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Final Evaluation Report

Strengthening Disaster Risk Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica

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Table of contents

List of acronyms and abbreviations.

1.0 Executive summary

This consultancy is for the conduct of a terminal evaluation to determine relevance, coherence, effectiveness, efficiency and sustainability of the implementation of the Strengthening Disaster Management Capacity of Women (SDMCoW) in the Cooperative Republic of Guyana and Commonwealth of Dominica Project. There is a requirement to "assess and document key results, summarize lessons learned and make recommendations that can contribute to future programming, policymaking and overall organizational learning".

The SDMCoW project was funded by the Government of Japan in the sum of US$ 5,223,393.00 and implemented by United Nations Development Programme (UNDP) Barbados and the Eastern Caribbean. The project was operationalized by the UNDP sub-office Dominica, and UNDP Guyana country office, resident in the countries of implementation. The total project sum was split between Dominica and Guyana, US$ 2,635,818.00 and US$ 2,587,575.00 respectively to be implemented for a four-year period June 2018 to June 2021. As a result of significant disruptions, an additional year - 2022 – was programmed to address shortfalls in implementation.

Evaluation Objective and Scope

The main objective of this assignment is to assess and document key results, summarize lessons learned and make recommendations that can contribute to future programming, policymaking and overall organizational learning. The scope of work considers the initial timeline: year 1 (June 2018) through year 3 (June 2021) of the project and the extension until closure in 2022, year 4. Other consideration of scope includes Geographic scope: three parishes in Dominica and five regions in Guyana. In Dominica the evaluation focused on St. Patrick, St. Paul, and St. David including the Kalinago territory. In Guyana the evaluation covered Mahaica-Berbice (Region 5), East Berbice-Corentyne (Region 6), Cuyuni-Mazaruni (Region 7), Potaro-Siparuni (Region 8), Upper Takutu – Essequibo (Region 9); Programmatic Scope: The evaluation assesses the extent to which the needs of farmers are adequately addressed in disaster preparation, adaptation, and mitigation efforts with specific emphasis of female farmers; Thematic Scope: climate and disaster risk resilience in Agriculture, disaster preparedness and livelihood, and access to finance; Stakeholders: All stakeholders who the evaluation deem relevant; and Gender, disability, and Equity: Particular attention is paid to exploring the equity dimensions of the intervention.

Evaluation approach and method

This evaluation utilizes five of the Organization for Economic Cooperation and Development's - Development Assistance Committee (OECD DAC) evaluation criteria to account for a structured assessment of the project intervention. These are:

- *Relevance* – Did the intervention do the right things? Responsiveness to beneficiaries, contextual chances to remain relevant.
- *Coherence* – How well did the intervention fit? Compatibility with other interventions.
- *Effectiveness* – Did the intervention achieve its objectives? Results of the projects.
- *Efficiency* – How well were the resources used?
- *Sustainability* – Will the benefits last? Scalability, and integration for continuity.

The method of assessment using the evaluation criteria was qualitative research adopted for primary data collection along with a desk review to gather relevant secondary data. The desk review also summarized outputs, and emerging outcomes for field study verification!

The qualitative design for primary data collection included focus interviews (Focus Group Discussions), key informant interviews, and observations. The rationale for adopting a qualitative design, along with a desk review of project-related documents, in assessing the evaluation criteria and questions to be answered was to gain a comprehensive understanding of the project's implementation and its impact on the intended

stakeholders. A qualitative design allowed for in-depth exploration of participants' perspectives, experiences, and insights. Focus interviews, key informant interviews, and observations enable the collection of rich and contextual information, providing valuable insights into the successes, challenges, and lessons learned from the project. By combining these methods, the evaluation provides a holistic view of the project's effectiveness, relevance, coherence, efficiency, and sustainability.

Conclusions [based on relevance, coherence, efficiency, effectiveness, sustainability]

The SDRMCoW project has been relevant and continues to be. The project was aligned with national priorities, linked to international and regional commitments. The work was situated in a context of previous projects and build on those moving forward. All the necessary and competent authority was networked to deliver for beneficiaries confronting gender inequality, delivering on women empowerment, while supporting indigenous and vulnerable peoples and groups, all aligning with a human rights perspective. UNDP has been steadfast in ensuring these issues are addressed in support of attaining country program outcomes as progress is made and aligned towards the Sustainable Development Goals (SDGs). Through continuous consultations and realities of disasters occurring during the project's implementation the need has been reinforced about vulnerability to natural disasters but contextually the opportunity to remain relevant to beneficiaries. This is complemented by the high level of collaboration and coherence to forged ahead, especially through turbulent times from which vulnerable groups are still reeling. As this component of the project has performed satisfactorily, retaining a rating of 5, that is, the relevance and coherence components met expectations with minor shortcomings.

The efficiency criteria rated 4, moderately satisfactory, meaning, more or less met expectations with significant shortcomings. There were mixed results from this component. However, cost and time parameters became woefully unstable by factors outside the scope and control of the project. Hence, cost and time overruns were evident and unavoidable. Warranted, market conditions also became unstable and unpredictable. These dynamics ongoing during implementation form the litany of challenges beyond the scope and control of the project. On the one hand the project still reflected economic use of the resources given the situation as the rate of expenditure resulted in higher than proportionate delivery for most of the indicators. On the other hand, expenditures rates in other areas far outstripped the rate of targeted achievement. Further, extension time were at least 50% underutilized as it regards programming of some finances that affected critical benefits going to some communities targeted by the project.

Performance effectiveness was challenged and constrained too. While output 3 showed an improvement from the baseline, it fell way short of its target, without exploiting and/or exhausting avenues to share information/knowledge cross border. This eventuate despite over 90% of the total project budget was expended among the 3 outputs. What this meant is that the remaining two outputs, except for a few instances had to expend most of the project budget to be effective. This is understandable with significant disruptions to the project's implementation. The project could not be halted outside of the restriction and national challenges taking place because vulnerable groups became more vulnerable and significantly depended on the project to come through for them. One target was surpassed, others lagged. Efficiency constraints fed into performance outcomes and stymied the productivity of the project's execution. But some of the work completed resonated with beneficiaries and demonstrated much sustainability potential, coupled with reasoned proportionality of target achieved versus expenditure made. UNDP persisted where they could and were allowed within nation states. Given challenges of Covid-19 and other situations affecting implementation the Project Board should have revised the targets downward. Alternatively, the risk and assumption log required updating given the contextual shifts. Notwithstanding, the evaluation understanding this context and rates the effectiveness criteria 5 satisfactory, meeting expectations with minor shortcomings having regards to the situation that unfolded.

Sustainability will be likely Moderate (rating 3). Risks to sustainability exists moderately as the intervention acted on critical needs of the target beneficiaries who themselves have articulated how and why the activities undertaken constitute a high level of ownership. Examples range from the met office in Dominica indicating how the equipment established is already absorb into their maintenance schedule, farmers adjusting some of their practices based on capacity gained, to hydro met in Guyana expanding PISCA through scale up support coming forward by other entities including government, and utilizing the forecasting models for early warning, and some grantees project crossing the hurdle of climate risk, start up, and diversifying their production processes.

Lessons learnt

1. A crucial takeaway from both Dominica and Guyana's experiences is the significance of capacity development and diversification. By equipping individuals with diverse skills and knowledge, they are better prepared to navigate challenges and uncertainties. In the context of agriculture, crop and income source diversification proved to be a powerful strategy against the unpredictability of climate change. This lesson reinforces the idea that resilience is built on diversity and adaptability.
2. Theory without practice often falls short. The tangible, real-world changes experienced by participants post-training emphasize the importance of ensuring that theoretical knowledge is complemented by practical applications. This lesson underscores the value of hands-on training and the need to ensure that interventions lead to actionable outcomes.
3. Continuous monitoring is not a mere bureaucratic requirement but a vital tool for gauging the real-world impact of any intervention. By implementing a rigorous monitoring mechanism, the project could identify areas of success and potential for improvement and/or scale back. This lesson highlights the necessity of having robust feedback mechanisms to refine and adapt strategies in ongoing projects.
4. One of the most significant lessons from the project is the importance of comprehensive training tailored to various stakeholders. A one-size-fits-all approach does not yield optimal results. Different stakeholders, such as farmers, national officers, and community members, have varied needs and challenges. Addressing these distinct needs ensures that the training is relevant, practical, and effective.
5. Disaster preparedness in agriculture can emanate from non-climatic conditions, which require government or other interventions for small scale farmers (men, women, and youth). This has been a vital lesson as reducing climate risk for farmers don't always ensure sustainable agriculture for the projects' small and micro scale functionaries. The often move or are faced with market conditions risks which also requires adaptability. Hence, the importance of knowledge exchange and information sharing.
6. Another important lesson is the value of psychosocial support when addressing gender responsive Disaster Risk Management (DRM) capacity building.
7. Finally making the case to some donors for a Code/Crisis/Disaster modifier built into projects addressing DRM can be useful in disaster prone communities as disaster can strike at the time of implementation.

Recommendations

1. Given the protracted challenges posed by the pandemic, in similar situations, the executing agencies should consider alternative strategies such as virtual knowledge exchange sessions, remote consultations, and digital platforms for information dissemination, where possible, as it is understood that connectivity is a challenge in some contexts.
2. To accelerate the pace of the consultant selection process in future projects, during unprecedented disruptions, the executing agency should endeavor to combine transparent and open calls for expertise along with leveraging recommendations or references from trusted organizations or partners, under special conditions of impactful disaster and/or crisis, emergency situations. Engaging the global roster is an option as well.

3. Regarding meeting project targets, if the trajectory suggested that the targets may not be met, the executing agency should propose to the project board to consider revising them or identifying the bottlenecks hindering achievement, and likelihood of short falls in updating their risk and assumption log.
4. Consideration should be given to the inclusion of some type of modifier when executing DRM projects. This does not always have to take the format of financial support for bridging development and humanitarian finance as is currently the case. It can take the form of revision of implementation timeline as in the context of Small Islands Development (SIDs), government agencies and other partners are likely to be working on many projects at a point in time and disaster require they focus attention on the immediate/abrupt, away from an activity UNDP or similar entity may have ongoing with them.

2.0 Introduction

1.1 This consultancy is for the conduct of a terminal evaluation to determine relevance, coherence, effectiveness, and efficiency of the implementation of the Strengthening Disaster Management Capacity of Women (SDMCoW) in the Cooperative Republic of Guyana and Commonwealth of Dominica Project. There is a requirement to "assess and document key results, summarize lessons learned and make recommendations that can contribute to future programming, policymaking and overall organizational learning".

2.1 The SDMCoW project was funded by the Government of Japan in the sum of US$ 5,223,393.00 and implemented by United Nations Development Programme (UNDP) Barbados and the Eastern Caribbean. The project was operationalized by the UNDP sub-office Dominica, and UNDP Guyana country office, resident in the countries of implementation. The total project sum was split between Dominica and Guyana, US$ 2,635,818.00 and US$ 2,587,575.00 respectively to be implemented for a four-year period June 2018 to June 2021. As a result of significant disruptions, an additional year - 2022 – was programmed to address shortfalls in implementation.

3.1 The SDMCoW project intervention aimed to impact directly and to some extent indirectly enabling conditions for hazard prone communities, especially vulnerable groups, including women. The focus was for the target groups and individuals to be implementing stronger disaster and climate resilience that enhanced the sustainability of their livelihood within such communities in Dominica and Guyana. The project therefore worked towards delivering the following outputs:

1. Capacities of the target communities and government agencies strengthened for effective, gender responsive and timely decision making for disaster preparedness.
2. Livelihood resilience strengthened in hazard-prone communities by integrating gender-responsive DRR and sustainable livelihood approaches.
3. Knowledge networks strengthened to foster adoption of best practices in agricultural livelihoods for resilience.

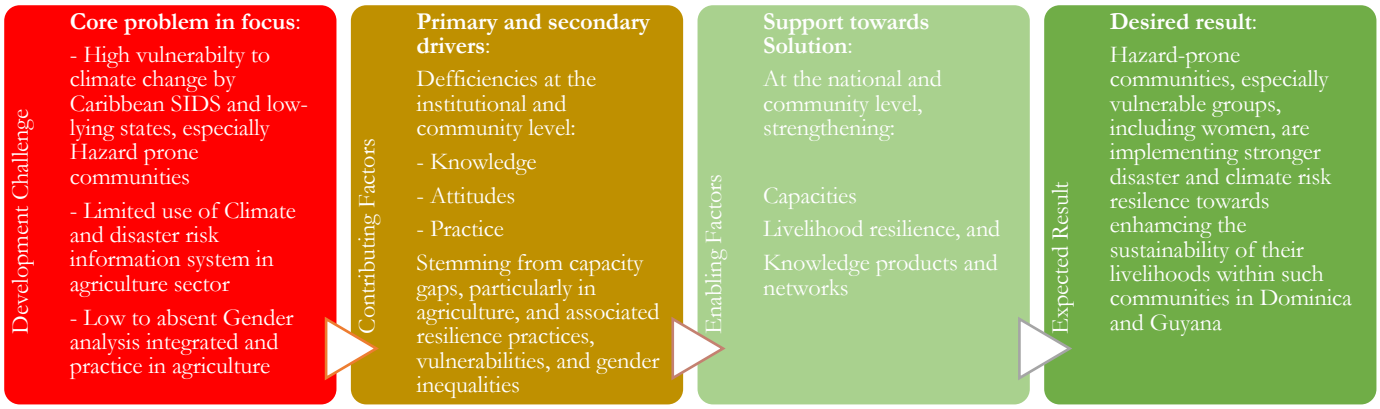
4.1 Consequently, the inherent logic of the project intervention is that better preparedness, better decision-making (utilization/application) of risk information, and adaptation measures can aid/reduce future losses and engender more secure and productive income.

5.1 This evaluation was conducted during the period of July to October 2023, and is organized as follows: description of intervention, scope of the evaluation, methodology, limitation of the evaluation, findings, conclusion, lessons learned, and recommendation.

3.0 Description of the intervention

1.1 The SDRMCoW project sought to support hazard-prone communities, especially vulnerable groups, including women, in strengthening disaster and climate risk resilience towards enhancing sustainable livelihoods within such communities in Dominica and Guyana. This was to be done by delivering the following: Output 1: Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness; Output 2: Community resilience strengthened using gender-responsive Disaster Risk Reduction (DRR) and alternative livelihood approaches; and Output 3: Knowledge networks strengthened to foster adoption of best practices in livelihoods for resilience. The SDMCoW project envisaged a theory of change through its intervention support to Caribbean SIDS that reason as follows in the illustration of Figure 1 below:

Figure 1: The SDRMCoW Project: From core problem to desired result



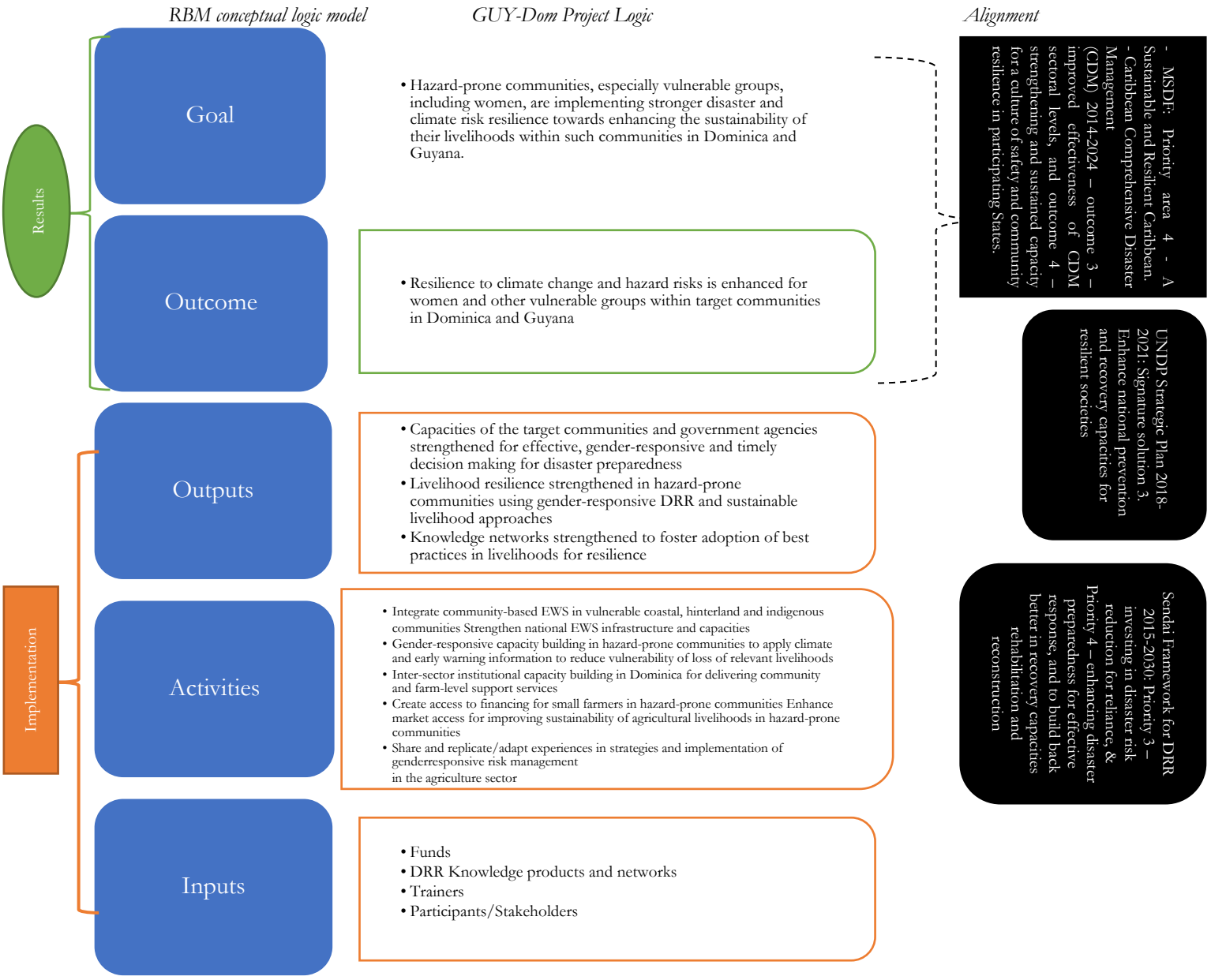
2.1 The SDMCoW project rationalized that the application of improved risk knowledge, strengthened early warning and climate information systems in the key sector of agriculture will result in better decision-making and adaptation measures for resilience of the livelihoods of the most vulnerable populations, namely females in hazard-prone farming communities, when they are directly engaged, and it is responsive to their needs.

3.1 This approach sought to improve the sustainability and resilience of livelihoods and assets of vulnerable and marginalized groups, including women and indigenous people, by simultaneously seeking to enhance national level risk informed decision- making and community support services they receive, while promoting the application of climate and disaster resilient approaches within the targeted communities.

4.1 Together, it was expected that this will lead to more secure and productive income among the target group and enable these populations to better prepare for and reduce disaster losses in the future. In so doing, it is expected to contribute directly to the desired outcome of a sustainable and resilient Caribbean…" as per the Multi-Country Sustainable Development Framework MSDF 2017-2021.

5.1 In summary the general logic of the SDRMCoW project is presented below in Figure 2, This is displayed using a conceptual RBM logic model, that should be read vertically.

Figure 2: Logic and Alignment: Conceptual SDRMCoW Project Setting



6.1 Conceptually, the measurement of results, in a Results Based Management (RBM) framework (see logic model above Figure 2) is usually done at the outcome and impact level, for example see recommendations of Kusek and Rist (2004). For this assignment the evaluation is required to be comprehensive. In this context, results, and implementation require assessment, as noted in the figure 3, based on the conceptual RBM logic model. The evaluator job is to determine if the outputs produced the desired outcome. This has implications for the evaluation criteria utilized, especially the relevance, effectiveness, and sustainability components. The evaluation, therefore, is a complete performance assessment taking into consideration the results and implementation components.

7.1 Based on the revised project document, reconstructing the Guyana-Dominica project logic, the stated impact (of the Theory of Change) is taken as the goal, in an RBM framework. The outcome, taken from the results framework, followed by the expected outputs, and activities. The performance assessment, considers these combined expectations, including scrutiny of the alignment. Lessons are considered to help guide future programing, policy, and organizational operations of approaching climate resilience as a priority which lives on in the Caribbean, see UN MSDCF 2022-2026.

4.0 Evaluation scope and objectives

1.1 Objective of Assignment: [*is to*] Conduct an independent and comprehensive evaluation of the implementation of the Strengthening Disaster Management Capacity of Women (SDMCoW) in the Cooperative Republic of Guyana and Commonwealth of Dominica to assess and document key results, summarize lessons learned and make recommendations that can contribute to future programming, policymaking, and overall organizational learning.

Specific Objectives

(i) To thoroughly assess and evaluate the implementation of the SDMCoW project from 2018 to 2022. This includes evaluating the project's relevance, coherence, efficiency, effectiveness, and sustainability, as well as determining its impact on communities especially women to the extent possible.

(ii) To review the achievements in meeting the goals and objectives of the SDMCoW project. This evaluation aims to provide actionable recommendations for adoption and for scaling up the project.

(iii) To identify and document lessons learned, including those related to project design, the scope of support provided, resources, implementation, and partnerships.

2.1 Scope of Work: The evaluation focuses on the initial timeline year 1 (June 2018) through year 3 (June 2021) of the project and the extension until closure in 2022, year 4. Hence, this will contextualize the project achievements from inception. Other consideration of scope includes:

- Geographic scope: The evaluation focuses on three parishes in Dominica and five regions in Guyana. In Dominica the evaluation focuses on St. Patrick, St. Paul, and St. David including the Kalinago territory. In Guyana the evaluation focus covers Mahaica-Berbice (Region 5), East Berbice-Corentyne (Region 6), Cuyuni-Mazaruni (Region 7), Potaro-Siparuni (Region 8), Upper Takutu – Essequibo (Region 9).

- Programmatic Scope: The evaluation assesses the extent to which the needs of farmers are adequately addressed in disaster preparation, adaptation, and mitigation efforts with specific emphasis of female farmers.

- Thematic Scope: The evaluation covers the following themes: climate and disaster risk resilience in Agriculture, disaster preparedness and livelihood, and access to finance.

- Stakeholders: All stakeholders who the evaluation deem relevant to a thorough evaluation will be engaged.

- Gender, disability, and Equity: Particular attention is paid to exploring the equity dimensions of the intervention.

5.0 Evaluation approach and method

5.1 The approach

This evaluation utilizes five of OECD DAC evaluation criteria to account for a structured assessment of the project intervention. These are:

- *Relevance* – Did the intervention do the right things? Responsiveness to beneficiaries, contextual chances to remain relevant.
- *Coherence* – How well did the intervention fit? Compatibility with other interventions.
- *Effectiveness* – Did the intervention achieve its objectives? Results of the projects.
- *Efficiency* – How well were the resources used?
- *Sustainability* – Will the benefits last? Scalability, and integration for continuity.

5.2 Method

3.1 In assessing the above evaluation criteria, a qualitative design was adopted for primary data collection along with a desk review of project related documents as secondary data. The main purpose of the desk review was to

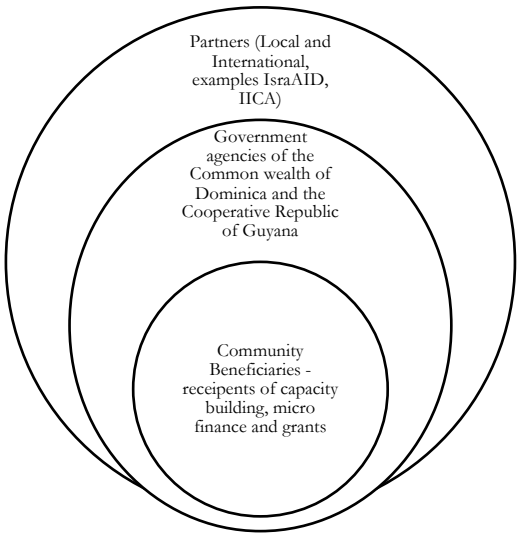
(i) collect key information (from project documents and the literature), and to
(ii) summarize outputs, and emerging outcomes for field study verification!

4.1 The qualitative design for primary data collection included focus interviews (Focus Group Discussions), key informant interviews, and observations. The rationale for adopting a qualitative design, along with a desk review of project-related documents, in assessing the evaluation criteria and questions to be answered (see annex 2) is to gain a comprehensive understanding of the project's implementation and its impact on the intended stakeholders. A qualitative approach allows for in-depth exploration of participants' perspectives, experiences, and insights. Focus interviews, key informant interviews, and observations enable the collection of rich and contextual information, providing valuable insights into the successes, challenges, and lessons learned from the project. The desk review complemented the primary data collection by examining relevant project documents, reports, and other sources of information. By combining these methods, the evaluation provides a holistic view of the project's effectiveness, relevance, efficiency, and sustainability.

5.2.1 Field Visits

5.1 Field missions were undertaken to the Cooperative Republic of Guyana during 31st July 2023 to 9th August 2023; and the Commonwealth of Dominica during the 4th of September 2023 to 8th. These missions facilitated the qualitative data gathering and observations/site visits. Field visits scheduled meeting with local and international stakeholders, including those who participated in the design and execution of the project, and actual ((in)direct) beneficiaries. Among the key stakeholders consulted were, see Figure 3 below, (see annex 3 for meeting list):

Figure 3: Stakeholders consulted



Note: IICA – InterAmerican Institute for Cooperation of Agriculture; IsraAID – The Israel forum for international humanitarian aid.

5.2.2 Evaluation data analysis

6.1 This entailed five steps, these were: coding, data reduction, pattern identification, interpretation, and cross-referencing. Coding techniques was used to categorize and label the data based on themes or patterns. Subsequently, the evaluator condensed the data by identifying key points, important quotes, and significant examples (as testimony) related to each evaluation criterion. Next the evaluator identified recurring themes and sub-themes, patterns, and connections across the data. This involved identifying similarities, differences, and relationships between different pieces of data and evaluation criteria. Patterns highlight strengths, weaknesses, or emerging findings. Next the evaluator analyzed the patterns and themes to interpret their significance within the context of the evaluation criteria. This involved making judgments and drawing conclusions about the project's performance in the context of the evaluation criteria. Finally, the evaluator cross-referenced the qualitative findings and secondary data using the evaluation rubric (see annex 2) to evaluate the project's alignment with the desired outcomes. The software Dedoose, a cloud base qualitative data research and analysis solution, was used for data analysis.

5.2.3 Ethical Guidelines

7.1 This evaluation followed the United Nations Evaluation Group UNEG Norms and Standards and Ethical Guidelines for Evaluations and ethical guidelines. In keeping, the evaluation will be "conducted with the highest standards of integrity and respect for the beliefs, manners and customs of the social and cultural environment, for human rights and gender equality, and for the 'do not harm' principle for humanitarian assistance." In addition, the evaluation will be conducted in an independent manner, with key elements of impartiality, objectivity, professional integrity and absence of bias at all stages of the evaluation process. Credibility will be established as evaluation findings and recommendations are informed by and grounded in the use of the best available quantitative and qualitative data and analysis to meet organizational needs for learning and accountability.

8.1 Special measures will be put in place to ensure the evaluation process is ethical and that participants can openly provide information and express their opinions in confidence. Sources of information will be protected and only known to the evaluator and interviewers. In keeping with UNEG Ethical Guidelines for Evaluations, specific attention will be paid to issues related to harm and benefits,

informed consent, privacy and confidentiality, and exercising commitment to avoid conflicts of interest in all aspects of the evaluation, thereby "upholding the principles of independence, impartiality, credibility, honesty, integrity and accountability. Data will be protected and coded so as to ensure anonymity. (The Ethical Guidelines for UN Evaluations http://www.unevaluation.org/document/ detail/102) and UNICEF procedure for ethical standards in research, evaluation, data collection and analysis https://www.unicef.org/supply/files/).

5.3 Limitations of Evaluation

9.1 The evaluation of the SDRMCoW Project, while comprehensive, presents several potential limitations that must be taken into consideration when interpreting its findings: Firstly, a concern pertains to the non-probability purposive selection method employed in the evaluation. While this method can hone in on specific insights, it inherently lacks randomness. Consequently, the findings derived from this approach may not be generalizable to the broader population. There is an inherent risk of selection bias because the participants chosen were selected based on certain predetermined criteria. Furthermore, a substantial part of the evaluation hinged on stakeholders' recollections, leading to potential inaccuracies. Memories do fade or become distorted over time, and depending on stakeholders to recall past events might not yield the most accurate or objective data.

10.1 The qualitative nature of the data analysis, while providing depth, also introduced a level of subjectivity. Qualitative data, especially when it comes to coding and theme identification, is open to interpretation. Different evaluators might perceive and interpret the same data in varied ways, introducing potential biases and inconsistencies in the findings.

11.1 Finally, the desk review, a crucial component of the evaluation, could have possibly introduced biases. This happens when the evaluator overly depends on a narrow set of sources or documents, the evaluation could become skewed. To avoid this, the evaluator consulted a wide array of documents and sources to ensure that the review remained balanced and holistic.

12.1 Notwithstanding these deficiencies, with strategic planning and foresight, the evaluation team was able to mitigate these challenges to ensure the evaluation yielded accurate, reliable, and actionable insights. Regarding the non-probability purposive selection method, to counteract the potential biases, the evaluators ensured that selection criteria were diverse and inclusive. Additionally, triangulating the findings from these interviews with other data sources served to enhance the evaluation's reliability. The reliance on stakeholder memory was addressed by cross-referencing their recollections with tangible evidence, such as reports, minutes of meetings, and other available documentation from the project's timeframe. The subjectivity inherent in qualitative data analysis was mitigated through the evaluator reviewing the codes. Having more than one person involved in the coding and analysis of the data introduced checks and balances.

13.1 In summation, while the SDRMCoW Project evaluation faced certain methodological challenges, proactive strategies and careful planning significantly mitigated these limitations. By addressing these challenges proactively , the evaluation offers a nuanced, accurate, comprehensive, and actionable assessment of the project's relevance, effectiveness, efficiency, and sustainability.

6.0 Findings

6.1 Relevance and Coherence

This component seeks to find out if the intervention did the right things. The project's responsiveness to beneficiaries, and contextual chances to remain relevant. Additionally, how well did the intervention fit? Its Compatibility with other interventions.

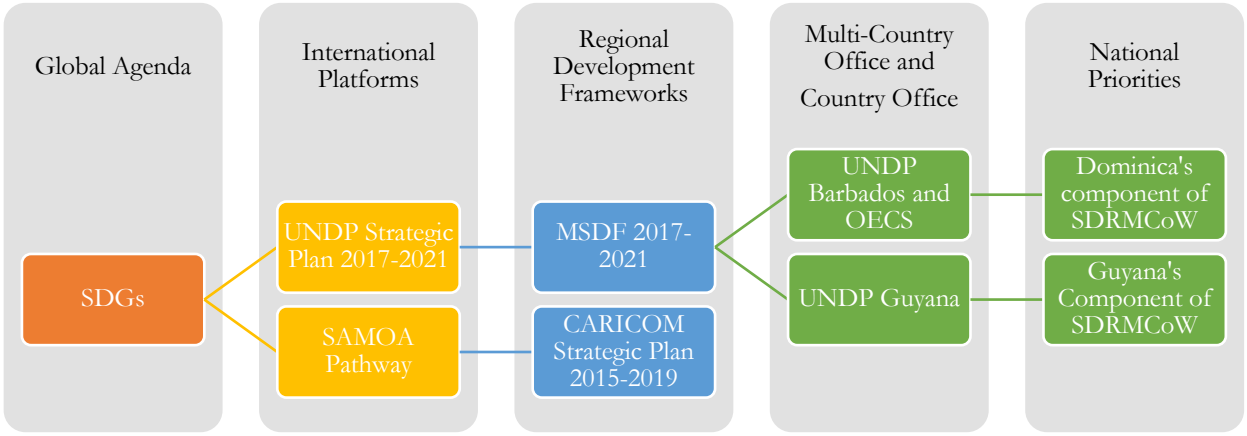
6.1.1 Alignment and Contribution to National Priorities, SDGs, and UNDP Strategic Goals

1.1 The project's specific outputs, such as improving early warning systems, enhancing disaster resilience, and promoting livelihood resilience, align with country program outcomes aimed at addressing climate change impacts, building gender-responsive disaster resilience, and supporting sustainable livelihoods of the vulnerable (example women) in agriculture. By contributing to these outcomes, the project strives to support progress towards resilience of SIDs to climate-related risks and disasters. In the process the interventions aimed at specific goals of the various country programmes linked to UNDP's Strategic Plan 2017-2021 and corresponding SDGs. These were all importantly aligned to national priorities in the Cooperative Republic of Guyana and Commonwealth of Dominica.

2.1 The country programme documents (CPD) under consideration are the Multi-Country Office of Barbados and the Organization Eastern Caribbean States OECS and UNDP Guyana Country Office. The project is implemented within UNDP's Strategic Plan 2017-2021 with corresponding SDGs to be delivered which overlap in some cases and differed in others. For example, UNDP Barbados and OECS CPD align with the UNDP Strategic Plan 2017-2021 outcomes 1, 2, and 7 and corresponding SDGs 1, 2, 4, 5, 7, 8, 10, 11, 12, 13, 14, 16. UNDP Guyana's CPD aligned with UNDP Strategic Plan 2017-2021 outcomes 1, 2, 3 and 5, corresponding to SGDs 1, 3, 7, 10, 13 and 16. Figure 4 below illustrates the linkages

3.1 However, "The United Nations system, jointly with the Governments of the Caribbean, decided in the course of 2015 to move from 6 United Nations Development Assistance Frameworks to a common United Nations Multi-Country Sustainable Development Framework (MSDF)" validated by 18 Governments of which Guyana and Dominica was included. The MSDF articulated 4 priority areas[1]., of which this project is situated under priority area 1: A sustainable and resilient Caribbean.

Figure 4: SDRMCoW Project: From National Priorities to the SDGs



Source: Sketch based on information from the Project Document, the MSDF, CPDs for Barbados and OECS and Guyana.

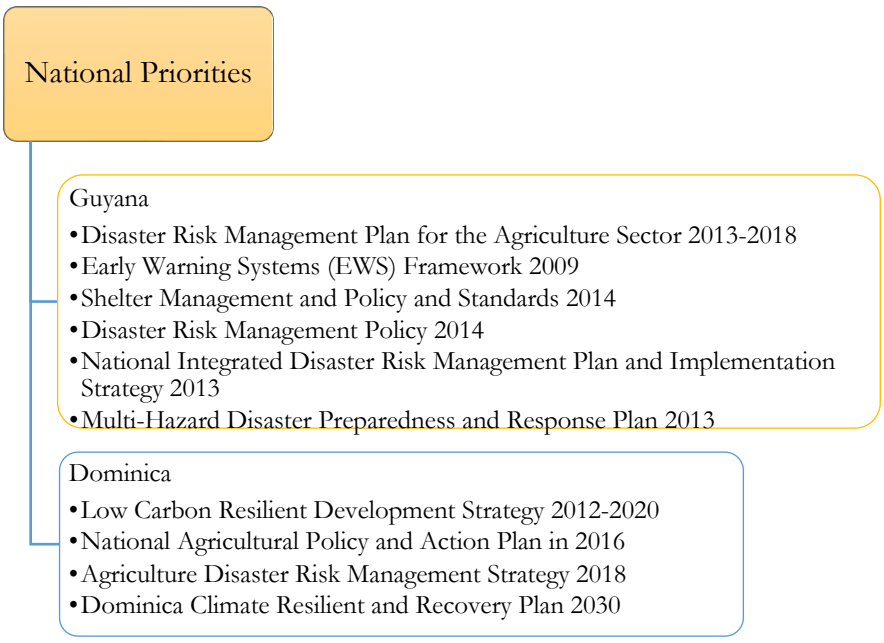
[1] Priorities of the MSDF are aligned with "Caribbean Community (CARICOM) Strategic Plan (2015-2019), the SIDS Accelerated Modalities of Action Pathway, and the 2030 Agenda for Sustainable Development".

4.1 Vulnerability has been a case made by CARICOM SIDs for some decades now. UN 2021 report reveals that consideration for vulnerability as multidimensional existed for about three decades. However, SIDs were recognized officially as tabling the issue in 1994 at the UNGA level. The IMF 2021 notes that small developing states are disproportionally affected by natural disasters, where about 9% of disasters that hit do damages of more than 30% of their GDP. Greater exposures require greater investment in resilience. Guyana and Dominica are no different on this issue hence Disaster Risk and Recovery investment is necessitated within these jurisdictions and makes the case for relevance to sustainable national development.

5.1 Dominica has a long history with climate shocks going back to 1979 when Hurricane David and Frederick hit, with significant impact to Gross Domestic Product GDP, and especially to vulnerable groups. Most recently Erika in 2015 and Maria in 2017 from which the economy is still recovering. So too is Guyana's history with climate shocks, and in 2005, the floods sparked considerable attention being given to DRR in national development. Early Warning Systems EWS are critical to DRR, and this is an issue heavily integrated into considerations of sustainable development nationally and as a region of SIDs. Inaction to climate change is more costly for these jurisdictions. For example, the Climate Resilience and Recovery Plan CRRP 2030 for Dominica notes 34.3% of GDP by 2050, 77.3% by 2100 is the estimated cost of inaction. For Guyana, climate change impact in the agriculture sector (rice and sugar) alone "stemming from dry spells, drought conditions, changing rainfall pattern and rising sea level is estimated at US42M annually up to 2050", Engender policy Brief Guyana 2021, referencing the Climate Resilient Strategy and Action Plan CRSAP 2016.

6.1 The relevance of this project cannot sufficiently be underscored. Every opportunity and every platform are used by the region, and these jurisdictions considered under the project to make the case and seek support to build capacity for better disaster preparedness, response, and recovery. Reducing future damage and loss is paramount. As such, the SDRMCoW project is principally aligned with National priorities illustrated in figure 5 below:

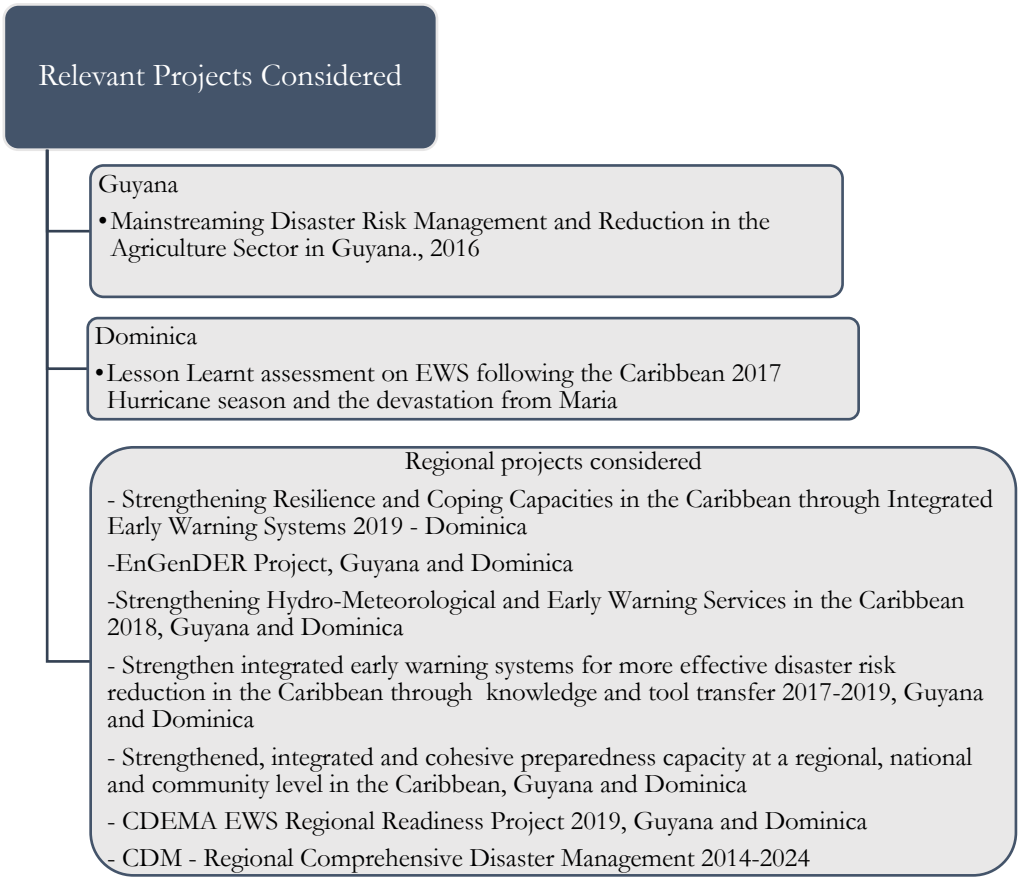
Figure 5: SDRMCoW linkage with National Priorities



6.1.2 Relevant projects considered

The project was timely, integrating and addressing a development challenge already being worked on in Guyana and Dominica. The project has been relevantly informed by such previous projects as is captured in figure 6 below:

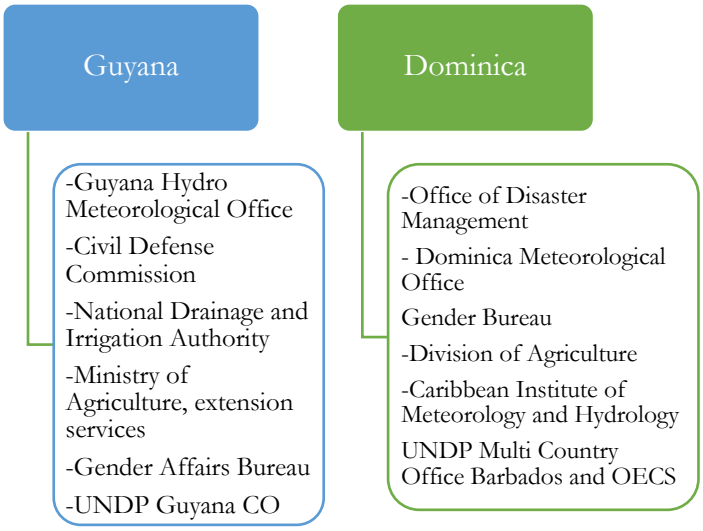
Figure 6: Relevant Projects



6.1.3 Competent Authority Considered

The main advisory stakeholders considered in each jurisdiction played an important role in giving the project guidance. Importantly, consultations in the project design reveal these stakeholders to be critical to the endeavors of the project and so does interviews of the evaluation. The technical advice brough much value addition and learning to the project. A network of willing stakeholders helped the project to target well and respond to relevant needs of beneficiaries. The competent authority in both jurisdictions is noted in figure 7 below:

Figure 7: SDRMCoW Project Competent Authorities



Added to this cadre of support guidance with predominantly local knowledge is the regional institutional stakeholders noted in the project document pg. 38 (see Project Board – Steering Committee).

6.1.4 Gender equality, women's empowerment, and human rights-based approach

Gender inequality and women empowerment is at the core of what the SDRMCoW addresses. The project was given a gender marker of 2. According to the OECD DAC gender inequality rating this means **"**gender equality is the main objective of the project/programme and is fundamental to its design and expected results. The evaluation notes that this has been achieved in the delivery of the SDRMCoW project.

> In Guyana human interest story makes the point is the Village of Surama: Surama is an indigenous community known for its tourism. The women's organic garden group received a grant to set up an organic garden to supply the school, their eco-lodge kitchen, inter alia. A drainage and drip irrigation system to support their shade house for growing vegetables was the target. This enable them to produce food in the presence of hazards and climate risk the region has been experiencing. Mitigating the risk of droughts, and floods. The micro grant allowed access to finance to develop climate risk proofing, that empowered them through income, and services delivered to a wider cross-section of the community. And in the process reduce food insecurity. The PICSA training engender confidence for them to manage their endeavour as a business exercise, in fact they developed a shift system for their production along with scheduling. The women's initiative also was addressing health issues as they indicated many community residents suffered from diabetes and could not find the right foods (vegetables) locally or affordably. The Village chairman was going to head the group as is normally the case but stepped aside when he recognized that the project sought to empower women….*Interview with the Women's group of Surama village Organic Garden which also includes men, and youth.*

Interview with the Director of Dominica Gender Affairs Bureau articulated well the project's result on empowering women and addressing gender inequality.

1.1 *Addressing gender biases in access to credit, and social versus economic choices in the family*: Seed financing for women who were never able to return to productive activity since being affected by Hurricane Maria: After Maria women had to make a choice; Focus on my family or return to productive activities. They decided to focus on their families. As such providing the grant, loan mix of the micro finance component of the project aided their return to production since Maria. The project

governance in Dominica also included representatives from the insurance industry and cooperatives, who have never considered this bias in any meaningful way. Their participation brough about an awareness that is critical to addressing women's access to credit.

2.1 *Delivering to vulnerable groups still responding to trauma (from Hurricane Maria, moving into Covid-19)*: UNDP project by rethinking the intervention upfront (which resulted in a late start up), give due regard to managing expectations. This was very important since post Hurricane Maria people were fatigued and agitated with development agencies making promises that has never been delivered. The UNDP did, and this is one of the key successes of the project. Not only did in build capacity/training etc., it provided tangible support to the vulnerable. The lessons learnt exchange close to the end of the project was filled with people directly affected by Hurricane Maria, and interventions noted during the implementation of this project stem directly from the assessment post Hurricane Maria. Hence, to see this manifested is to know that the project was successful, both in its consultations, what was delivered, and the vulnerable women, groups, and communities that participated.

3.1 Much of the indicators for capacity building on the various components of disaster preparedness targeted by the project, and micro finance and grants all required reporting on the gender composition of the project's delivery. These served to reinforce that gender inequality must be addressed and women empowerment to be at the centre of what the project delivers. These are all important components of the human rights-based approach. Despite not being at the centre focus of the project, a human rights-based framework played a critical role in the project's execution as it delivered support to women, and vulnerable groups.

6.2 Efficiency

The conversation on efficiency of the project requires some contextual distillation prior to evaluation of this component. It should be noted that delivery time and cost has been significantly affected by covid-19 in Guyana and Dominica, including much attention by critical government partners before Parliament dissolution for elections[2]. Other factors affecting cost and time were supply chain lags, and labour expertise availability.

This component addresses how well were the resources used but is nuanced by the aforementioned realities!

6.2.1 Likelihood that the interventions result in an economic and timely manner

The governance arrangements of the project, as outlined, embody several facets indicative of efficiency, each of which warrants a deeper exploration, as a critical preparatory framework.

1.1 Firstly, the clear organizational structure of the project stands out. As was documented[3] and explained,[4] the UNDP offices in Barbados and the OECS and Guyana were the Implementing Agencies for this project and were jointly responsible and accountable. Further, the UNDP had established two simultaneous Project Management Units (PMU) to ensure the project's objectives were met. Each PMU, overseen by the relevant UNDP office, managed daily operations and coordination. The PMUs each consisted of a Project Manager, a Gender Specialist, and a Project Associate. Although the PMU had the authority to oversee daily activities within the project's

[2] Guyana's election in 2020, and Dominica's elections in November 2022.
[3] The Project Document for the Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and the Commonwealth of Dominica.
[4] Interviews and meetings with stakeholders.

defined boundaries, they received overall guidance from the Deputy Resident Representatives of UNDP in both Guyana and Barbados/OECS. This arrangement indicated a well-defined organizational structure. Such a clear delineation of structure is foundational for efficient decision-making and for holding parties accountable for their respective domains.

2.1 Secondly, the defined roles and responsibilities within the project's structure played a pivotal role in its overall efficiency by preventing overlaps or redundancies, ensuring optimal utilization of human resources, and best value for money. For example, each designated role in the PMU, whether it was the Project Manager's oversight of the project's results or the Gender Specialist's focus on gender-responsive technical inputs, had a clear purpose. Additionally, at the higher level, the UNDP offices in Guyana and Barbados were entrusted with key operational services, including recruitment, travel arrangements, subcontracting, and organizing regional workshops, etc. Furthermore, UNDP maintained rigorous quality control and oversight, annually reporting to Government of Japan (GOJ) via the UNDP Japan Liaison Unit using Annual Project Implementation Reviews. In reflecting on this structure, it's evident that the project implementation was characterized by well-defined roles and responsibilities. Each entity, from the UNDP offices to the Project Board, had specific mandates that contributed to the project's systematic and coordinated execution. This clarity in organizational roles underscores a strategic approach to ensuring efficient project delivery and accountability.

3.1 The third notable aspect is the Project Board Mechanism. Central to the project's governance was the Project Board (PB). The PB held the mandate to make consensus-based management decisions, especially when the implementing agency sought guidance. They were consulted when Project Managers faced challenges exceeding their set tolerances, typically related to time and budget constraints. The PB's role also extended to approving deviations from the approved annual work plan (AWP) and ensuring quality assurance in monitoring and evaluations. This board was not just an overseeing body. It provided a critical layer of governance that ensured strategic alignment with project objectives, fostering streamlined and effective outcomes.

4.1 Fourthly, the establishment of a Technical Advisory Group (TAG) was a testament to the project's commitment to expertise. This group, rich in specialized knowledge, was geared towards providing technical oversight, inclusive of national and local representation. Their guidance refined processes minimized trial-and-error methods, and ensured the adoption of best practices, enhancing overall efficiency. Spearing no resource lag, the project excellently incorporated regional and international partnerships, exploiting synergies as important ingredients for efficiency in programme implementation. For example, the project document outlines several partnerships and collaborations between various national agencies, UN agencies (UNDP, FAO, UNWOMEN), and technical partners (CIMH, UNOSAT, CIMA Research Foundation) that has been crucial. Leveraging existing relationships and working with different stakeholders enhance the efficiency and effectiveness of the project by pooling resources, expertise, and knowledge, relevant especially to the small state context.

5.1 Fifthly, the emphasis on collaborative arrangements marked another efficiency-oriented feature. By proactively seeking coordination with related projects and initiatives, the project aimed to sidestep redundancies and overlaps. This approach not only conserved resources but also tapped into existing knowledge bases, amplifying the project's outcomes.

6.1 Sixthly, another cornerstone of the project's efficiency was its robust monitoring and reporting mechanisms. With regular oversight, quarterly and annual reporting, and a clear audit framework based on UNDP's regulations, the project was equipped to spot and rectify inefficiencies promptly. The project in Dominica produced quarterly reports from monitoring activities. However, despite the project in Guyana produced annual reports there was no expenditure on monitoring for the years 2019 and 2020. In 2021, less than $3,000 was expended on monitoring. The limited expenditure of the monitoring budget indicates that this activity was not meticulously carried.

7.1 Lastly, the project's flexible implementation approach deserved mention. The governance structure was not rigid; it allowed for deviations from the original plans, subject to Project Board approval. This flexibility was crucial, ensuring that the project remained agile and tried to

continuously be efficient amidst changing circumstances. This feature became very relevant when the Covid-19 pandemic hit both jurisdictions.

6.2.2 Economical use of financial and human resources

1.1 The UNDP project in Dominica and Guyana had systems in place that supports economical use of financial and human resources. Through rigorous quality assurance measures, adherence to policies and procedures, data-driven monitoring, and proactive management of transaction costs, the project team sought to effectively utilize available resources to achieve its objectives.

2.1 In terms of quality assurance, the project's focused on monitoring, audit, and other assurance activities which served to ensure compliance and the overall quality of project work. Through regular supervision and reviews of reports and project documents, the project team actively monitored the progress and outcomes of interventions. This proactive approach helped identify any potential inefficiencies or deviations from the project's objectives, enabling timely corrective actions and preventing resource wastage. By adhering to the standards and framework agreements of UNDP and the donor, the project-maintained accountability and transparency in its operations, further enhancing its economical use of financial resources.

3.1 The assurance of project compliance with UNDP policies and procedures played a crucial role in preventing unnecessary expenses. By ensuring that all project activities adhered to established guidelines, the project team minimized the risk of financial mismanagement or errors. Regarding transaction costs for support services of operations, the project's proactive approach to assuming direct costs linked to the purchase of services, human resources, computers, and security demonstrates a commitment to cost-effectiveness. By addressing these costs directly, the project avoided potential intermediaries and associated overhead expenses. This streamlined approach to resource allocation resulted in direct cost savings, which could be redirected to project activities and initiatives, ultimately enhancing the project's overall impact.

Table 1: Project Budget and Expense

Project Component	Guy/Dom Project Budget Total	Guyana's Project Expense (2018-2023)	Dominica's Project Expense (2018-2023)	Project Expense Total Across countries (2018-2023)
	5,223,383.00	2,043,105.00	2,584,703.00	**4,627,808**
Output 1	1,817,204	1,243,118	546,726	1,789,844
Output 2	1,533,739.44	215,293	994,551	1,209,844
Output 3	134,301	0.00	77,690	77,690
Project Management and evaluation	1,336,377.50	443,763	776,638	1,220,401
GMS	401,761.06	140,931	189,098	330,029
Total.	5,223,383.00	2,043,105.00	2,584,703.00	4,627,808

Note: Payments were made in 2023, but committed in 2022.

4.1 Output 1: It can be gleaned from the table above that the project spent 98.5% of the resources allocated for output 1. This high spending rate indicates that most of the financial resources dedicated to this output have been utilized. Despite the high spending rate, the project achieved only 53% of its target for coverage of households under disaster preparedness schemes in

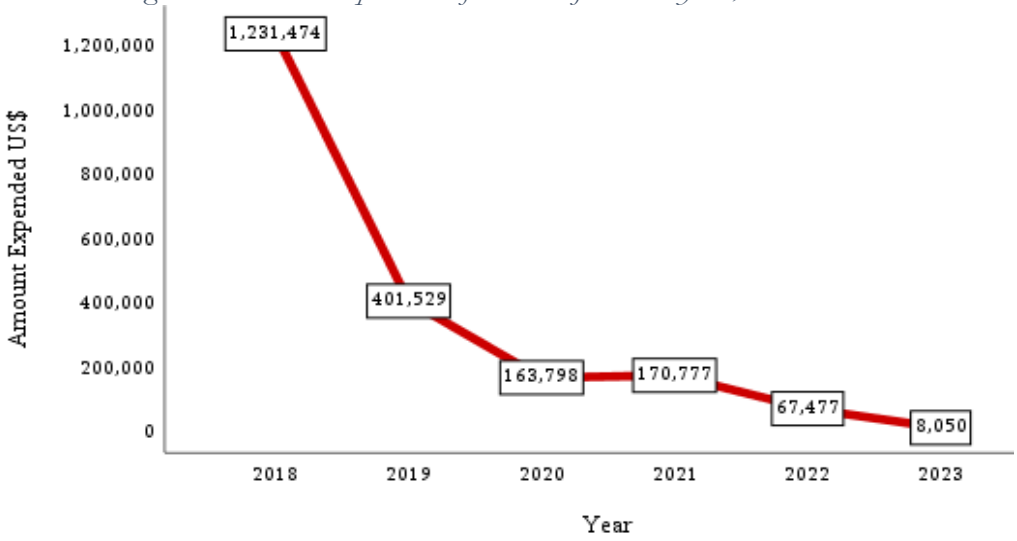
vulnerable communities. Even though the project attained and overshot the second target for output 1, the high spending rate relative to results on this output suggest that, while funds were extensively utilized, they did not translate into proportional results or deliverables on one of the indicators. Notwithstanding, the robust structures for project implementation, disparity between spending and achievement raises concerns about the efficiency of fund utilization. However, the challenges here resulted from higher cost of inputs owing to the pandemic and elevated global inflation, and supply chain issues. The evolving realities of the Covid-19 impact was beyond the risk and assumptions framework and went well outside of anything foreseen by the project.

5.1 Output 2: Regarding output 2, the project spent 78.9% of its budget allocation. Of the three targets, the project attained 78.7% (households practicing risk mitigation and climate change adaptation measures in livelihoods), 79.8% (male beneficiaries using improved capacities to access micro-finance mechanisms for livelihood resilience) and 42.3% (female beneficiaries using improved capacities to access micro-finance mechanisms for livelihood resilience) respectively. In two of the three targets, the project was efficient in utilizing its funds to generate results for this output. The achievement rate exceeds the spending rate, for most of the output target here suggesting a commendable return on investment. However, a setback occurred in Guyana, the microfinance component was adjusted to a grant scheme, with women in regions' 7 and 8 underserve. In 2022, the project was expected to implement the grant scheme for women in regions 7 and 8 but there was no evidence to indicate that the grant was delivered to women in these regions.

6.1 Output 3 was the hardest hit by the COVID-19 pandemic with Guyana not implementing activities under this output and with Dominica only expending 4.7% of the budget amount for activities related to this output. From this meagre expenditure on this output the project attained 13% of the male target and 3.3% of the female target. Here we can conclude the expense per output ratio is proportionate.

7.1 Expenditure in the Guyana context declined for the period 2019-2020. Expenditure declined precipitously in 2019 from just over US1.2M to just over US$400,000. It further declined in 2020, the year with severe health and political challenges to approximately US$164,000, see figure 8 below. In 2021 spending increased to around US$171,000. The significant drop in expenditure in 2019 predates the challenges of 2020 related to the COVID-19 pandemic and electoral issues in Guyana. The large expenditure in 2018 related to the frontload payment for the agreement with The United Nations Satellite Centre (UNOSAT) and the United Nations Institute for Training and Research (UNITAR). The combination of a global health crisis (COVID-19 pandemic) and local political challenges (electoral issues and government transition) in Guyana in 2020 significantly impacted the project's implementation timeline and expenditure. The financial figures show a drastic reduction in spending during this period. This suggests that the adverse effects of these challenges persisted, and the project could not bounce back to its previous expenditure levels within the given timeframe.

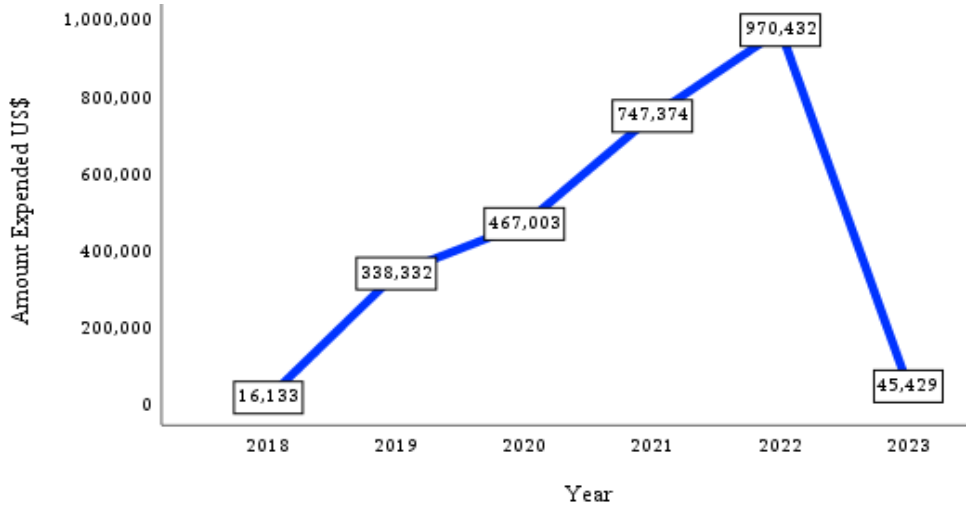
Figure 8: Annual Expenditure for the Project in Guyana, 2018-2022



Note: expenditures for 2023, are based on commitments for 2022, the official completion time for the project

8.1 Dominica's spending has consistently increased year over year during the period 2018-2022. The largest jumps in spending were between 2019 and 2021, suggesting major phases of investment or activity in these periods (figure 9). The consistent increase indicates a progressive development of the project's activities there.

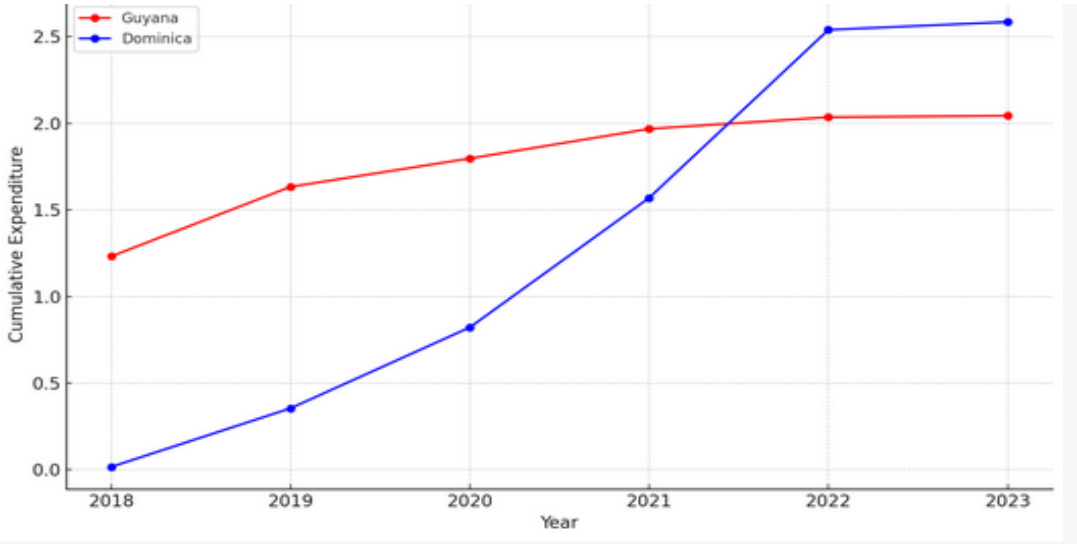
Figure 9: Annual Expenditure for the Project in Dominica, 2018-2022



Note: expenditures for 2023, are based on commitments for 2022, the official completion time for the project

9.1 Generally, the S-curve in project management represents the cumulative distribution of expenditure over time. It is often used to visualize the progress and health of a project. They is a noticeable differencs noted for Guyana denoted by the red curve and Dominica denoted by the blue curve over the period 2018 to 2022, as captured below in figure 10. Guyana's cumulative expenditure starts off high in 2018 but slows down in subsequent years. Dominica's, on the other hand, has steadily increase.

Figure 10: Comparative S-curve for Guyana and Dominica based on Annual Spending



6.2.3 Strategic allocation of resources to achieve outcomes

10.1 By embedding technical capacities within existing national institutions, such as the Dominica Meteorological Service, Office of Disaster Management, and Ministry of Agriculture and Fisheries, the project strategically utilized resources. For example, the weather stations procured for Dominica and placed in agriculture communities can measure wind, rainfall, humidity, leaf wetness, and soil moisture. Training received by the met office allows staff to program the equipment into their existing cadre of 30 plus weather stations, to retrieve the data sent to the satellite then a server. This information goes to a website accessible by the public. Further, thresholds can be inputted and once reach emails can be sent to the relevant authorities for early warning (this part is yet to be completed). At the same time boosting community knowledge with The Participatory Integrated Climate Services for Agriculture PICSA has been similarly appreciated, useful and empowering. The met office used this opportunity to inform communities about what the equipment does, how to care for it, and protect it from vandalism etc. The micro-finance component in Dominica has been a very strategic use of resources as well. Grants, tools support, and a loan scheme[5], with low interest rate (2%), non-collateralized, gender sensitive, component has been designed and currently functioning. All the borrowers have been women (11) to date with no outstanding arrears. They are also success stories from the grant given out, for examples farmers at Belles, and Cochrane.

11.1 In Guyana, the Hydro met office was able to roll out PICSA's training to communities from the use of project resources and leverage additional support from World University Service Canada (WUS) and now Hinterland Environmental Sustainable Agriculture Development (HESAD) through the Ministry of Agriculture to expand to communities not served by the project's budget. Many of the projects supported through the micro grant scheme in Guyana also demonstrate strategic resource use as it mitigated and adapted farmers exposure to climate risk.

[5] The microfinance loan component is, at the time of interview, trying to include a parametric insurance as part of the loan to farmers.

12.1 However, there are some performance differences in programming financially between the two countries as noticed above, especially for the extension year 2022. The effects were that communities missed out on vital communication equipment (radios, sirens, warning boards to post information, etc.) in Guyana to enable the early warning system at that level, due to no programming for 2022, coupled with regions 7 and 8 not receiving any grant. Interview with the Civil Defence Commission indicated they were not granted an extension sought for the year 2022 but UNDP Guyana indicated there is no record of a request to extend same.

> …*it would have* made sense to us, for the project to get an extension for the implementation *(in 2022)* and the activities to resume once the flooding water would have settled. So we did ask for a an extension, referencing those *(national disaster declared for 2021 flooding which required the deployment of all CDC staff)* same challenges, but that was not granted….CDC Guyana

In Dominica**,** resources seem to have been used strategically, leading to significant achievements. They successfully integrated new resources with existing institutions, ensured public access to vital data, engaged with communities, and almost fully utilized their financial allocation for 2022.

Overall, while Dominica demonstrated a more effective and strategic use of resources, Guyana faced challenges, which hindered achieving some desired outcomes**.**

6.3 Effectiveness

13.1 The discussion on achievement needs to be prefixed by impending factors that had an overall impact on implementation and consequently delivery of the project. This should be borne in mind as we read the section below. Performance effectiveness is not only rooted in indicators of target achievement, but also the management that took the project through to completion during turbulent times.

14.1 The design of the project recognized some of these distinctions and catered to the following, except for situations that was beyond the control of the project. For example, the project design recognized the difference in population size and therefore the target of early warning systems coverage of meeting 20,000 households took on the ratio of 70:30 Guyana Dominica split. However, there was a delayed start in the case of Dominica, more than a year (November 2019) due to hiring issues, and further defining the context to address gender inequality and focus activities in a way to ensure it optimally addressed the core problem. This took the form of a baseline survey to get a sense of the gender dynamics on the ground, which included additional consultations with key stakeholders (targeted beneficiaries and the Technical Board in place etc.). The result was that most of the work in Dominica did not feel the same level of impact from Covid-19 as was the case for implementation in Guyana. Such careful contextualizing of the project in Dominica was important to address the intervention optimally as citizens were still recovering from Hurricane Maria and were fatigued and agitated with pledged support that was not forthcoming thereafter. The evidence in the results of the project's implementation when disaggregated by the two jurisdictions, as we will see below, makes the point.

15.1 Additional to the impact of covid-19, Guyana experienced close to 6 months of a non-functioning government due to a national election's imbroglio in 2020. This had the effect of stalled work and uncertainty of moving forward by important government stakeholders to the project. Even after a new government was sworn into office, they required time to have a sense of what was taking place with international partners work in the field. Further, a declaration of national disaster was observed in June of 2021 in Guyana, where several of the regions (5, 6,7,9) and communities attached to the project experienced significant flooding. Dominica also experienced cyclone BRET during the project in the South of the country affecting some of the farming communities.

16.1 These observations should be borne in mind when the disaggregated information is produced below on achievement. The significant disruptions required careful and strategic management by UNDP to deliver the results shown. Therefore, while this component seeks to find out if the intervention achieved its objectives, that is, the results of the project, caution needs to be exercised in interpretation, as these were unprecedented times.

6.3.1 Achievement of Outputs

The specific objective of the project was for building resilience to climate change and hazard risks to be enhanced for women and other vulnerable groups within target communities in Dominica and Guyana. Based on the outputs to be achieved and the indicator of measuring such, the results are as follows:

Table 2: Project Targets and Achievements

Outputs	Indicators	Baseline 2017	TARGET End of Project	ACTUAL End of Project
Output 1: Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness	**1.1: Number of households in vulnerable communities covered by and appropriately responding to people-centred CAP-based EWS**	186	20,000	10,586
	1.2: Number of trained national officials utilizing capacities in the improved EWS for decision-making	15	25	41
Output 2: Livelihood resilience strengthened in hazard-prone communities by integrating gender-responsive DRR and sustainable livelihood approaches	**2.1 Number of households practicing risk mitigation and climate change adaptation measures in livelihoods**	0	1400	1,102
	2.2 Number of beneficiaries using improved capacities to access micro-finance mechanisms for livelihood resilience, disaggregated by sex (M:F)	0	583:1367	545:578
Output 3: Knowledge networks strengthened to foster adoption of best practices in livelihoods for resilience	**3.1 Number of community representatives participating in knowledge exchanges between the communities and countries, disaggregated by sex (M:F)**	0	50:85	2:1

Output 1: Capacities of the target communities and government agencies strengthened for effective, gender-responsive and timely decision making for disaster preparedness.

17.1 The project's early warning system coverage targeted 20,000 households in vulnerable communities with a split ratio of 70:30 between Guyana and Dominica. By 2021, the cumulative achievement reached 7,735 households covered by the Early Warning System. In 2022, the cumulative achievement further increased to 10,586 households. The project achieved approximately 53% of its target for enhancing disaster preparedness capacities in vulnerable communities. This suggests that there was a significant gap in reaching the intended number of households.

18.1 The year-by-year analysis suggests that the project experienced a slow start in the initial years, with no reported achievements. However, in 2021, there was a notable acceleration in

progress in the number of households covered by the Early Warning System even though the programme stuttered somewhat in 2022. This indicates that the project was to some extent able to overcome initial challenges.

19.1 In Guyana, collaboration with the Civil Defence Commission (CDC) played a vital role in strengthening the implementation of Community Based Early Warning Systems (CBEWS). Through this partnership, officers were trained and a CBEWS Step-by-Step Practitioner's Guide and FacilitatorsManual were developed. These resources empowered the Civil Defense Commission CDC to effectively implement CBEWS in several areas across regions 5, 7, and 10. As a concrete outcome, three areas in regions 5, 7, and 10 developed Community Based Early Warning System Plans. These plans benefit over 10,000 persons by providing timely alerts but fell short of equipping the communities with the necessary tools to respond effectively to potential hazards.

20.1 Moreover, the implementation of early warning systems in Guyana undoubtedly contributed to enhancing disaster resilience in the country. The flood early warning forecasts capacity and the national flood forecasting system improved the government's ability to predict and respond to flood events. This proactive approach has the potential to minimize the impact of floods on communities, reduce loss of life, and mitigate property damage once the community-based component is further strengthened with the requisite equipment to disseminate information. Additionally, based on this project's intervention the hydro met authority is now expanding the coverage of CBEWS through PICSA to other regions in Guyana, ensuring that more communities benefit from such mechanisms. Collaborating with local stakeholders and community leaders has been instrumental in building community ownership and fostering sustainability.

21.1 A comprehensive assessment report on Early Warning Systems in Dominica was conducted, which led to the procurement of hazard monitoring devices. These devices were subsequently installed, tested, and training was provided on their maintenance. All these activities were successfully completed. Three (3) weather monitoring stations were deployed, tested, and operationalized within the beneficiary communities. These installations were carried out by technicians from the Caribbean Institute of Meteorology and Hydrology. Geotechnical monitoring equipment, including the Trimble S5 Station, TSC5 Controller, and Trible GEO 7x, was provided to the Lands and Surveys department. Additionally, the Trimble PIVOT Software version 4.5 was procured and installed on the Government of Dominica's ICT Department Server.

22.1 Public awareness campaigns were conducted in three communities: Pichelin, Laplaine, and the Kalinago territory. In collaboration with the Local Government department, the Dominica Meteorological Services, and the Office of Disaster Management, four (4) community sensitization forums were organized. These forums targeted households near the stations, disaster committees, village councils, and farmer groups within the vicinity. A total of 72 individuals (46 females and 26 males) participated. Pamphlets were developed to enhance the visibility and impact of the activity and the use of EWS. A combined presentation by the Met Office and UNDP was delivered to explain the basic concept of EWS and the function of the equipment, including the need for protection from vandalism etc.

23.1 A notable achievement was the training of 336 farmers over two climatic seasons. An evaluation revealed that 70% of the trained farmers made changes based on the Participatory Integrated Climate Services for Agriculture (PICSA) training.

24.1 In Dominica, a partnership with IsraAID Dominica and the Ministry of Education led to the execution of a new disaster resilience and preparedness program in Early Childhood Development schools. This initiative comprised the development of a multi-hazard activity book for young students. A supporting manual for teachers and parents was also developed. In total, 376 activity books were distributed across 17 early childhood centers, and 54 teachers received training. DRR training sessions were also conducted for teachers and parents, with 218 individuals (140 females and 78 males) participating. IsraAID is now scaling up this output into a toolkit to expand the schools, teachers and parents covered in the project.

25.1 The second indicator under this output is the number of trained national officials utilizing capacities in the improved EWS for decision-making. The project targeted training national officials. In training 41 nation officials, the project surpassed its target in this area, attaining 164% of the anticipated number of national officials.

26.1 The collaboration between UNDP Guyana, UNOSAT, and the Ministry of Agriculture, Hydrometeorological Service had resulted in significant improvements in Guyana's flood early warning capacity. The training that was provided to 6 officers (3 males and 3 females) in data collection, hydrological modelling, and flooding hotspots hydraulic modelling had bolstered the national institution's expertise in forecasting fluvial floods. As a critical outcome of the collaboration, a national flood forecasting system was completed and handed over to the Ministry of Agriculture, Hydrometeorological Service. The system, hosted on the Dewetra 2.0 platform, covered all of Guyana and enabled real-time integrated monitoring and forecasting of hydro-meteorological and marine environmental conditions. This system was a significant step forward in providing timely warnings for potential fluvial floods, thus enhancing disaster preparedness and response in the country.

Output 2: Livelihood resilience strengthened in hazard-prone communities by integrating gender-responsive DRR and sustainable livelihood approaches.

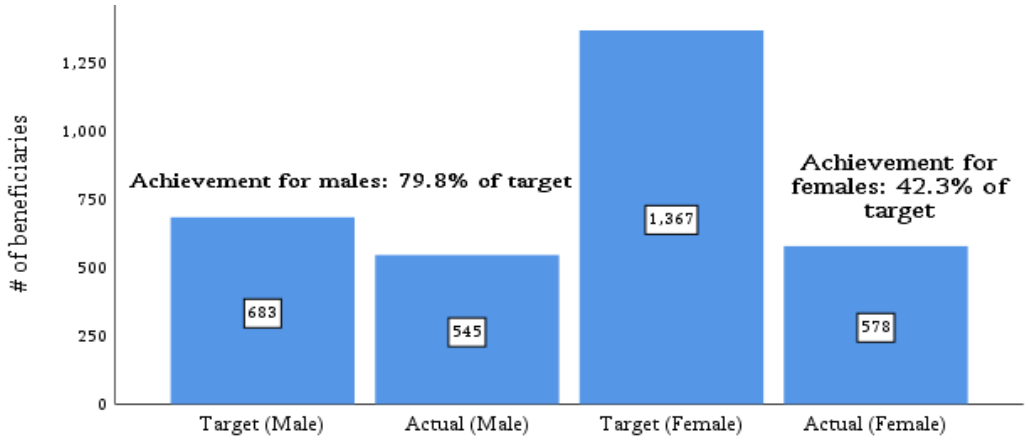
27.1 The project had as its second overall output the strengthening of livelihood resilience in hazard-prone communities by integrating gender-responsive DRR and sustainable livelihood approaches. The project employed a threefold strategy to attain this output: A) Equipping farmers with tools and materials after their participation in the PICSA training; B) Offering modest grants of 10,000 USD to groups led by women; and C) Funding the Gender Responsive Micro-Finance Mechanism, which operates as a revolving fund.

28.1 Two indicators for this output were proffered: one, the number of households that practiced risk mitigation and climate change adaptation measures in their livelihoods had been recorded; and two, the number of beneficiaries who had utilized improved capacities to access micro-finance mechanisms for livelihood resilience had been noted, with a breakdown by gender.

29.1 The project aimed to have 1,400 households practicing risk mitigation and climate change adaptation measures in their livelihoods. By the end of the project, 1,102 households had adopted these measures, which represents 79% of the target.

30.1 Regarding improve access to micro-finance mechanisms for livelihood resilience, the number of beneficiaries utilizing the improved capacities to access micro-finance mechanisms fell short of the initial targets for both males and females, seen figure 11 below. Moreover, the project aimed to engage 135 community members (50 males and 85 females) in knowledge exchanges between communities and countries. However, the actual participation fell considerably short, with only 3 individuals (2 males and 1 female) taking part. This represents a challenge for the project in achieving its intended impact.

Figure 11: Beneficiaries using improved capacities to access micro-finance for livelihood resilience



Beneficiaries using improved capacities to access micro-finance mechanism for livelihood resilience

31.1 Information on project implementation in Guyana revealed that emphasis was placed on training farmers in modern agricultural practices, providing them with tools and resources to make informed decisions, and offering financial support through microgrants. These actions were geared towards strengthening the livelihoods of farmers, making them more resilient to climate changes and other challenges, especially women. In 2018, a notable initiative was the training of seventy community volunteers in the Participatory Integrated Climate Services for Agriculture (PICSA). This program was designed with the hope that these trained individuals would return to their communities and impart their knowledge to local farmers in a gender-responsive manner. Additionally, a significant portion of the project's budget was allocated to preparatory and piloting activities, which encompassed initiatives to enhance livelihoods.

32.1 The year 2019 witnessed a series of collaborative efforts. The Ministry of Agriculture partnered with various entities to train 380 farmers and 105 trainers across regions 5, 6, and 9 in the use of the PICSA tool. This tool was introduced to aid farmers in making informed decisions based on accurate climate information, aiming to enhance their agricultural practices and outcomes. Furthermore, the UNDP took the initiative to distribute the first tranches of 19 microgrants, amounting to approximately 21 million Guyana dollars. Another commendable effort was the training of 331 farmers in Agri-Entrepreneurship bookkeeping and financial management, equipping them with the skills to effectively manage their agricultural ventures.

> Many of our indigenous communities' farmers really appreciated the PICSA as it opened their eyes about the cash economy system…. some groups implemented shift systems in their production, others appreciated why you have to get a voucher and receipt…and things like that…NRDDB Guyana

33.1 In 2020, 272 farmers from regions 7 and 8 were trained in the use of the PICSA tool. The completion of fieldwork to establish Community Based Early Warning Systems (CBEWS) in Union (region 5) and Kwakwani (region 6) done. Following covid-19 a significant shift in approach was observed this year, with the adoption of the Kobocollect tool for virtual monitoring of grantees. This innovative approach facilitated the disbursement of second tranches, totalling US$12,084. The year 2021 marked the handover of a National Flood Forecasting System by the UNDP to the Ministry of Agriculture. This system was envisioned to aid in better flood preparedness and response, safeguarding the livelihoods dependent on agriculture.

34.1 In Dominica, tools and materials were distributed to 336 farmers across four agricultural districts to aid them in preparing for, mitigating, and adapting to potential farming hazards, including hurricanes, floods, and droughts. The assistance was categorized under Bee Producing Equipment, Building Materials, Personal Protective Equipment, Labour Saving devices, Water Management, and Soil Management. However, procurement in areas like Livestock, Planting Material, and Agro-processing Equipment posed challenges. These difficulties arose from issues related to equipment sourcing, high shipping costs, and prices exceeding the allocated budget. To

address these challenges, based on the technical steering committee's recommendations, farmers were given the option to choose an alternative priority item that could be sourced locally and fit within the budget.

35.1 Furthermore, 20 groups led by women, consisting of 207 males and 407 females, were awarded microgrants of 10,000 USD each. The grantee applications underwent a scoring and ranking process, deliberated upon by a Grant Selection Committee made up of representatives primarily from the Government and Civil Society. The final list of grantees was confirmed by the UNDP in collaboration with the Division of Agriculture. These grants were aimed at supporting the groups in their efforts to prepare for, mitigate, and adapt to potential farming hazards. Field monitoring visits by the project teams were conducted, with teams visiting members in the South-east and Eastern regions. Some of the initiatives included the expansion of Livestock units, Water irrigation and Management, and Shade housing. Additionally, 200 farmers have been equipped with essential tools and equipment, enhancing their farming operations, and bolstering their livelihood prospects.

> For women the project provided an opportunity for women to earn and get back to production following Hurricane Maria, covid-19. Many women had to decide to focus on their families and give up earning following the Hurricane Maria, so providing access to finance, facilitating them return to earning and not having to choose social versus economic choices within their families…also creating an awareness of women's challenges in access to finance has been a good outcome, the advisory board that consisted of representatives from the insurance industry among others became aware….Bureau of Gender Affairs, Dominica

36.1 The grant component in Dominica is complemented by a micro finance facility that functions like a revolving fund. It has been a breakthrough for especially female farmers gaining access to credit.

Output 3: Knowledge networks strengthened to foster adoption of best practices in livelihoods for resilience.

37.1 Further, the project aimed to engage 135 community members (50 males and 85 females) in knowledge exchanges between communities and countries. However, the actual participation fell considerably short, with only 3 individuals (2 males and 1 female) taking part in the country exchange component. This represents a challenge for the project in achieving its intended influence. Nonetheless, knowledge exchanged occurred at the intra-group level within country in Guyana, for example the D' Edwards farming group, and inter group level in Dominica through their knowledge exchange symposium. These were still useful elements, as farmers learnt from each other. Albeit, sufficient ways and means were not exploited to further knowledge exchange, even information sharing, which has revealed themselves to be critically important, as noted in the project's original design, and from evaluation interviews conducted.

6.3.2 Contributing factors to achieving or not intended outputs and outcomes

The evidence suggests that four (4) factors contributed to the programme attaining its outputs and outcomes, viz:

(i) Interagency collaboration,
(ii) capacity building for national stakeholders,
(iii) flexibility and innovation on the part of the programme implementation unit, and
(iv) stakeholder engagement.

38.1 The UNDP led collaboration with national governments, relevant agencies, and other partners was instrumental in achieving project outputs. Collaboration allowed for the pooling of human resources - expertise, and knowledge, leading to more comprehensive and effective implementation. For example, in Dominica, partnership with IsraAID Dominica and the Ministry of Education resulted in the execution of a new disaster resilience and preparedness programme in

Early Childhood Development schools. Even where partners capacity was constrained by labour supply, they were success to report. For example, Dominica's Agriculture Ministry, UNDP's project office there and IICA yielded commendable results where IICA Dominica worked on delivering value chain services to farmers and the micro-finance programme now doing great. In Guyana, a collaborative UN-to-UN agreement was established between UNITAR/UNOSAT and UNDP Guyana Country Office to develop a National Flood Early Warning System (NFEWS). Additionally, Hydromet and the Civil Defence Commission partnered as key stakeholders to oversee the implementation of PICSA training and the development of the Community Based Early Warning Systems.

39.1 Capacity building was another influential factor in the project making progress toward its objectives. As is observed, the training of national officials and community members contributed to the successful implementation of the Early Warning System and the building of resilience in light of the changing climate circumstances. To repeat, one of the standout successes of the project was the capacity building initiative where 336 farmers were trained to harness climate information in agricultural decision-making. This comprehensive training was spread over two distinct climatic seasons - the Dry and Wet seasons, ensuring that the farmers were well-equipped to handle the unique challenges posed by each season. Additionally, the effectiveness of the training wasn't just based on qualitative feedback; a rigorous evaluation highlighted the tangible impacts it had on the ground. Seventy percent of the trained farmers reported making changes to their farming practices after attending the Participatory Integrated Climate Services for Agriculture (PICSA) training. When broken down by gender, 65% of women and 73% of men confirmed these changes, showing an almost balanced impact across gender lines. These changes were diverse: 61% adjusted in their crop enterprises, 16% in their livestock practices, and 11% in other livelihood activities. However, it wasn't just about changing practices - it was about better outcomes.

40.1 An enormous 89% of the respondents felt a heightened sense of confidence in coping with adverse weather caused by unpredictable weather patterns. Furthermore, 87% believed that their household food security had seen improvements, and 67% observed an increase in their income due to the adjustments made after the PICSA training[6]. Further, 15 national officers from various critical departments such as the Office of Disaster Management, Dominica Meteorological Services, and the Agriculture Division were targeted for specialized training. These sessions aimed to educate them on the operationalization and maintenance of advanced monitoring devices, thereby fortifying disaster preparedness and response mechanisms on the Island. In Guyana, a targeted focus on capacity development in the agriculture sector contributed to shifts in farming practices at the community level. It was reported that farmers have started to diversify their crop base enhancing food security in hazard and disaster-prone areas.

41.1 Next, the project team's ability to adapt and redirect funds to maintain project presence and impact during the COVID-19 pandemic demonstrates innovation and resilience and was an important contributing factor toward attaining project outcomes. The use of alternative platforms for training and local events helped in continuing project activities despite travel restrictions. Additionally, the project's engagement with local communities, farmers' groups, and beneficiaries in both countries contributed to successful outcomes. Involving local stakeholders fosters community ownership and increases the relevance and sustainability of intervention. Consultation with key stakeholders served to enhance project implementation in both jurisdictions. In some instances, some stakeholder institutions required capacity support. The benefit of the stakeholder engagement was evident in outputs like the formulation of a micro-finance scheme strategy; modeling capacities developed for EWS; PICSAs continued replication.

42.1 Based on the data gathered during the evaluation, there have been, in some instances, substantial variations and deviations from the anticipated results or outcomes. Regarding the community based early warning system (CBEWS) coverage, the programme fell below the target by 9,414 households. The project targeted 1,367 female beneficiaries to utilize improved capacities for accessing micro-finance mechanisms but achieved participation from only 578

[6] See Project Status Update Report.

female beneficiaries. This significant variation from the target highlights challenges in fully achieving gender-specific outcomes in this aspect of the project. The project targeted 135 community members (50 males and 85 females) to participate in knowledge exchanges between communities and countries. However, the actual participation fell considerably short, with only 3 individuals (2 males and 1 female) taking part in knowledge exchanges.

43.1 These significant variations and deviations from the anticipated results and outcomes suggest that the project faced challenges and experienced fluctuations in progress during its implementation. In Guyana these challenges included limited human resources capacity at Civil Defence Commission (CDC) which led to delays in the implementation of the Community Based Early Warning Systems (CBEWS), apart from other challenges. Next, the global pandemic introduced many restrictions, severely hampering multiple components of the project. This led to delays in components reliant on community engagement, among others. Overall disruptions due to movement restrictions, affected components like the national Flood Early Warning System. The newly developed virtual strategies to continue project activities required a phase for validation and subsequent adaptation by users, causing further delays, notwithstanding connectivity issues.

44.1 Another issue for Guyana was the national elections and the subsequent demonstrations which posed security concerns, leading to postponement of several field visits. Moreover, the hiring process for essential consultants, such as those for communication and gender analysis, faced delays. This not only disrupted the timeline but also had budgetary implications. In Dominica, the pandemic severely affected field implementations. A surge in cases in Dominica led to postponed field trainings. Country lockdowns and associated protocols delayed activities, with global supply chain disruptions affecting material procurement. Risks were partially mitigated through virtual arrangements, but coordinating virtual activities in rural, remote communities posed difficulties. Much more activities like PICSA training and Community Based Early Warning Systems faced delays too. While some trainings began, challenges like fluctuating attendance emerged. The PICSA model, with its multi-step process, witnessed declining attendance in some phases. Consultations with key stakeholders revealed capacity gaps, especially in financing needs and barriers to agricultural development. The micro-finance scheme strategy developed just filled part of the gap. Additionally, a change in the Permanent Secretary in the Ministry of Green and Blue Economy, Agriculture, and National Food Security caused delays. The new Permanent Secretary required onboarding, and an internal audit of the Farmer database ensued to verify farmer eligibility. There were also procurement delays, notably with the Repeater Network. A vendor withdrew their offer, resulting in consultations to address the issue. Procurement of Geotechnical and hydrometeorology equipment was also ongoing but faced challenges. Some activities experienced a challenge in identifying and selecting local consultants. Covid-19 restrictions compounded these issues. However, some measures, like hiring local liaisons, were taken as interim solutions. Finally, national elections and ensuing demonstrations added to the delays, hindering field visits, and creating safety concerns for staff and partners.

45.1 Despite the progress in expanding EWS in Dominica, the existing EWS remained regionally based. There was a recognized need to enhance national capacity to adapt the regional system to national and local contexts. The primary agencies for hazard warning in Dominica, namely the Dominica Meteorological Services (DMS) and Office of Disaster Management (ODM), were understaffed. Their capacity needed bolstering to generate localized Agri-based forecast products. Institutional capacity for generating warnings and storing data was also identified as weak. Engaging partners to address these challenges proved difficult during the peak of the Covid-19 pandemic. Given the constraints, the project adapted to address the immediate needs of these institutions in line with its objectives.

6.3.3 Appropriate and effective partnership strategy

46.1 Evaluation interrogation suggests that the UNDP partnership strategy has been largely appropriate and effective in implementing the project. Several aspects support this assessment.

The project involved collaboration with various stakeholders, including national governments, relevant agencies, local communities, farmers' groups, and other partners. Engaging multiple stakeholders allowed for a holistic approach to addressing climate resilience, disaster preparedness, and livelihood improvement. The involvement of different partners also provided access to diverse expertise and resources, contributing to the project's effectiveness. Collaborating with organizations like UNOSAT and IsraAID provided technical support and expertise in areas such as flood forecasting and geotechnical monitoring. Knowledge sharing and technical assistance from specialized partners can enhance project outcomes and contribute to long-term impact. Moreover, the engagement of local communities and stakeholders in the project's design and implementation fostered a sense of ownership and empowerment. Local participation enhances the relevance and sustainability of interventions, as communities are more likely to continue using and maintaining systems and practices that they actively contributed to.

47.1 The project also demonstrated an effort to address gender disparities by providing training and support to both male and female beneficiaries. However, there were challenges in fully achieving gender-specific targets for accessing micro-finance mechanisms. Nevertheless, the project's focus on gender equality and women's empowerment aligns with UNDP's commitment to promoting gender-responsive approaches.

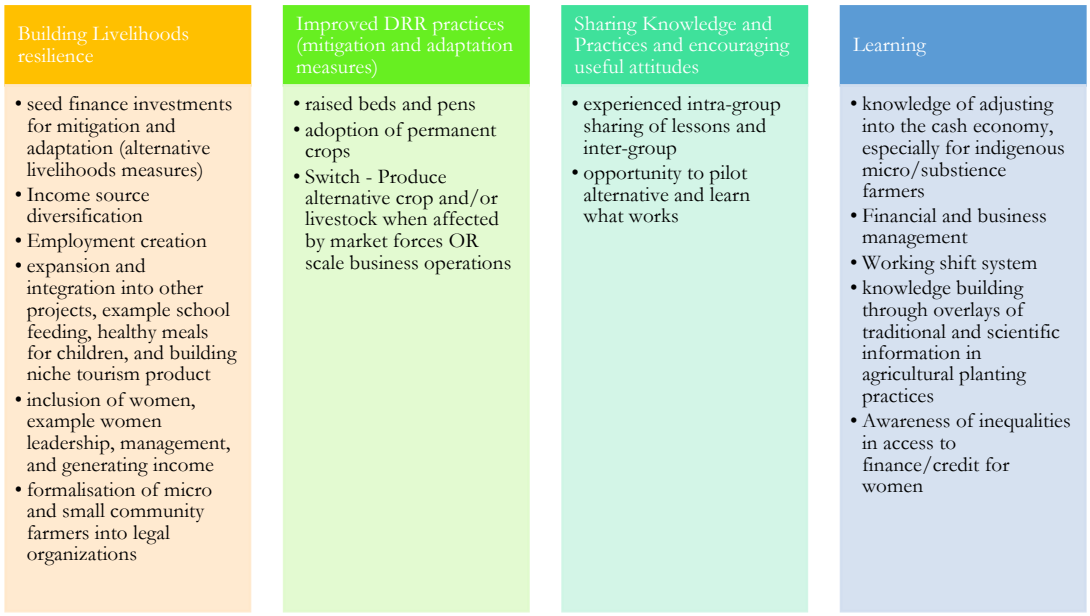
6.3.4 Key results and changes have been attained for men, women and vulnerable groups

48.1 The project's implementation of the Early Warning System benefits both men and women in vulnerable communities. By covering over 10,000 households in Guyana and Dominica, the project serves to provide timely alerts and valuable information to vulnerable groups during potential hazards, which will enable them to take proactive measures to protect their lives and livelihoods. From a gendered lens, the training of 206 women farmers in Dominica on the utilization of climate information for agricultural decision-making through the Participatory Integrated Climate Services for Agriculture (PICSA) tool has likely empowered them to make informed choices in their farming practices. This capacity building has improved their confidence in coping with weather-induced challenges, household food security, and income generation. Additionally, the project's efforts in promoting gender-responsive approaches and targeting female beneficiaries for accessing micro-finance mechanisms have contributed to women's empowerment. By providing 578 female beneficiaries with improved capacities for accessing micro-finance mechanisms, the project has supported their economic opportunities and increased their resilience to economic shocks and climate-related challenges.

49.1 The implementation of Community-Based Early Warning Systems in areas across regions 5, 7, and 10 in Guyana has benefited vulnerable communities, including women and other vulnerable groups. These CBEWS plans have equipped communities with localized alerts and tools for effective disaster response, enhancing their resilience to hazards.

50.1 The disaster resilience and preparedness program in Early Childhood Development, along with the development and distribution of a multi-hazard activity book and manual for teachers and parents, has provided valuable knowledge and skills to young students. This initiative aims to foster a culture of resilience from an early age, benefiting both male and female children and contributing to building a resilient future generation. To summarize figure 12 below

Figure 12: Summary of Project Intervention Benefits



6.4 Sustainability

Continuation of the positive results of the project are clear in various components that were implemented. The standout features of the project were the micro finance component, various aspects of the Early Warning Systems, PICSA, and livelihood resilience projects. These features brough to light the importance of SDRMCoW project especially the Disaster preparedness and Livelihood resilience components.

6.4.1 Gender responsive Disaster Preparedness

51.1 CBEWS activities have strengthened knowledge at the community level and established a cadre of volunteers in both jurisdictions where the local authorities recognized and absorbed the support mechanism for continuity. Further, equipment established in farming communities in Dominica has moved ahead this agenda with the capabilities of receiving data and transmitting such to all the relevant stakeholders to be disseminated via emails once thresholds are met for early warnings. The comprehensive data fed to farming communities range from rain fall, wind, humidity, soil moisture, and leaf wetness. Collaboration with IsraAID on the project produced an early childhood activity book of multi-hazards in Dominica too. This was delivered to schools, teachers, and parents (mainly mothers), that is now been scaled up into a tool kit. IsraAID is in talks with the Ministry of Education to expand the toolkit across Dominica. IsraAID also addressed the psychosocial dimension of the impact of disaster with women, and children, through a psychosocial workshop. Expanding to these components are welcomed as it took on board the scope of impact understanding the needs of women.

52.1 In Guyana a gender sensitive community based early warning step by step guide has been developed along with a Community Based Early Warning System for the Agriculture Sector facilitators' manual. These tools, once updated according to the CDC can be utilized for further capacity building in this regard beyond the communities targeted by the project. This is complemented by technical capacity instituted within the Hydrometeorological Office of weather

forecasting model, and especially flood early warnings in Guyana. This built in capacity has already been tested and the Hydro meteorological office found that it works well, making the way for the forecasting model to be used more permanently within the institution for early warning notices to the public, until a more advanced system is developed.

53.1 PICSA provided a high level of awareness among stakeholders so much so that Hydro Met Guyana is embedding it into their work programme. It is integrated as part of services now provided to farming communities, and for which the Government through the Ministry of Agriculture and another donor funded its expansion. In Dominica the Ministry of Agriculture intends to adopt PICSA but is constrained by funding. The training has been very useful to farmers especially the use of hydro meteorological data, and the participatory nature of the approach.

54.1 NBEWS strengthening hydro met capacity for forecasting has proven to be reasonable in the 7-day cycle in Guyana, not yet using stream flow data. Despite being challenged by high staff turnover, the Director is in negotiations with CIMH to make them the resident entity for the forecast modeling, once which, when the 7-day data is sent hydro met can feed their early warning protocols. This innovative approach is to counter staff turnover and stabilize the Hydro Met's ability for EWS to the Guyanese public. In Dominica capacity is now resident within their met off to take data from the satellite received from the weather stations, and program it through the Common Alert Protocol server for dissemination to the relevant authority.

6.4.2 Livelihood resilience

55.1 Mainstreaming gender in Agriculture: the project focus mainly on women empowerment, and this has been to most stakeholders' satisfaction. Social sensitivities were heightened in some areas of Dominica where men and women did the same farming, extension officers explained. Additionally, notwithstanding the nature of livelihood resilience support, cyclone BRET affected some of the targeted farming communities and beneficiaries in the South of Dominica during the project's implementation. In 2021 a declaration of national disaster from floods was declared in Guyana, during the implementation of the project, which affected many of the communities and beneficiaries of the project in regions 5, 6, and 9. In both jurisdictions some of the beneficiaries survived and some did not. Most of it was beyond the scope of the project, and the project could not respond because there was no built-in code modifier. Code/Crisis/Disaster risk modifiers is a vehicle for bridging humanitarian and development finance (see Willitts-King et al 2020)[7].

56.1 Micro finance/Grants – partnership with IICA delivered guidance on value chain development and the micro finance scheme with National Development Foundation of Dominica NDFD that continues to deliver for farmers, especially women's access to credit. In both jurisdictions many of the livelihood resilience, through micro grants, continues through the will of the farmers, and institutional strengthening and embeddedness. Despite micro grants not having the scope of providing for expansion beyond project beneficiaries, in Guyana it was able not only to act as financing for some women farmers, but address disaster risk reduction in several ways. These adjustments included: raised beds and pens,shifting to crops and livestock that are more adaptable, and infrastructure that insulated farmers from sporadic weather patterns.

7.0 Conclusion

[7] http://cdn-odi-production.s3-website-eu-west-1.amazonaws.com/media/documents/Risk-informed_approaches_to_humanitarian_funding_using_risk_finance_tools_to_stren.pdf

57.1 The SDRMCoW project has been relevant and continues to be. The project was aligned with national priorities, linked to international and regional commitments. The work was situated in a context of previous projects and built on those moving forward. All the necessary and competent authorities collaborated to confront gender inequality, delivering on women empowerment, while supporting indigenous and vulnerable peoples and groups, all aligning with a human rights perspective. UNDP has been steadfast in ensuring these issues are addressed in support of attaining country program outcomes as progress is made and aligned towards the Sustainable Development Goals (SDGs). Through continuous consultations and realities of disasters occurring during the project's implementation the need has been reinforced about vulnerability to natural disasters but contextually the opportunity to remain relevant to beneficiaries. This is complemented by the high level of collaboration and coherence to forged ahead, especially through turbulent times from which vulnerable groups are still reeling. As this component of the project has performed satisfactorily, retaining a rating of 5, that is, the relevance and coherence components met expectations with minor shortcomings.

58.1 The efficiency criteria rated 4, moderately satisfactory, meaning, more or less met expectations with significant shortcomings. It is, however, noted that there were mixed results from this component. Cost and time parameters became woefully unstable by factors outside the scope and control of the project. Hence, cost and time overruns were evident and unavoidable. Warranted, market conditions also became unstable and unpredictable. These dynamics ongoing during implementation form the litany of challenges beyond the scope and control of the project. On the one hand the project still reflected economic use of the resources given the situation as the rate of expenditure resulted in higher than proportionate delivery for most of the indicators. On the other hand, expenditures rates in other areas far outstripped the rate of targeted achievement.

59.1 Performance effectiveness was challenged and constrained too. While output 3 showed an improvement from the baseline, it fell way short of its target, without exploiting and/or exhausting avenues to share information/knowledge cross border. This eventuate despite over 90% of the total project budget was expended among the 3 outputs. What this meant is that the remaining two outputs, except for a few instances had to expend most of the project budget to be effective. This is understandable with significant disruptions to the project's implementation. The project could not be halted outside of the restriction and national challenges taking place because vulnerable groups became more vulnerable and significantly depended on the project to come through for them. One target was surpassed, others lagged. Efficiency constraints fed into performance outcomes and stymied the productivity of the project's execution. But some of the work completed resonated with beneficiaries and demonstrated much sustainability potential, coupled with reasonability proportionality of target achievement versus expenditure. UNDP persisted where possible and were allowed within nation states. What should have happened given the situation unfolding is that the Project Board should have revised the targets downward. Alternatively, update the risk and assumption log as the situation was significantly changing. Notwithstanding, the evaluation understanding this context and rates the effectiveness criteria 5 satisfactory, meeting expectations with minor shortcomings having regards to the situation that unfolded.

60.1 Sustainability will be Moderately likely (rating 3). Risks to sustainability exist moderately as the intervention acted on critical needs of the target beneficiaries who themselves have articulated how and why the activities undertaken constitute a high level of ownership. Examples range from the MET office in Dominica indicating how the equipment established was already absorbed into their maintenance schedule, farmers adjusting some of their practices based on capacity gained, to hydro met in Guyana expanding PISCA through scale up support coming forward by other entities including government, and utilizing the forecasting models for early

warning, and some grantees project crossing the hurdle of climate risk, start up, and diversifying their production processes.

8.0 Lessons learnt

1. A crucial takeaway from both Dominica and Guyana's experiences is the significance of capacity development and diversification. By equipping individuals with diverse skills and knowledge, they are better prepared to navigate challenges and uncertainties. In the context of agriculture, crop and income source diversification proved to be a powerful strategy against the unpredictability of climate change. This lesson reinforces the idea that resilience is built on diversity and adaptability.
2. Theory without practice often falls short. The tangible, real-world changes experienced by participants post-training emphasize the importance of ensuring that theoretical knowledge is complemented by practical applications. This lesson underscores the value of hands-on training and the need to ensure that interventions lead to actionable outcomes.
3. Continuous monitoring is not a mere bureaucratic requirement but a vital tool for gauging the real-world impact of any intervention. By implementing a rigorous monitoring mechanism, the project could identify areas of success and potential for improvement and/or scale back. This lesson highlights the necessity of having robust feedback mechanisms to refine and adapt strategies in ongoing projects.
4. One of the most significant lessons from the project is the importance of comprehensive training tailored to various stakeholders. A one-size-fits-all approach does not yield optimal results. Different stakeholders, such as farmers, national officers, and community members, have varied needs and challenges. Addressing these distinct needs ensures that the training is relevant, practical, and effective.
5. Disaster preparedness in agriculture can emanate from non-climatic conditions, which require government or other interventions for small scale farmers (men, women, and youth). This has been a vital lesson as reducing climate risk for farmers don't always ensure sustainable agriculture for the projects' small and micro scale functionaries. The often move or are faced with market conditions risks which also requires adaptability. Hence, the importance of knowledge exchange and information sharing.
6. Another important lesson is the value of psychosocial support when addressing gender responsive Disaster Risk Management (DRM) capacity building.
7. Finally making the case to some donors for a Code/Crisis/Disaster modifier built into projects addressing DRM can be useful in disaster prone communities as disaster can strike at the time of implementation.

9.0 Recommendations

Recommendation	Responsible Party	Timeframe for execution
Given the protracted challenges posed by the pandemic, in similar situations, the executing agencies should consider alternative strategies such as virtual knowledge exchange sessions, remote consultations, and digital platforms for information dissemination, where possible, as it is understood that connectivity is a challenge in some context.	Executing agencies	During project implementation
To accelerate the pace of the consultant selection process in future projects, during unprecedented disruptions, the executing agency should endeavor to combine transparent and open calls for expertise along with leveraging recommendations or references		When executing

from trusted organizations or partners, under special conditions of impactful disaster and/or crisis, emergency situations. Engaging the global roster is an option as well.	UNDP and Executing agencies	projects in unpredictable situations
Regarding meeting project targets, if the trajectory suggested that the targets may not be met, the executing agency should propose to the project board to consider revising them or identifying the bottlenecks hindering achievement, and likelihood of short falls in updating their risk and assumption log	Project Board/Delivery partners	When executing projects
Consideration should be given to the inclusion of some type of modifier when executing DRM projects. This does not always have to take the format of financial support for bridging development and humanitarian finance as is currently the case. It can take the form of revision of implementation timeline as in the context of SIDs, government agencies and other partners are likely to be working on many projects at a point in time and disaster require they focus attention on the immediate/abrupt, away from an activity UNDP or similar entity may have ongoing with them	UNDP	When mobilizing DRM/DRR project funding

10.0 Annexes

Annex 1: TOR for the evaluation

Terms of Reference for ICs and RLAs through /GPN Express

Services/Work Description: Undertake a terminal evaluation of the project to determine impact, effectiveness and efficiency

Project/Programme Title: Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica

Consultancy Title: Project Evaluation of the Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica

Duty Station: Remote work with travel to Dominica and Guyana

Duration: 3 months (50 days)

Expected start date: 10 May 2023

1. BACKGROUND

Despite Dominica and Guyana's agriculture sectors being the primary industries for the two countries, the sector has constantly been affected by reoccurring disasters, such as hurricanes, flooding and droughts. The limited integration of gender analysis, climate and disaster risk resilience in agricultural practices has consistently undermined food security in the wake of natural hazards and the increasing impacts of climate change. While these practices are being invested to some extent in Dominica, they are not mainstreamed in the local agricultural sector due to weak institutional capacity and limited availability of financing. Guyana shares similar factors that contribute to the vulnerabilities and risks of women and men in the agriculture sector, representing a real threat to sustainable socio-economic growth, and long-term peace and prosperity at the national level. This is particularly relevant cognizant of the paramount importance of the agriculture sector to national development, food and nutrition security, poverty reduction and livelihood opportunities, especially for vulnerable small farmers, livestock holders and agroprocessors

Evidence shows that building resilience requires investment far beyond most governments' capabilities, especially in high-risk environments; it requires long timeframes, inclusive approaches, and is "unlikely to succeed if it is approached as a standalone exercise"[8]. This project theorizes that application of improved risk knowledge, strengthened early warning and climate information systems in the key sector of agriculture will result in better decision-making and adaptation measures for resilience of the livelihoods of the most vulnerable populations, namely female farmers in hazard-prone farming communities, when they are directly engaged and it is responsive to their needs.

[8] UNDP. 2008. Human Development Report 2007/2008 – Fighting climate change: Human solidarity in a divided world.

The approach will seek to improve the sustainability and resilience of livelihoods and assets of vulnerable and marginalized groups, including women and indigenous people, by simultaneously seeking to enhance national-level risk-informed decision making and community support services they receive, while promoting the application of climate and disaster-resilient approaches within the targeted communities.

Together, it is expected that this will lead to a more secure and productive income among the target groups and enable these populations to better prepare for and reduce disaster losses in future. It will directly contribute to the desired outcome of a Sustainable and Resilient Caribbean with a programmatic approach for climate change adaptation and disaster risk reduction in agriculture, implementing DRR strategies in this sector in Dominica and Guyana. The rights and different characteristics of these groups (e.g. gender, age, poverty levels, culture, etc) will be key factors in the approach to improving their adaptive capacity. Their active participation and feedback in the design, learning and application process

will help to ensure the interventions are responsive to their needs, can be sustained, and in particular are accountable to the disaster affected populations that are acutely vulnerable**.**

The strategy sees gender-responsive interventions in three main outputs, which, in synergy, promote hazard-prone communities, especially women, to better prepare for and respond to disasters and, as a result, sustain their livelihoods. The project outputs include

1. **Capacities of target communities and Government agencies strengthened for effective, gender responsive and timely decision making for disaster preparedness.**
   - Integrate community-based EWS in vulnerable coastal, hinterland and indigenous communities.
   - Gender-responsive capacity building in hazard-prone communities to apply climate and early warning information to reduce vulnerability of loss of agricultural livelihoods.
   - Development of Guyana's national flood EWS for localised and timely EWs for informed decision-making.
   - Strengthening of Dominica's end-to-end CAP-based EWS for multi-hazard alerts.

   Achievements
   - **Training of national officials for improved EWS decision making**
   - **Government technical officers (AEOs) demonstrating enhanced capacity to provide climate advisory services to farmers**
   - **Hydrometorological Equipment procured and installed to facilitate more informed decision making**
   - Over 200 rural farmers are demonstrating enhanced capacity to employ climate information in agricultural decision-making through the PICSA model

2. **Livelihood resilience strengthened in hazard-prone communities using gender-responsive DRR and sustainable livelihood approaches**
   - Mainstream gender-responsiveness in agriculture sector strategies for disaster risk reduction in Dominica.
   - Improve access to financing for small farmers in hazard-prone communities.
   - Enhance market access for improving sustainability of agricultural livelihoods in hazardprone communities in Dominica.
   - Inter-sector institutional capacity building in Dominica for delivering community and farm-level support services in gender-responsive DRR and CCA livelihood approaches.

   Achievements

   Gender responsive Review and Validation of the Agricultural Disaster Risk Management Strategy 2020-2030
   - Refurbishing of the Gaulette River Farmer Service Center- Improvement of Extension service in the indigenous community.
   - Development of a Gender Responsive Microfinance Mechanism
   - Development and implementation of Microfinance Training plan
   - 20 rural farmers group accessing UNDP Love Value Grants and are effectively managing resources
   - 200 Farmer recipient of tools, material and equipment for to mitigate hazards and support livelihoods
   - A four-phase capacity building training on Climate Smart Agriculture has been developed and AEOs trained to provide climate advisory services to farmers.
   - Provision of Vehicles, tools and PPEs to facilitate the work of Agriculture Extension Officers

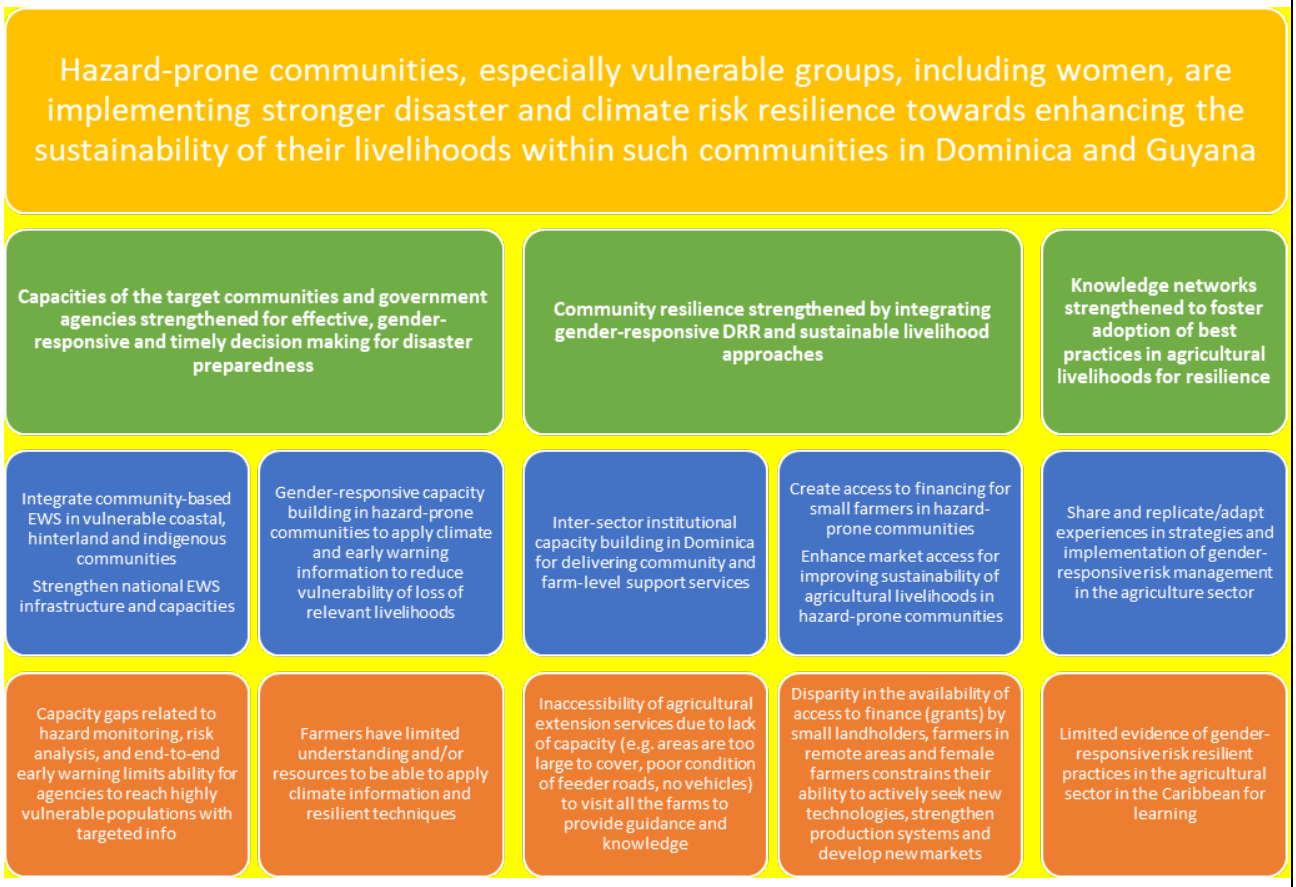
3. Knowledge networks strengthened to foster adoption of best practices in agricultural livelihoods for resilience.

- Facilitating learning and application through south exchange, especially among women groups
- Capture and dissemination of Lessons Learnt

Achievements

- Convened two virtual panel discussions; one on PICSA training approach that encourages farmers to use climate and weather information to make timely decisions, and the other on microfinance, value chain and Climate Smart Agriculture.
- Two radio discussions were convened, one on Disaster Risk Reduction with focus on gender and the other on early warning systems were also hosted with local, regional and international panelists

SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK



This project is being funded by the Government of Japan and directly implemented by UNDP. The Guyana Country Office is considered the lead UNDP office with the donor and they would have been instrumental in the request and approval of the 18 month project no cost extension from 1 July 2021 until 30 December 2022. No co-financing is evident throughout this project

EVALUATION PURPOSE, SCOPE AND OBJECTIVES

MAIN OBJECTIVES OF THE ASSIGNMENT

Conduct an independent and comprehensive evaluation of the implementation of the Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and Commonwealth of Dominica to assess and document key results, summarize lessons learned and make recommendations that can contribute to future programming, policymaking and overall organizational learning.

DESCRIPTION OF RESPONSIBILITIES / SCOPE OF WORK

The key product expected is a comprehensive final evaluation report that includes, but is not limited to the following components (See Attachment 2 and 3 for further details)

- Table of Contents
- Acronyms and Abbreviations
- Executive Summary
- Introduction
- Description of the Intervention
- Evaluation scope and objectives
- Evaluation approach and method
- Data Analysis
- Findings and Conclusions
- Recommendations and lessons learned for the future based on clear evidence, credibility, be practical and action-oriented
- Annexes: TOR, list of field visits and their agendas, list of people interviewed, documents reviewed, etc.

The project will be evaluated within key criteria to determine if the project meets required standards and will be assessed through the use of key evaluation questions which will outline the information that the evaluation will generate. It is proposed that these questions, once answered, will provide users of the evaluation with the information they require to make decisions, take action or enhance their knowledge. Questions should be grouped according to the four Organisations for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) evaluation criteria: (a) relevance; (b) coherence c) effectiveness; (d) efficiency; and (e) sustainability. Cross-cutting issues e) Human rights and f) Gender equality should also be assessed. While sample questions have been provided in Annex 1, it is expected that an evaluation matrix (with the final questions used in the evaluation) will be submitted by the consultant in the Inception report

EVALUATION CRITERIA

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

Coherence: How well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution.

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

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

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

The following questions can also be considered in the development of the evaluation matrix to be submitted by the consultant with the Inception report.

RELEVANCE

- 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?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- 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?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

COHERENCE

- To what extent is UNDP support relevant to the achievement of the SDGs in the country (ies)?

EFFICIENCY

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent has the UNDP project implementation strategy and execution been efficient and cost-effective?

- To what extent has there been an economical use of financial and human resources?
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

EFFECTIVENESS

- To what extent did the project contribute to the country (ies) programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended country (ies) programme outputs and outcomes?
- To what extent has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?

SUSTAINABILITY

- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?

CROSS CUTTING THEMES

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

METHODOLOGY AND PROPOSED ARRANGEMENTS

The methodology used for this evaluation is based on the UNDP evaluation methodology as defined in the UNDP Evaluation Guidelines and described in the UNDP Guide to Planning, Monitoring and Evaluation for Evaluation Results. The scope of the evaluation will cover all activities undertaken in the framework of this project. The individual will compare planned outputs of the Project to actual outputs & activities and assess the actual results to determine their contribution to the attainment of the project objectives.

The evaluator must provide evidence based and transparently obtained information that is credible, reliable and useful. The individual is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts and the UNDP Country Offices.

An evaluation of programme performance will be carried out against expectations set out in the Programme/projects Logical Framework /Results Framework, which provides performance and impact indicators for programme implementation along with their corresponding means of verification.

The evaluator will also identify lessons learnt and best practices from the programme which could be applied to future and other on-going UNDP interventions.

The conclusions should be comprehensive and balanced, and highlight the strengths, weaknesses, challenges and outcomes of the project. They should be well substantiated by the evidence and logically

connected to the evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to programme beneficiaries and UNDP.

The evaluator should provide a proposed design, methodology of evaluation (methods, approaches to be used, evaluation criterion for assessment of each component to be proposed), detailed work plan and report structure to UNDP and the Implementing Partners prior to the start of fieldwork; these documents and the list of beneficiaries and partners should be agreed.

The evaluator is expected to develop and present a detailed statement of evaluations methods/approaches in the inception report to show how each objective, evaluation criterion will be assessed.

The final evaluation methodology shall include, at a minimum, the following elements/sources of information:

- Desk research of project primary documentation: the project document, monitoring reports, board meeting minutes, financial reports, work plans and other relevant written records;
- Thematic interviews with UNDP and Implementing Partner staff to provide in-depth briefing on the project, its results, context of partnerships with different stakeholders and other issues;
- Interviews/focus groups with project beneficiaries to be agreed with Implementing Partner.

For each of these interviews, the evaluator should first develop and present their ideas for the content and format of the interview forms (e.g. interview guides defining the structure of future interviews and key proposed questions to be asked) that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.

Debriefing session will be arranged for discussing the evaluation findings, results and recommendations.

This project is being implemented through the kind funding of the Government of Japan

Evaluation Review Process

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

Evaluation Ethics[9]

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. The evaluator should also sign a pledge of ethical conduct (See Annex 9)

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

Ratings Scale and Recommendations Table

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

Ratings for Criteria: Relevance, Coherence, Efficiency, Effectiveness	**Sustainability Ratings**
6= High satisfactory (exceeds expectations and/or no shortcomings) 5= Satisfactory (meets expectations and/or minor shortcomings) 4= Moderately Satisfactory (MS): more or less meets expectations and/or significant shortcomings 3= Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2= Unsatisfactory (U): substantially below expectations and/or major shortcomings 1= Highly Unsatisfactory (HU): severe shortcomings Unable to assess (U/A): available information does not allow an assessment	4= Likely (L): negligible risks to sustainability 3= Moderately likely (ML): Moderate risks to sustainability 2= Moderately Unlikely (MU): significant risks to sustainability 1= Unlikely (U): Severe risks to sustainability Unable to aseess: unable to assess the expected incidence and magnitude of risks to sustainability

Recommendations Table

Recommendation #	**TE Recommendation**	**Entity Responsible**	**Time Frame**
A	Category 1		
A.1	*Key Recommendation*		
A.2			
B	Category 2		
B.1	*Key Recommendation*		
B.2			
C	Category 3		
C.1	*Key Recommendation*		
C.2			

TRAVEL

All envisaged travel costs must be included in the financial proposal. In general UNDP should not accept travel costs exceeding those of an economy class ticket. Should the individual wish to travel on a higher class they will have to use their own resources.

It is expected that the evaluator will have 2 missions (1 in Dominica; 1 in Guyana) of 3 days duration each. All **COVID 19 protocols must be adhered to.**

Expected Outputs and deliverables

Deliverable 1: The inception report (with detailed description of the methodology, workplan, evaluation schedule and evaluation matrix) is produced. (10 to 15 pages) - Annex 3

The evaluator will present the context of the mission, the methodology of conducting the mission, the methodology of data collection and analysis, the chronogram for conduct of the mission. This report sets out the conceptual framework to be applied in the evaluation.

Deliverable 2: PowerPoint presentation prepared and delivered during the joint meeting of interested parties. Draft report of the evaluation covering all items detailed of the present TOR produced and the inception report. This will include conducting data collection activities through interviews and surveys with programme stakeholders and partners according to the methodology delivered as part of the inception report

Deliverable 3: Draft Evaluation Report (Approximately 20 to 40 pages including executive Summary) – Annex 2

The evaluator will present the key findings based on the methodology outlined.

Deliverable 4: Final evaluation report and Audit trail containing all required annexes submitted to UNDP and IP for final review and approval (Approximately 20 to 40 pages including executive summary) . All evaluation products must address gender, disability and human rights issues.

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

No.	Deliverable/Output	Duration	Proposed Completion Deadline	Percentage Payment
1	**Deliverable 1:** Inception Report	7 days	One and half (1) weeks after signature of contract	20%
2	**Deliverable 2:** Presentation of draft findings	33 days	Eight (8) weeks after contract signature	20%
3	**Deliverable 3:** Delivery of the first draft of the report	5 days	Nine (9) weeks after contract signature	30%

	4	**Deliverable 4:** Delivery of final evaluation report. Separately this should also include the audit trail detailing how questions, clarifications and questions have been addressed from the draft report	5 days	Eight (10) weeks after contract signature	30%
		Total	**50 days**		**100%**

Institutional arrangements/reporting lines

MONITORING/REPORTING REQUIREMENTS

The detailed schedule of the evaluation and the length of the assignment will be discussed with the evaluator prior to the assignment. The estimated duration of the assignment is up to 75 working days.

The final version of the comprehensive report with UNDP comments taken into consideration should be submitted to UNDP and the IP.

MANAGEMENT AND IMPLEMENTATION

The project is directly implemented by the UNDP offices in Guyana and Dominica. UNDP will apply the principle of Quality Management, by streamlining all internal working procedures, organizational structures and establishing standardized feedback and improvement mechanisms.

The evaluator will report directly to the Monitoring and Evaluation Associate in the UNDP Barbados and Eastern Caribbean Office and ultimately to the UNDP Deputy Resident Representative, if required.

Experience and qualifications

I. Years of experience:

- At least five (5) years' documented experience in monitoring and evaluating projects and programmes, utilizing participatory approaches

II. Competencies:

- At least three (3) years' documented experience in monitoring projects within disaster risk reduction, climate change and resilience or related field within the Caribbean or Small Island Developing States (SIDS).
- Experience of evaluating and reviewing projects within the UN system
- Demonstrated experience of undertaking project evaluations/reviews with in the UN system
- Expertise in gender related programming/gender mainstreaming
- Good presentation, interpersonal and communication skills
- Ability to meet deadlines and prioritise multiple tasks
- Excellent report writing and editing skills
- Practical experience in organization management, strategic planning of associations and public organizations at the national and regional level;
- Experience in formulating development strategies and policies; Excellent public speaking and presentation skills

A. QUALIFICATIONS

III. Academic Qualifications:

- Minimum of Bachelor Degree in Project Management; Management; Monitoring and Evaluation, Agriculture, Climate Change, Disaster Risk Management, Social Studies, Humanities, Development or closely related field

Payment Modality

Time and manner of Payment

Invoices shall be paid within thirty (30) days of the date of their acceptance by UNDP. UNDP shall make every effort to accept an original invoice or advise the Contractor of its non-acceptance within a reasonable time from receipt.

No.	Deliverable/Output	Duration	Proposed Completion Deadline	Percentage Payment
1	**Deliverable 1:** Inception Report	7 days	One and half (1) weeks after signature of contract	20%
2	**Deliverable 2:** Presentation of draft findings	33 days	Eight (8) weeks after contract signature	20%
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4	**Deliverable 4:** Delivery of final evaluation report. Separately this should also include the audit trail detailing how questions, clarifications and questions have been addressed from the draft report	5 days	Eight (10) weeks after contract signature	30%
	Total	**50 days**		**100%**

Annex 2: Evaluation matrix and data collection instruments (questions)

OECD DAC Evaluation Criteria	Components for Analysis	Key Evaluation Questions	Data Source and Method of Collection
Relevance and Coherence: Did the intervention do the right things? How well did the intervention fit?	Relevance to beneficiaries and stakeholders need Relevance to context Relevance of quality and design of intervention Relevance of the intervention and results over time Internal and external coherence External coherence	• Alignment and Contribution to National Priorities, SDGs, and UNDP Strategic Goals? • Relevant projects considered? • Gender equality, women's empowerment, and human rights-based approach?	Reports of studies that contributed to the Project formulation Project documents Stakeholder feedback, Reports on similar initiatives implemented
Effectiveness: Did the intervention achieve its objectives?	Achievement of objectives Variations in project results if any Influences, missed opportunities, unintended results	• To what extent have stated project outputs been achieved? • Contributing factors to achieving or not intended outputs and outcomes? • The extent to which UNDP's partnership strategy has been appropriate and effective? • What Key results and changes have been attained for men, women and vulnerable groups?	Project documents Monitoring reports Interviews, FGDs, of Project staff Key informants Project Beneficiaries Desk Review
Efficiency: How well were the resources used?	Economic Timeliness Operations	• Likelihood that the interventions result in an economic and timely manner? • Economical use of financial and human resources? • Strategic allocation of resources to achieve outcomes?	project documents Key informants Document reviews, interviews Meeting reports/Minutes
Impact: Did the intervention make a difference?	Significance Transformational Change Differential impact	• What difference did the intervention make (economic, social, political)? • How much the intervention mattered to those involved? • Were they any differential impacts: policy, institutional, unintended?	Feedback, KIIs, FGDs
Sustainability: Will the benefits last?	Continuation of positive effects Risks and Trade-offs Enabling environment	• How lasting are the results? • What are the risks and trade-offs of adapting results? • Level of embeddedness with national needs and plans?	Key informants, beneficiaries' feedback, other reports
Lessons Learnt • What have been key lessons learned in terms of Systems and procedures necessary to facilitate efficient administration. • Knowledge built and innovative approaches developed.			

Annex 3: List of individuals/ groups interviewed or consulted, and sites visited

Stakeholder Consulted	Name of Representative	Site visited/Place	Date
Guyana			
Lighttown Farmer's Group	Ms. Audrey Ramsey and Mr. Troydon Kesney	Lighttown village shop Region 6	31st July 2023
Mibikuri Cash Crop Group	Mr. Samuel Vishnu Ledra and group members	Mibikuri/Black Bush Polder NDC Office	31st July 2023
D' Edwards Farmers Group	Mr. Bisram Evans and group members	D'Ewards village, Rosignol Region 5	1st August 2023
Surama Women's Organic Garden	Ms. Caroline Rodrigues and members	Surama village office, Region 9	3rd August 2023
NRDDB and Annai Village Council	Mr. Ivor Marslow- NRDDB Michael Williams- Annai Village Council	Annai village, Region 9	3rd August 2023
Hydro meteorological office	Dr. Garvin Cummings	virtual	8th September 2023
Hydro meteorological office	Mr. Devin Warner	virtual	8th August 2023
Civil Defense Commission	Major Michael Andrews Ms. Mariea Harrinaraine	virtual	11th September 2023
Dominica			
Gender Bureau	Ms. Melissa Morgan	UNDP Conference Room	8th Sept. 2023
Division of Agriculture	Mr. Ricky Brumant Technical Specialist and Team	Agricultural Division, Vamos House, Charles Avenue, Goodwill Roseau	7th Sept. 2023
National Development Foundation of Dominica	Mr. Cletus Joseph	NDFD Great Marlborough Street Roseau	5th Sept. 2023
Belles Farmers Cooperative (Belles)	Ms. Juliana Gordon, and members	Belles Farmers' Cooperative Dasheen Facility, Belles	5th Sept 2023
Warner Farmers Producers Inc. (Warner)	Mr. Michael Warrington,	Farm at Warner	6th Sept 2023
IsraAID	Ms. Wynela Francis Education Programme Manager	UNDP Conference Room	8th Sept 2023
Cochrane Women In Action (Cochrane)	Ms. Julietta Rcihards and team	Cochrane Primary School	7th Sept 2023
Dominica Meteorological Office	Ms. Vernie Honore and Ms. Fars Carriere	Virtual	13th September 2023
IICA	Mr. Kent Coipel	Virtual	15th Sept 2023

Annex 4: List of supporting documents reviewed

Country Programme Document for Guyana 2017-2021 Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services DP/DCP/GUY/3. https://digitallibrary.un.org/record/835708?ln=en

Kusek, J. Z., and Ray C. Rist (2004). Ten Steps to Results Based Monitoring and Evaluation System: A Handbook for Development Practioners", World Bank Washington D.C.

OECD 2021, Applying Evaluation Criteria Thoroughly OECD Publishing, Paris. https://www.oecd-ilibrary.org/docserver/543e84ed-en.pdf?expires=1689022805&id=id&accname=guest&checksum=48C5252F487A104A24323593971F72CF

Regional Resource Centre for Asia and the Pacific Learning material "Objective Tree Analysis to identify the Ideal State". Asia Institute of Technology.

Regional Comprehensive Disaster Management Strategy and Results Framework 2014 – 2024. A publication of the Caribbean Disaster Emergency Management Agency. https://www.cdema.org/CDM_Strategy_2014-2024.pdf

Terms of Reference for ICs and RLAs through /GPN Express for "Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and the Commonwealth of Dominica.

United Nations Development Programme Barbados and the Eastern Caribbean 2018, Project Document Titled "Strengthening Disaster Management Capacity of Women in the Cooperative Republic of Guyana and the Commonwealth of Dominica" 2018.

United Nations Multi-Country Sustainable Development Framework 2017-2021, June 2017. https://caribbean.un.org/en/122632-united-nations-multi-country-sustainable-development-framework-caribbean

United Nations Multi-Country Sustainable Development Cooperation Framework 2022-2026, January 2022. https://guyana.un.org/en/172284-multi-country-sustainable-development-cooperation-framework-msdcf-2022-2026

UNWOMEN, World Food Programme, CDEMA, Canada, UKAID, UNDP 2021, Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean: Gender Inequality of Climate Change and Disaster Risk in Guyana. https://wrd.unwomen.org/sites/default/files/2022-02/EnGenDER_Gender%20Inequality%20CC%20DRR%20Brief_Guyana_20220204.pdf

Willitts-King, Barnaby, Lena Weingärtner, Florence Pichon and Alexandra Spencer, 2020. Risk-Informed approaches to Humanitarian funding Using risk finance tools to strengthening resilience. http://cdn-odi-production.s3-website-eu-west-1.amazonaws.com/media/documents/Risk-informed_approaches_to_humanitarian_funding_using_risk_finance_tools_to_stren.pdf