

Annex 11 – Evaluation Matrix				
Criteria/ sub-criteria	Questions to be addressed	What to look for	Data Sources	Data Collection Methods
Relevance	<ul style="list-style-type: none"> Is the initiative aligned with national/ regional strategies? Is it consistent with human development needs and the specific development challenges in the region? Was the method of delivery appropriate to the challenges of the development context? Is the initiative relevant to UNDP's mandate? To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role in this particular development context 	<ul style="list-style-type: none"> How does the project align with national/regional strategies How does the project reflect the development needs of the intended beneficiaries? Was the institutional architecture adequate to ensure that all the partners make a significant contribution to the project? How does the project fit into the United Nations Development Assistance Framework? 	<ul style="list-style-type: none"> OECS Annual Workplan Multi Country Programme Action Plan between the Government of Barbados and the Organization of Eastern Caribbean States (OECS) and UNDP 2012-2016 Country Programme Action Plans 2006-2009 between UNDP and the Government of Saint Lucia, Grenada, St. Vincent and the Grenadine, and the Commonwealth of Dominica UNDP staff 	<ul style="list-style-type: none"> Desk reviews of secondary data Interviews with project partners

	and its comparative advantage?			
Effectiveness	<ul style="list-style-type: none"> • Did the project or programme implementation contribute towards the stated outcome? • What have been the observed changes at the outcome level? • Did it at least set dynamic changes and processes that move towards the long-term outcomes? • How difficult was it to convert the tangible results of the intervention (outputs) into permanent changes in the behaviour of the organisation or of the beneficiaries (outcomes)? • Was the planning of the intervention adequate to achieve 	<ul style="list-style-type: none"> • What outcomes does the project intend to achieve? • What percentage of the project results at the output level has been achieved? • What changes can be observed as a result of these outputs in terms of change in behaviour, practices, policies, actions and relationships among the social actors involved in the action? • Who contributed to it and how? • In addition to this initiative, what other factors may have affected the results? • What were the unintended results 	<ul style="list-style-type: none"> • Project reports • UNDP, CIMH, CDEMA, CTIC staff • Met offices and DM offices of participating countries 	<ul style="list-style-type: none"> • Desk reviews of secondary data • Interviews with government partners, development partners, UNDP staff

	<p>the expected outcomes?</p> <ul style="list-style-type: none"> • What factors have contributed to achieving or not achieving intended outputs and contributions to outcomes? • What has been the contribution of partners and other organizations, especially beneficiary countries organizations, to the outcome, and how effective have been the project partnerships in contributing to achieving the outcome? • What were the positive or negative, intended or unintended, changes brought about by the project? 	(+ or -) of the project?		
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	<ul style="list-style-type: none"> • Is there any other group of people/institution that has benefitted from the intervention aside for the original beneficiaries? • Was there any significant change made to project plans as a result of any internal M&E or programme assessment during the project delivery phase? 			
Efficiency	<ul style="list-style-type: none"> • Has the project or programme been implemented within deadline and cost estimates? • Have UNDP and its partners taken prompt actions to solve implementation issues? • To what extent have 	<ul style="list-style-type: none"> • Have there been time extensions on the project? • What were the circumstances giving rise to the need for time extension? • Did the staff change during project implementation? • Has there been over-expenditure or 	<ul style="list-style-type: none"> • Project documents • Annual Work Plans • Quarterly and annual reports • ATLAS reports • Partners' reports • UNDP staff 	<ul style="list-style-type: none"> • Desk reviews of secondary data • Interviews with project partners

	<p>expected outputs been achieved or has progress been made towards their achievement?</p> <ul style="list-style-type: none"> • What is the quality of the outputs? • Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results? • What is the role of the project board? 	<p>under-expenditure on the project?</p> <ul style="list-style-type: none"> • What mechanisms does UNDP have in place to monitor implementation? Are these effective? • What outputs has the project achieved? 		
Sustainability	<ul style="list-style-type: none"> • What indications are there that the achieved results (both at output and outcome levels) will be sustained, e.g. through requisite capacities (systems, structures, staff, etc.)? • To what extent has a sustainability strategy, including 	<ul style="list-style-type: none"> • Does/did the project have a sustainability strategy? • To what extent does the sustainability strategy take into account the following: <ul style="list-style-type: none"> ○ Political factors ○ Financial factors ○ Technical 	<ul style="list-style-type: none"> • Project documents • Annual Work Plans • Evaluation reports 	<ul style="list-style-type: none"> • Desk reviews of secondary data • Interviews with project partners

	<p>capacity development of key national and regional stakeholders, been developed or implemented?</p> <ul style="list-style-type: none"> • To what extent are policy and regulatory frameworks in place that will support the continuation of benefits? • To what extent have partners committed to providing continuing support? • What issues emerged during implementation as a threat to sustainability? What were the corrective measures that were adopted? • How has the implementing partner addressed the challenge of building national 	<p>factors</p> <ul style="list-style-type: none"> ○ Capacity factors • What unanticipated sustainability threats emerged during implementation? • What corrective measures did UNDP take? 		
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	capacity in the face of high turnover of government officials?			
Contribution to gender equality	<ul style="list-style-type: none"> To what extent was the UNDP initiative designed to appropriately incorporate in each outcome area contributions to attainment of gender equality? To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects? 	<ul style="list-style-type: none"> Provide example(s) of how the initiative contributes to gender equality. Can results of the programme be disaggregated by sex? Is there a gender-disaggregated impact analysis? 	<ul style="list-style-type: none"> Project documents Quarterly and annual reports Partners' reports UNDP staff 	<ul style="list-style-type: none"> Desk reviews of secondary data Interviews with project partners
Communications strategy	<ul style="list-style-type: none"> Did the project have a communication plan or a communication strategy? 	<ul style="list-style-type: none"> How effective was the communication plan/strategy in supporting public awareness? 	<ul style="list-style-type: none"> Communications plan Communications material UNDP and CIMH staff 	<ul style="list-style-type: none"> Desk reviews of secondary data Interviews with project partners