into the community).

95. The project implemented two additional mechanisms to increase ownership and strengthen sustainability that involved engaging both national and Kalinago authorities and rising awareness within the community. Negatively affected by the COVID-19 pandemics, these mechanisms delivered mixed results. Among the positive effects, there was a strong interest in the KT to continue the reforestation effort. Some interviewees also mentioned that, despite the limited engagement of authorities, a group was formed during the workshops to ensure accountability within the community and government departments to implement the next steps outlined in the tourism plan.

The implementation status did not allow a thorough assessment of the project’s sustainability but an exit strategy was not in place.

96. The three sustainability mechanisms mentioned above seemed appropriate but further efforts were still needed. For example, the strategies and plans developed by the project on key areas could be instrumental to increase community resilience but only if they are operationalized or at least validated/endorsed by the relevant authorities (line Ministries and KC):

- The PS of Agriculture had already validated the Value-Chain and Market Assessment but no concrete commitments on the recommended areas for improvement to ensure market readiness, i.e. standardization of processing and branding of items.
- The Draft Reforestation and Forest Management Strategy for the KT was submitted at the end of 2022 and was still under revision at the Forestry Department, there seemed to exist ownership but concrete commitments should be made.
- The Draft Kalinago Indigenous Tourism Strategy Action Plan was submitted at the end of 2022 and comments were still expected. Plan development appeared to be collaborative but interviews conducted highlighted that ownership within both the Ministry and KC could be improved.

97. As mentioned above, the fourth component was very much affected by the COVID-19 pandemics. As a result, some (one-off) activities were implemented with limited sustainability, e.g. courses attended by the KC members, events

during the Kalinago week, etc. Strengthening the institutional capacity of the KC is a necessary condition for better management of the KT but lack of technical capacity, knowledge and awareness in specific areas (of the community in general) is still a major constraint for improved (participative and inclusive) decision-making and planning.

4. CONCLUSIONS

98. This section presents the TE ratings, including a brief justification. Each evaluation criterion was rated on a six-point scale: Highly Satisfactory / Likely, Satisfactory / Likely, Moderately Satisfactory / Likely, Moderately Unsatisfactory / Unlikely, Unsatisfactory / Unlikely and Highly Unsatisfactory / Unlikely.

Relevance: Satisfactory

99. The project was fully aligned with UNDP’s mandate and strategies. The objectives and results were embedded into national policies and priorities. The design was informed by existing knowledge ensuring consistency with local needs and priorities. Nevertheless, it was not informed by specific feedback obtained through engaging excluded or marginalized groups. The project provided a coherent response that would have benefitted from a more robust internal logic with concrete and solid linkages among the different components.

Efficiency: Moderately Satisfactory

100. The project put in place participatory decision-making mechanisms and an efficient implementation modality. Nevertheless, the timeliness of activities and products was negatively affected by both internal and external factors, including an unrealistic anticipated duration of project execution as well as limitations in the management arrangements and work planning. Most of the available budget had been used by the end of the implementation period but it was too early to determine the cost-effectiveness of the project that will highly depend on the success to trigger long term sustained changes. The implementation delays negatively affected the delivery of products and activities in a more logical sequence.

Effectiveness: Moderately Unsatisfactory

101. The project took account of other initiatives that address similar needs of the same target groups ensuring that the activities complemented the strategic results of line ministries. Despite the broad coverage in terms of themes and sectors, the project strongly focused on activities and outputs and less on outcomes and long-term impact. As a result, the project components and related activities were implemented in silos with a lack of concrete linkages and synergies among them.
102. Efforts were made to adapt activities and outputs to the context and changing circumstances but several key products and were only delivered at the end of the implementation period and some were still pending at the time of the TE. Key stakeholders were engaged to identify target groups, prioritizing the marginalized and excluded to a certain extent.

103. Despite the shortcomings of the project in delivering some of the planned activities and products, there was evidence of some benefits at the outcome level. The project did not track the progress made towards systemic impact that, in any case, was limited in line with the implementation status. Linkages with other relevant initiatives should contribute to scaling up and greater impact.

Sustainability: Moderately Unsatisfactory

104. Despite the lack of mechanisms to measure impact, the project implemented some actions likely to contribute to the endurance of benefits at the outcome level. The implementation status did not allow a thorough assessment of the project’s sustainability but an exit strategy was not in place.

5. RECOMMENDATIONS

105. From the above-presented findings, the TE drew seven recommendations to contribute to the project’s sustainability and impact:

Table 5 – TE recommendations

#	Recommendation	Responsibility	Timeframe
1	Provide support (e.g., workshops, dissemination activities, discussions, etc.) for the approval and validation of a sustainability plan that should include socializing the cassava, reforestation and tourism strategies (including modifications if needed) to seek ownership of the recommendations and concrete commitments towards implementing them. A responsible party was identified for some of the proposed actions but it may be necessary to identify institutional capacities (and needs).	UNDP Barbados MCO	By June 2023
2	Carry out an assessment of household vulnerability and resilience in the KT (including a gender analysis) identifying root causes and drivers. This would allow to establish a credible baseline and targets to be achieved through the implementation of a robust ToC.	UNDP Barbados MCO	By August 2023
3	In addition to standardization of processing and branding of items, support could be provided to the KC to develop an area-based production plan for cassava to ensure market readiness (e.g., technical assistance, workshops, surveys, etc.) Such a plan must be done in close cooperation with farmers and include accompanying measures to ensure it is used by them.	UNDP Barbados MCO	By December 2023
4	Provide further support to ensure that the benefits of the greenhouses and cassava processing equipment reach the whole community through linkages with	UNDP Barbados MCO	By September 2023

#	Recommendation	Responsibility	Timeframe
	other initiatives such as the School Feeding Programme (e.g., technical assistance, workshops, discussions, etc.) In this sense, the installation of greenhouses in three schools seems appropriate. The use of the remaining ones as nurseries targeting for example women groups also seems a clever strategy (lack of plants was a limitation during implementation).		
5	Provide further support to strengthening technical capacities, knowledge and awareness of the community as a whole (with focus on youth and women) in specific areas to increase participation and inclusiveness (e.g., technical assistance, workshops, discussions, surveys, etc.) For example, a trained forestry officer (similar to those that already exist in other parts of the country) could lead the reforestation efforts in the KT ensuring coordination with the Ministry for improved decision-making and planning. This must be done in coordination with both the KC and the Hamlet’s Development Committees.	UNDP Barbados MCO	By December 2023
6	Provide further support to ensure economic benefits from the reforestation activities (e.g., technical assistance, workshops, discussions, surveys, etc.) This support could aim at developing/strengthening the cocoa value chain at different levels (e.g., associationism, agricultural practices, access to finance, storage, processing, marketing, etc.)	UNDP Barbados MCO	By December 2023
7	Ensure that reforestation efforts focus on the most vulnerable areas (landslides). Although these areas are far from people, there is an important negative impact in water quality. Consider other possible solutions to complement reforestation (a study may be needed).	UNDP Barbados MCO	By September 2023

106. Similarly, six lessons useful for future programming and overall organizational learning unearthed during the TE:

Table 6 – TE lessons learned

#	Lesson learned
1	Develop a robust ToC that clearly identify the linkages between activities/outputs and outcomes/impact. This should be reflected in a comprehensive Logical Framework, including SMART indicators at all levels.
2	Realistically estimate the implementation period, allowing sufficient time to (i) re-engage stakeholders and adapt the project design to any changes that have occurred after conceptualization and (ii) get any developed strategies validated/endorsed by the relevant authorities before the project ends (ideally operationalization plans and concrete commitments should also be put in place).
3	Project mapping at inception proved to be effective to identify linkages and avoid duplication. It should be replicated at the start of implementation of future projects and accompanied with direct engagement with key stakeholders (especially when the construction of large infrastructure schemes is involved).
4	During the inception phase, it would also be desirable to conduct a needs assessment (at household level) and baseline study to generate insightful information on vulnerability and resilience of the target communities. This would help improving the project design and implementation arrangements as well as assessing impact.
5	In similar projects, develop fully-fledged gender and youth mainstreaming strategies recognizing that empowerment and increased participation require investments that aim to change socio-cultural norms.
6	Implement an improved monitoring and evaluation framework with strong focus on outcomes/impact to support accountability and adaptive management. In connection with the project activities, UNDP could develop a complementary learning agenda to address knowledge gaps in relation to vulnerability and resilience.

Annex 1 – Terms of Reference

****Attached separately**

Annex 2 – Evaluation Matrix

Evaluation criteria / Focus areas		
<p>Relevance</p> <p>To what extent were the project objectives and results consistent with national needs and priorities, as well as with feedback obtained through engaging excluded and/or marginalized groups as relevant (for example, by integrating a gender analysis to fully consider the different needs, roles and access to/control over resources of women and men)?</p> <p>To what extent were the project objectives and results consistent with UNDP’s policies and strategies as well as with donor, partner, and global strategic priorities?</p> <p>To what extent was the project design informed by existing knowledge and lessons learned from previous interventions?</p> <p>To what extent did the project take account of ongoing and planned initiatives that address similar needs of the same target groups either at design stage or during implementation?</p> <p>To what extent did the project design consider interconnections among development challenges and results? (Internal coherence)</p>		
Sub-questions	Indicators	Sources/ Methodology
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?	Level of coherence between the project and key country priorities and planning documents	Desk Review of Project Documents, National policies and strategic plans, Quarterly reports, Annual Reports Information collected through interviews with stakeholders
To what extent does the project contribute to the theory of change for the relevant country programme outcome?	Alignment of project to theory of change	Desk Review of Project Documents, UNDP Barbados Country Programme Document (CPD)
To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?	Evidence of gender mainstreaming and empowerment throughout project implementation	Desk Review of Project Documents, Activity and Training Reports Information collected through interviews with stakeholders

<p>To what extent were lessons learned from other relevant projects considered in the project’s design?</p>	<p>Evidence of adaptation of lessons learned from similar interventions in the project document</p>	<p>Desk Review of Project Documents Information collected through interviews with stakeholders</p>
<p>To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?</p>	<p>Documentation of perspectives and evidence of their integration in finalised project documents</p>	<p>Desk Review of Project Documents, Minutes of Project Board meetings and stakeholder consultations Information collected through interviews with stakeholders</p>
<p>Is the project’s results framework relevant to the development challenges and are results at the appropriate level?</p>	<p>Congruence between the projects results framework and development challenges identified in National planning documents Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?</p>	<p>Desk Review of Project Documents, National policies and strategic plans, Quarterly Reports</p>
<p>Have there been synergies and interlinkages between the project and other interventions carried out by the government?</p>	<p>Evidence of internal coherence</p> <ul style="list-style-type: none"> • Review the problem addressed by the project and the underlying assumptions • Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the ProDoc 	<p>Desk Review of Project Documents, National policies and strategic plans, Quarterly reports Information collected through interviews with stakeholders</p>

	<ul style="list-style-type: none"> Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results 	
Is the project in alignment with other interventions in the same context (I.e. complementarity, harmonization and coordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort)	Evidence of external coherence	<p>Desk Review of Project Documents, National policies and strategic plans, Quarterly reports</p> <p>Information collected through interviews with stakeholders</p>

Evaluation criteria / Focus areas		
<p>Efficiency</p> <p>Did the project put in place appropriate management arrangements and work planning? Did the Direct Implementation Modality prove to be efficient? Was UNDP sufficiently engaged during implementation? Did the Country Office provide adequate support?</p> <p>To what extent was the budget justified and valid? Was the size and scope of the project consistent with resources available and resource mobilization efforts? Was the level of finance and co-finance appropriate?</p> <p>To what extent were the available resources used efficiently? Were specific measures put in place to ensure the efficient use of resources?²⁵ Was procurement timely planned and regularly reviewed? The TE will report on the rate of spend and financial reporting standards as well as the cost-effectiveness²⁶ and timeliness²⁷ of project execution.</p> <p>Did regular monitoring facilitate management decisions to improve efficiency in delivering the planned outputs with the required quality and timeliness? (Quality and usefulness of the project implementation tracking system and project reporting)</p> <p>Were efforts made to ensure scaling up and links with other relevant initiatives to achieve greater impact?</p>		
Sub-questions	Indicators	Sources/ Methodology

²⁵ Cost or time-saving measures put in place to maximize results within the secured budget and agreed project timeframe.

²⁶ Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost.

²⁷ Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently.

<p>To what extent has the country programme delivered, its interventions and results in an economic and timely manner?</p>	<p>Cost efficient and timely delivery</p>	<p>Desk Review of Project Documents, Annual Work Plans, Steering Committee Meeting Reports, Quarterly Reports, Annual Reports (APR), Stakeholder/beneficiary testimony, Revised Project Results Framework</p> <p>Information collected through interviews with stakeholders</p>
<p>To what extent were resources (funds, expertise, time) sufficient?</p>	<p>Alignment of expenditure with outcome specific to gender and cross-cutting issues</p>	<p>Desk Review of Project Documents, Annual Work Plans, Steering Committee Meeting Reports, Quarterly Reports, Annual Reports (APR), Stakeholder/beneficiary testimony, Revised Project Results Framework</p> <p>Information collected through interviews with stakeholders</p>

Evaluation criteria / Focus areas

Effectiveness

To what extent was the project implementation informed by relevant knowledge, monitoring, evaluation and lessons learned?

To what extent were impending issues timely identified? To what extent did managers use monitoring data for making decisions to maximize achievement of desired results? (Adaptive management)

To what extent were targeted groups systematically identified and engaged, prioritizing the marginalized and excluded?

Was the implementation modality consistent with the expected results?

Did the project deliver the planned activities and products? The TE will explain the reasons behind the success or shortcomings of the project in delivering its programmed activities/products and meeting expected quality standards.

Did the project achieve the planned outputs/outcomes? The TE will report evidence of attribution, contribution or credible association between UNDP’s intervention and the project outcomes.

The TE will focus on performance at the output and outcome levels, but observations about likelihood of impact will be provided if helpful. Based on the articulation of longer-term effects as defined in the TOC, the TE will assess the likelihood of the intended, positive impacts becoming a reality. The TE will also consider the extent to which the project is playing a catalytic role or is promoting longer-term scaling up and/or replication as well as the likelihood that the intervention may lead, or contribute, to unintended negative effects.

Sub-questions	Indicators	Sources/ Methodology
To what extent has progress been made towards the programme goals, including gender equality, women’s empowerment and other cross-cutting issues?	Target achievement for relevant indicators	Desk Review of Project Documents, Quarterly reports, Annual Reports (APR), Monitoring Reports Information collected through interviews with stakeholders
What key results and changes have been attained for men, women and vulnerable groups?	Beneficiary testimony confirming improvement in system management	Desk Review of Project Documents, Quarterly reports, Annual Reports (APR), Monitoring Reports Information collected through interviews with stakeholders

Evaluation criteria / Focus areas		
<p>Sustainability</p> <p>What were the main conditions or factors likely to undermine or contribute to the endurance of benefits at the outcome level, including factors already embedded in the project design and contextual circumstances or conditions that evolved during implementation?</p> <p>To what extent were the identified risks the most important? Were the risk ratings applied appropriate and up to date (financial, socio-economic, institutional, and environmental)?</p> <p>To what extent were relevant stakeholders and national partners engaged throughout the project cycle in decision-making, implementation and monitoring?</p> <p>Did the project contribute to assess and strengthen the capacity and sustainability of national institutions?</p> <p>Was the project aligned with and contributed to the strengthening of national systems? Did monitoring include the use of relevant national data sources?</p> <p>Did the project put in place an appropriate exit strategy and measures to mitigate risks to sustainability? Was the sustainability of results analyzed and concrete measures proposed such as tracking capacity indicators or implementing transition and scale-up plans?</p>		
Sub-questions	Indicators	Sources/ Methodology
To what extent did UNDP establish mechanisms to ensure the sustainability of	Approved and validated Sustainability plan in place	Desk Review of Project Documents, Quarterly Reports, Annual Reports (APR), Monitoring Reports

<p>the programme benefits for women, men and other vulnerable groups?</p>		<p>Information collected through interviews with stakeholders</p>
<p>To what extent have partners committed to provide continuing support (financial, female and male staff etc.) to sustain the programme results?</p>	<p>Approved and validated Sustainability plan in place</p>	<p>Desk Review of Project Documents, Quarterly Reports, Annual Reports (APR), Monitoring Reports Information collected through interviews with stakeholders</p>

Annex 3 – List of interviews

Name	Position	Organization/Department
Marlon Clarke	Programme Analyst	UNDP Barbados and the Eastern Caribbean / Prevention Recovery & Resilience Cluster
Nickez McPherson	Project Coordinator	UNDP Dominica
Naiomi Etienne	Project Associate	UNDP Dominica
Lorenzo Stanford	Kalinago Chief	Kalinago Council
Sylvanie Burton	Permanent Secretary	Ministry of Environment, Rural Modernization & Kalinago Upliftment
Kyra Paul	Permanent Secretary	Ministry of Blue & Green Economy, Agriculture & National Food Security
Donaldson Frederick	Kalinago Development Officer	Ministry of Environment, Rural Modernization & Kalinago Upliftment
Gweneth Frederick	Manager	Kalinago Barana Aute
Norma Anthony	Forestry Officer / Nursery Programme Coordinator	Ministry of Environment, Rural Modernization & Kalinago Upliftment
Ryan Anselm	Cassava Focal Point	Ministry of Blue & Green Economy, Agriculture & National Food Security
Miranda Stevenson	Head of Extension for the East Region	Ministry of Blue & Green Economy, Agriculture & National Food Security
Joseph Garnette	Former Kalinago Chief	Coordinator for the Project’s reforestation activities

Annex 4 – List of supporting documents reviewed

- Project Document (ProDoc)
- Minutes of the 1st SC meeting
- Minutes of the 2nd SC meeting
- Letter to repurpose the funds related to the Kalinago Smart Agricultural Center
- Concept Note from the Division of Agriculture Commonwealth of Dominica: Cassava Processing Facilities Proposal
- Project Budget Balance at December 31, 2022
- Donor Quarterly Reports (Q2 2021, Q3 2021, Q1 2022, Q2 2022 and Q3 2022)
- Donor Annual Report 2021
- UNDP Progress Reports (Q1 2022, Q2 2022 and Q3 2022)
- Consultants Reports and products:
 - Booklet Developer
 - Community Tourism Specialist
 - Tourism Consultancy Firm
 - Forest Technician
 - Knowledge Management
 - Records Management and Digitization Consultant
 - Reforestation Field Assistant
 - Value Chain Marketing Consultant
- Contracts (infrastructure & equipment)
- Training Reports

Annex 5 – Progress on project result framework indicators

GREEN	On track – 85%+ progress towards achievement of planned target for the year.
AMBER	At risk - 65-84% progress towards achievement of planned target for the year. Project team needs to identify particular measure(s) to overcome the low performance.
RED	Off track – progress below 65% towards achievement of planned target for the year. If two or more indicators are at risk, this scenario comes under serious concerns, and it should be escalated to the Management. This needs immediate attention with an action plan.

Result statements	Indicators	Baseline	Overall Project Target	Target for Reporting Year	Progress Reporting Year	RAG Rating	Comments on Variations
Output 1	Activity 1.1: Percentage completion for construction of propagation facility	0	100%	100%	2022		The supplier for the greenhouses was contracted in December 2022. The supplier will be responsible for installation of the greenhouses which is expected to be completed by February 2023 barring no shipping or weather delays.
	Activity 1.2: - Number of beneficiaries identified and assisted with capacity building. - Percentage of training beneficiaries with increased capacity for product development (aggregate products) and marketing of Cassava - Percentage of beneficiaries that are women.	0	100%	100%	2022		Farmers and processors participated in several training workshops on topics centered around Good Agricultural Practices (GAP). These include but are not limited to Personal and facility hygiene in food production, value-chain/market assessment, cassava waxing. All the training workshops selected based on the Extension team's needs assessment could not take place due to procurement delays and staff availability at the scheduled time for sessions (greenhouse technology in agriculture and operation and maintenance of cassava processing equipment).
	Activity 1.3: - Percentage of identified beneficiaries of small grants for product development that express satisfaction with the programme - Percentage of beneficiaries that are women.	0	100%	100%	2022		A list of items was finalized with the support of the East Region Extension team. The items were procured from local suppliers and distributed in December 2022. Final distributions will take place in January 2023.
	Activity 1.4. Percentage of grants that have been disbursed to identified beneficiaries.	0	100%	100%	2022		The project has procured and distributed all items that could be sourced through local and regional markets. The receipt of shipment and installation of cassava equipment is pending with an expected time of arrival at the end of January 2023.
	Activity 2.1. Percentage of completion of document on reforestation strategy	0	100%	100%	2022		The consultant was onboarded in the month of July 2022 and has completed a draft of the Reforestation Plan for Kalinago Territory. The plan awaits review and confirmation from the Ministry of Environment technical staff.
Output 2	Activity 2.2. - Percentage of cash for work grants disbursed to identified beneficiaries to support reforestation. - Percentage of women that receive cash for work grants.	0	100%	100%	2022		The grants under this activity have been 96% disbursed. The cash-for-trees workers were engaged from November 2021 and worked under the project for about one year. The number of workers varied from 160 to 20 depending on the activities planned under the Reforestation Component. The project team ensured that at least 55% of the workers engaged at any given period were women.
	Activity 2.3 Percentage of approved grants that have been disbursed to identified beneficiaries.	0	100%	100%	2022		Approximately 96% of grants have been disbursed.

Result statements	Indicators	Baseline	Overall Project Target	Target for Reporting Year	Progress Reporting Year	RAG Rating	Comments on Variations
Output 3	Activity 3.1: - Stage of completion of the Tourism Strategy Document - Percentage of stakeholders consulted in the development of the tourism strategy are women.	0	1 (Draft document completed) 60%	1 (Draft document completed) 60%	2022		The Indigenous Tourism Firm was engaged from August to December 2022. There was some initial delay to the start of the assignment, however the consultants were organized and were able to meet with all relevant stakeholders in developing an indigenous tourism plan which includes a branding component. This plan is currently with the Ministry of Tourism for review and approval.
	Activity 3.2: - Status of the Tourism Infrastructure Plan - Percentage of stakeholders consulted are women.	0	1 (Draft document completed) 60%	1 (Draft document completed) 60%	2022		
	Activity 3.3: - "Status of the Tourism Brand Package" - Percentage of stakeholders consulted are women.	0	1 (Draft document completed) 60%	1 (Draft document completed) 60%	2022		
	Activity 3.4: - Percentage of training recipients demonstrating improved capacity for tourism attraction, management and service orientation - Percentage of beneficiaries are women	0	100% 55%	100% 55%	2022		
Output 4	Activity 4.1: - Number of regional and international forums and workshops attended by representatives of the Kalinago Council. - Percentage of meetings of Kalinago Council that include women in consultation and decision-making processes.	0	2 60%	1 60%	2022		The Council members have completed courses with the UWI Dominica Open Campus and will participate in a virtual graduation ceremony. The SSLR project in collaboration with two additional project teams have assisted the Kalinago community to boost their wifi network through the provision of additional equipment. A handing over ceremony scheduled for 9th January 2023 will be an additional step in having the equipment installed.
	Activity 4.2: Number of documents and strategies that receive technical support	0	2	2	2022		N/A (Funds have been repurposed as per a board meeting decision in Q2)
	Activity 4.3: Percentage of documents prioritized by the Kalinago Council that have been digitized	0	100%	100%	2022		The Digitization Consultant completed assigned tasks in Q2 2022. The site content awaits approval by the Kalinago Council before it is made live.
	Activity 4.4: Percentage of equipment purchased based on priorities identified of Kalinago Council and agreed with UNDP.	0	100%	100%	2022		All equipment purchase on behalf of the Kalinago Council has been handed over to the Council members in Q2 2022.

Annex 6 – Audit trail

Institution/ Organization	Page # in Draft Report ²⁸	Paragraph No. in draft report (if provided)	Comment/Input	UNDP Meeting with Evaluator 24 April 23	Comments from evaluator
UNDP	Cover page		This not a GEF project, suggest removing the acronym “GEF” and any other reference to GEF funding.		Done
	2	Evaluation information table	Please put the evaluation end date to the 31 st of March		Done
	2	Table of contents	<p>1. Noting that there are two (2) page 2’s. The page numbering of the report requires amending.</p> <p>2. Please include the following sections under approach within the body of the document:</p> <ul style="list-style-type: none"> • Sample and sampling frame. If a sample was used, describe the sample size and characteristics, the sample selection criteria; the process for selecting the sample (e.g. random, purposive); if 		(1) Done (2) Done

²⁸ Please note that page and paragraph numbers may have changed from the draft to the final report.

Institution/ Organization	Page # in Draft Report ²⁸	Paragraph No. in draft report (if provided)	Comment/Input	UNDP Meeting with Evaluator 24 April 23	Comments from evaluator
			<p>applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.</p> <ul style="list-style-type: none"> • Stakeholder participation: who participated and how the level of involvement of men and women contributed to the credibility of the evaluation and the results. • Ethical considerations: including the measures taken to protect the rights and confidentiality of informants (see UNEG ‘Ethical Guidelines for Evaluators’ for more information 		

Institution/ Organization	Page # in Draft Report ²⁸	Paragraph No. in draft report (if provided)	Comment/Input	UNDP Meeting with Evaluator 24 April 23	Comments from evaluator
			<ul style="list-style-type: none"> • Data analysis. The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report should also discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be 		

Institution/ Organization	Page # in Draft Report ²⁸	Paragraph No. in draft report (if provided)	Comment/Input	UNDP Meeting with Evaluator 24 April 23	Comments from evaluator
			<p>interpreted and conclusions drawn.</p> <ul style="list-style-type: none"> • Background information on evaluators: the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation. • Major limitations of the methodology should be identified and openly discussed, as well as any steps taken to mitigate them. 		
	5	Project description	<p>Please reframe as follows:</p> <p>Introduction</p> <ul style="list-style-type: none"> ▪ Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did. 		Done (even I find the proposed structure a bit strange)

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			<ul style="list-style-type: none"> ▪ Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results. ▪ Identify the intervention being evaluated (the project(s) programme(s) policies or other intervention). ▪ Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the intended users. <p>Description of the intervention provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. It should:</p> <ul style="list-style-type: none"> ▪ Describe what is being evaluated, who seeks to benefit 		

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			<p>and the problem or issue it seeks to address.</p> <ul style="list-style-type: none"> ▪ Explain the expected results model or results framework, implementation strategies and the key assumptions underlying the strategy / theory of change. ▪ Link the intervention to national priorities, UNSDCF priorities, corporate multi-year funding frameworks or Strategic Plan goals, or other programme or country-specific plans and goals. 		
	7	Project’s Theory of Change	Some elements of this graphic are not visible. I suggest asking for another version you can use to replace it.		Graph replaced
	15	42	In line 1, What had been confirmed? Did you mean, despite the construction having been approved?		Re-phrased
	16	Table 2: Original project budget	I think it would be easier to follow if we are able to compare the planned budget with expenditure in one table, instead of having two separate tables.		Done

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	18	4.3	For the first line: This is more in line with relevance than effectiveness.		Re-phrased for more clarity.
	19	Item #54	There are monthly update reports which give detailed information as listed. There were also monthly M&E meetings scheduled for the Dominica Projects Office.		Additional details included in the text. They do not contradict the main message.
	20	Item #62	The only activity to be covered by government co-financing was the intended construction of the plant and tree propagation facility which was covered in all reporting documents.		Reference eliminated to avoid confusion.
	20	Table 4	Activity 1.1: Is a word missing after community?		Word added
	20	Item #66	A management mechanism was in place for the cash-for-trees activity. A Reforestation Assistant was contracted and a team leader was identified for each of the five instated teams.		Additional details included in the text. They do not contradict the main message.
	21	67	Last line, please rephrase: “contributed to demonstrate”		Re-phrased

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	22	Table 5- Direct beneficiaries of the project	Can you update “Number” to Targets versus results?		Done
	23	Item #69	Please change the quantity of greenhouses from six to eight		Done
	25	Item #78	Note to that there were underlying factors to some of the areas of concern to be reforested not being addressed. Key of these being an ongoing road rehabilitation project which once completed would provide unrestricted access to some areas.		Additional details included in the text. They do not contradict the main message.
	25	Item #80	There were several discussions among the consultants engaged under the project to identify possible synergies and opportunities between the project components. A report exists which outlines the possible synergies.		Additional details included in the text. They do not contradict the main message.
	26	Item #81	Some of the original activities which were replaced were intended to create networks with		Additional details included in the text. They do not contradict the main message.

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			<p>other indigenous communities; as an opportunity for knowledge exchange; to increase awareness of the Kalinagos and their culture. During the COVID 19 pandemic it was noted that the Kalinago Council and community were ill equipped to participate in digital forums as internet accessibility was limited, hence the purchase of wifi equipment. Also, the Council explicitly requested the opportunity to engage in short courses as they felt their capacities to represent the Kalinago community needed to be improved. Further, the booklets were developed to raise cultural awareness of the community. The history of the Kalinago of Dominica that has been documented is viewed as ambiguous and misleading by the community. Therefore, the booklets were seen as an opportunity to start retelling their story.</p>		

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UNDP	63		This is a function of the timelines and available budget under the project		The comment is aligned with the report’s text: (for different reasons) “the sequence of events was not always the most efficient”.
Ministry of Environment	67		Unless missed in other sections I don’t see the number of women being temporarily employed as part of the reforestation being emphasized. I was impressed by this element		“The number of women being temporarily employed as part of the reforestation” is extensively addressed in paragraph 75 and Table 4. It is for example highlighted that “...women represented 55% of the recipients of cash for work. In the absence of the project’s efforts, reforestation supervisors would have often preferred to recruit men. Interviewees acknowledged that the project demonstrated that it was wrong to assume that men were better suited for this work.”
	69		Impact of the project is not being clearly articulated. The provision of cassava processing equipment is intended to make the process less work intensive for the women and their family members and employees who are involved in the production of cassava bread,		If the comment refers to the fact that the impact was not clearly articulated in the design of the project, this is clearly highlighted in paragraph 71: “The project’s ToC did not identify causal relationships and the impact

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			<p>farine and other related cassava products. Without the modernized equipment the production level and income level for these women, their families and the farmers who produce the raw material would definitely be less. The equipment will no doubt assist the Kalinago meet some of the demand from external buyers of the products and helping the farmers who are the producers to have a reliable buyer of the raw material. This component of the project complimented what is being done and advocated by the Ministry of Agriculture and the Government of Dominica to assist with building resiliency to climate Change and in particular food security and this is so critical to the survival of the nation.</p>		<p>pathway from outputs/activities to outcomes and long-term impact.” Otherwise, paragraph 69 does not intend to articulate the impact of the project. Benefits at the outcome level of Component 1 are discussed from paragraph 76 onwards, including the same reasoning provided in the comment: “The capacities and skills of small-scale cassava farmers and processors (large and small) were strengthened through training and equipment...” (para. 76); “...the processing equipment, harvesting tools and community greenhouses (including three in schools) should contribute to improve food availability and diversity as well as promote healthy lifestyles and education...” (para. 77); “...there will be a plausible contribution to improve livelihoods for small-scale farmers, processors and the rural population by for example contributing to reduce processing/grinding time (increased productivity) and</p>

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					<p>reducing damage in tubers (increased quality) ... The availability of cassava farine could also contribute to increase food security and reduce vulnerability (e.g. during the hurricane season)” (para. 85).</p> <p>As also explained in the report, it should be noted that “most of this equipment had to be delivered yet, including eight greenhouses (their destination was not clear yet at the time of the TE)” (para. 77); “it was too early to perceive any of these effects though (let alone in production, income, marketability, etc.)” (para. 85), “although longer term effects are expected, it was too early to find any evidence other than the opinion of some interviewees” (para. 93).</p>
			<p>Important to mention that is it intended that the tourism plan will guide future tourism development in the Territory and thus the Ministry has a more long term focus for this plan That plan was put together with the full</p>	<p>Point 88 and related point</p> <p>“In any case, these effects are expected to be limited due to the low engagement of key</p>	<p>Paragraphs 88 and 96 re-formulated as suggested. Paragraph 81 has not been changed as it does not address ownership.</p> <p>In addition, it should be noted that the report clearly highlights that</p>

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			<p>participation of the community and so the ownership of the plan for the future tourism development is key to achieving the goals set out</p>	<p>stakeholders such as the Ministry of Tourism or KC”</p> <p>“The interviews confirmed that ownership within both the Ministry and KC was limited (see for example paragraphs 81 and 96).”</p> <p>Replace with</p> <p>Important to mention that it is intended that the tourism plan will guide future tourism development in the Territory and thus plan has a long term focus. Plan development appeared to be collaborative but Interviews conducted highlighted that ownership within both the Ministry and KC could be improved</p> <p>Additionally stakeholders considered that at present these effects maybe limited as engagement with key stakeholders</p>	<p>“the project contributed to operationalize the NSTP (National Sustainable Tourism Policy)” (para. 68) and “recognizes that the process of elaborating the strategy could have long-term effects” (para. 88).</p>

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				such as the Ministry of Tourism of KC could have been improved	
Kalinago Council			I am in disagreement with the project ratings under section 102-104 which stated that it was moderately unsatisfactory. For the project did meet much of the needs that was required within the community and we do see continued commitment from the relative stakeholders in the sustainability of the project.	Relating to effectiveness just to advise that as UNDP we will be understanding if you decide not to include a rating based on your professional judgement noting that some key products/deliverables and were still ongoing or recently completed and some were still pending at the time of conducting the TE.	Scoring effectiveness and sustainability was indeed particularly challenging due to the implementation status. Nevertheless, the evaluation gathered sufficient evidence and made an effort to provide a credible analysis to justify the rating for each of the areas assessed as mandated by the Terms of Reference.
UNDP	88/99/101		The context of the project is important to mention. I don't necessarily agree that there is a lack of concrete linkages between the outputs noting that the project design in and of itself facilitated the development of baseline which will inform, decision making and planning of future activities within the Territory, led by the Kalinago Council who had enhanced capacity under this project.	Important to mention that it is intended that the tourism plan will guide future tourism development in the Territory and thus plan has a long term focus. Plan development appeared to be collaborative but Interviews conducted highlighted that ownership within both the Ministry and KC could be improved Additionally stakeholders considered that at present these effects maybe limited as engagement with key stakeholders	Paragraphs 88 has been re-formulated as suggested (see also the previous comment on this paragraph). Paragraph 99 has not been modified as it addresses the relevance of the project and not the linkages between the outputs. In paragraph 101, it is highlighted that "...the activities complemented the strategic results of line ministries." In many parts of the report, it is also highlighted that the project and its products will plausibly contribute to long

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				such as the Ministry of Tourism of KC could have been improved	term impact (see for example the above comments on Components 1 and 3). Without denying this potential impact, the report also highlights that both the documents and the interviews provided sufficient evidence that the “project strongly focused on activities and outputs and less on outcomes and long-term impact.”
Ministry of Blue and Green Economy Agriculture and Fisheries	101		In my opinion the project also focused on long term impact and outcomes as a lot of investment was made in in system that will yield results of improved livelihoods and resilience of the population of the Kalinago people , the investment in reforestation of lands in the Kalinago Territory is critical at this moment to reduce the vulnerability of the entire geographical area. Fruit trees and other forest trees were also delivered to farmers to ensure food and nutrition security while reducing the Vulnerability of the land to environmental and climate factors . This also leads to		The TE report recognizes the potential impact of the project, including Components 1 and 3. See the comments from the evaluator to the Ministry of Environment’s comment above. Not denying this potential impact, the design “provided a roadmap for measuring the project's progress in terms of activities but not impact and comparison of results over time (e.g. reduced vulnerability, increased resilience, etc.) This was reflected in the progress reports that included little analysis on results beyond delivering activities and products” (para. 70); “the project’s ToC did not identify causal relationships

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			<p>rehabilitation of wildlife habitat and a healthy eco system .</p> <p>The cassava equipment to the Macro and microprocessors will enhance efficiency and productivity by the processors .</p> <p>The processing facilities have been and will continue to be part of the Tourism product offered in the Kalinago Territory .</p> <p>Experiencing our culture through food.</p>		<p>and the impact pathway from outputs/activities to outcomes and long-term impact” (para. 71).</p> <p>In addition, “...the delayed implementation status, the weak articulation of longer-term effects jeopardized a thorough assessment of the likelihood of impact...” (para. 93).</p>
	104		<p>Sustainability of the Project. (same response to paragraph 107).</p> <p>I am not sure if the project had clearly written outlined activities for sustainability, however, the coordination and partnership with the line ministries their involvement , participation and collaborative synergies yield actions for sustainability of the project .</p>		<p>This comment perfectly aligns with the TE findings and report that clearly states that “the main mechanism to ensure sustainability was the alignment with national initiatives (already embedded in the project design)” and provides extensive details about how this was operationalized under each Component (para. 94)</p> <p>It should be noted though that “the implementation status did not allow a thorough assessment of the</p>

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					project’s sustainability” (para. 104).
	111		<p>This statement should be in the area for future programming.</p> <p>The start of the value chain / supply chain there must be a product. The project have set the preamble necessary for further development of cocoa value chain. Shade trees are necessary for the early years of cocoa production. Cocoa trees were planted. it’s a start. The agricultural team in the east will be conduction training in tree crop management and other agricultural practices in tree crop production.</p>	This recommendation was deleted based on our understanding during the call.	The comment is fully in line with the recommendations for future initiatives/programming (that have been re-organized). In particular, recommendation 6 about further support to ensure economic benefits from the reforestation points towards developing/strengthening the cocoa value chain at different levels (e.g., associationism, agricultural practices, access to finance, storage, processing, marketing, etc.) As highlighted in paragraph 87, “economic benefits were expected from the approximately 5,000 cocoa trees distributed among 100 people that will be in production in two or three years.”
	112		At the time of implementation of the project other project were already focusing on the reforestation of the vulnerable areas in the community. The need for overall reforestation of the	Determination of areas for reforestation were led by the government. They consider this area as vulnerable recognising that the need for overall reforestation was necessary post Hurricane Maria and other	<p>The recommendations have been re-organized as the comment above.</p> <p>The proposed text has been added in paragraph 86. It complements and does not contradict the</p>

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			landscape of the Kalinago was necessary post hurricane Maria.	projects will be undertaking similar activities in the Territory	evaluation findings. Therefore, Recommendation 7 remains valid (ensure focus on the most vulnerable areas and consider other possible solutions to complement reforestation).

