UNITED NATIONS

ECLAC

FINAL ASSESSMENT REPORT

June
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ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 2023Q

Caribbean small island developing State-relevant climate change and disasters indicators for evidence-based policies

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This report was prepared by Clara Ariza, an external consultant, who conducted the evaluation, under the overall guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC); and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC; and under the direct supervision of Anne-Sophie Samjee, Programme Management Officer, who provided strategic and technical guidance, coordination, and methodological and logistical support. The assessment also benefited from the assistance of Paula Muñoz Gilloux, Programme Management Assistant in the same Unit.

The evaluator is grateful to the Programme Planning and Evaluation Unit of ECLAC, especially to Anne-Sophie Samjee for her valuable insights and recommendations, and to Paula Camila Muñoz Gilloux for diligently managing and following up on the online survey. Thanks are owed to Development Account project managers Georgina Alcantar and Olabode Abdulkadri, whose time and technical insights were central to the analysis. Thanks also go to the ECLAC representatives, international, regional and national project partners and consultants who kindly participated in interviews and provided essential information, as well as to all beneficiaries who responded to the online survey. Lastly, the evaluator is grateful to the Evaluation Reference Group, the Programme Planning and Evaluation Unit and the project managers for their insights and suggestions on the first draft of the evaluation report, which were thoroughly considered and incorporated where relevant in the final report.

All comments offered by the Evaluation Reference Group and the Programme Planning and Evaluation Unit evaluation team were considered by the evaluator and have been duly addressed, where appropriate, in the final report.

Printed at United Nations, Santiago
S.2400912[E]

TABLE OF CONTENTS

EXECUTIVE SUMMARY

GENERAL OVERVIEW

1. Development Account project 2023Q, entitled "Caribbean small island developing State-relevant climate change and disasters indicators for evidence-based policies", was funded under the twelfth tranche of the United Nations Development Account. Managed by the Economic Commission for Latin America and the Caribbean (ECLAC), the project was a collaborative effort involving the Statistics Division of ECLAC, based in Santiago, and the ECLAC Subregional Headquarters for the Caribbean, located in Port of Spain. The project was implemented from January 2020 to June 2023, with a budget allocation of US$ 610,505, in response to the urgent need to address significant gaps in environmental statistics, in particular climate change and environmental data, across English-speaking Caribbean small island developing States. Such data are crucial for informed policymaking and effective monitoring of sustainable development and international environmental agreements.

PROJECT OBJECTIVE

2. The objective of the project was to enhance the climate change and disaster risk reduction statistical and institutional capacities of target countries in the Caribbean in order to improve policy coherence in the implementation of the 2030 Agenda for Sustainable Development, the Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030. To achieve this objective, the project established two outcomes:

- ***Outcome 1.*** Strengthened national statistical and institutional capacities of Caribbean member States to produce and disseminate relevant internationally agreed climate change and disaster indicators on a continuous basis. Two outputs, consisting of a series of advisory services and national training workshops, were included in the project's results framework for the achievement of this outcome.
- ***Outcome 2.*** Strengthened subregional capacities of Caribbean practitioners from national statistical offices, policymakers and other stakeholders to use the indicators for evidence-based sustainable development policies. Five outputs were established under this outcome, namely a subregional workshop, a dedicated online group for English-speaking Caribbean countries, a subregional statistical report, an online training module and a final subregional workshop.

APPROACH TO REALIZING OBJECTIVE AND OUTCOMES

3. In consideration of human rights and the commitment of United Nations Member States to leave no one behind, the project provided demand-driven capacity-building support, ensuring that all activities were tailored to the circumstances, policy priorities, institutional setting and statistical capacities (including data availability) of its target English-speaking Caribbean small island developing States and the subregion more broadly. In its original formulation, the project included four target countries in different stages of development in the field of environmental statistics —Antigua and Barbuda, Belize, Dominica and Suriname— with the aim of facilitating exchanges, South-South cooperation and mutual learning.

4. Project activities followed individual country-level implementation plans developed through consultations with national counterparts, including national statistical offices and the line ministries

responsible for climate change and disaster management. The main activities were an assessment of the national context for the production of indicators, in terms of data and capacity; collaborative practical workshops for officials from participating agencies to understand the statistical process, develop indicators together and enhance their ability to influence the use of project results in policymaking; and subregional workshops to facilitate knowledge exchange among countries, foster collaboration and address common challenges in project-related fields.

5. By developing the statistical capacity of member States in the Caribbean, the project was expected to contribute directly to the achievement of Sustainable Development Goal 17 (Partnerships for the Goals) and to contribute indirectly to at least eight other Sustainable Development Goals (SDGs) through the disaster indicators it would develop. Achieving gender-balanced participation in project activities was also an explicit aim of the project.

6. The key United Nations entities and regional partners involved in the design and implementation of project activities were the Sustainable Development and Human Settlements Division of ECLAC, the United Nations Statistics Division and the Caribbean Community (CARICOM) secretariat and Regional Statistics Programme.

EVALUATION PURPOSE, OBJECTIVES AND SCOPE

7. The purpose of the independent external end-of-cycle review of the project was to assess the relevance, efficiency, effectiveness, coherence and sustainability of the project and to document the results attained in relation to its overall objectives and expected results, as defined in the project document.

8. The review also aims to identify lessons learned and good practices derived from project implementation that contribute to the sustainability of results or that could potentially be replicated in other countries. The assessment of standard evaluation criteria, lessons learned and recommendations emerging from the review are expected to contribute to institutional learning and serve as tools for the future planning and implementation of projects by ECLAC, the primary user of the end-of-cycle review.

9. The evaluation covers all project activities conducted between January 2020 and June 2023 in the initial four target countries and the four additional countries that were included in the project in 2022.

EVALUATION METHODOLOGY

10. A rigorous and systematic assessment of the project design, activities and results was conducted, based on the principles of transparency and accountability and on best practices in international development evaluation. A mixed-method approach was adopted to provide responses to 18 key evaluation questions covering standard evaluation criteria, as well as human rights, contribution to the SDGs and integration of gender, inclusion and environmental considerations, in line with Development Account evaluation requirements.

11. A thorough document review was conducted, encompassing the project document, annual progress reports, workshop reports and final outputs, which helped to establish a foundational understanding of the project's objectives, activities, results and benefits. A stakeholder mapping exercise served to identify key project stakeholders —ECLAC project managers, national focal points and other government officials from participating countries and representatives from partner organizations—, who were subsequently interviewed in a semi-structured format. To expand the range of stakeholder

views included in the assessment, an online survey was distributed to participants of training sessions, national and regional training workshops and other project activities. The information obtained from the various sources was triangulated and analysed, and the results are presented in this report.

KEY FINDINGS

Relevance

12. The project design, activities and outputs were highly relevant and aligned with the priorities and the data and statistical needs of the eight target countries and the broader English-speaking Caribbean. The project strengthened the production, use and dissemination of environmental statistics, which had been reported as the subregion's weakest national statistical area.

Efficiency

13. Project services and support were timely and reliable. However, there were major delays due to factors beyond the control of the ECLAC management team, most notably the sudden and uncertain change in working conditions imposed by the coronavirus disease (COVID-19) pandemic and its associated travel restrictions.

14. During this difficult period, which lasted over a year, the ECLAC management team showed exceptional flexibility, understanding and solidarity towards project beneficiaries. This strengthened personal and professional relationships and contributed to accelerated implementation once conditions improved and travel bans were lifted.

15. Flexibility in project management was demonstrated by the swift transition to online activities during the pandemic, which contributed to stakeholder engagement but proved less effective than in-person activities. Accordingly, intensive in-person activities resumed as soon as conditions allowed.

16. The efficient use of economic resources during the pandemic period and very good project management made it possible to expand the project and its benefits from four to eight countries within the initial budget and to finalize all planned activities by the original project completion date.

17. The expansion of the project to include Grenada, Saint Lucia, Saint Vincent and the Grenadines and Saint Kitts and Nevis was achieved through the identification of complementarities between its methodologies, data and indicators and those used by the Sustainable Development and Human Settlements Division of ECLAC to support the Organisation of Eastern Caribbean States in improving environmental data management and reporting under the Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escazú Agreement).

Effectiveness

18. The project was highly effective. It achieved its outcomes and outputs and exceeded most of its original targets, largely owing to its expanded geographical scope.

19. The rapid acceleration of project activities in the final year of implementation allowed enough time for the project indicators to be integrated into national environmental and SDG reporting efforts in some countries, but not for project results to be translated into national strategy and policy, a process that is more time-consuming and that occurs at higher levels of government. One notable result of the project was the establishment of an environmental statistics advancement committee in Grenada, approved by Parliament in November 2022, for the purpose of advising the Cabinet on matters of national interest related to the environment, climate change and disasters.

20. The practical and collaborative approach of the project, which enabled national statistical offices and line ministries to work together to develop indicators, was highly effective in strengthening national inter-institutional coordination on environmental statistics and in lifting data access limitations among project stakeholders (although on an informal basis only).

21. Project activities not only enabled and strengthened national peer-to-peer communication and collaboration but also greatly improved North-South, South-South and triangular cooperation and understanding. The considerable momentum generated for environmental statistics in the subregion raised the visibility of the work of national statistical offices.

Coherence

22. From the design phase onward, the project-built partnerships with regional and international institutions working on environmental, climate change and disaster statistics. It actively sought to draw upon synergies with ongoing activities and pursued new opportunities for collaboration throughout its implementation. This flexible approach was effective in engaging new partners with common interests and agendas in the subregion and avoiding the duplication of efforts. Close cooperation with the Sustainable Development and Human Settlements Division enabled the project to expand to four additional target countries. Of the institutional partners interviewed, all described their engagement in the project as mutually beneficial and complementary to their own initiatives.

Sustainability

23. The project's key results included the following: recovery and processing of data; development of indicators; working inter-institutional collaboration for data-sharing and coordination; national capacity-building; formal and informal communication channels; the georeferenced Platform for Resilience, which integrates some of the indicators developed; momentum generated for environmental statistics; and recognition of the work of national statistical offices in the subregion. To account for structural challenges in national institutions (e.g. financial limitations, human resource shortages and high turnover) and their possible effects on the longevity of these benefits and results, the project took all possible mitigation measures from the outset, including designing and delivering online learning modules and ensuring good documentation practices to reduce the risk of national institutions losing their newly acquired knowledge and capacity. The project also raised the possibility of institutionalizing data-sharing and coordination agreements between national agencies. Formal mechanisms are being put in place for this purpose in some of the target countries.

24. National, regional and international partners remain committed to building on the results of the project, scaling up its activities and benefits and maintaining momentum. This commitment is central to the dissemination and use of results in policymaking, but progress requires additional external support, which the various partner institutions are independently seeking. For six of the eight target countries, the Escazú Agreement offers promising opportunities for continuous updates to data and indicators and the possibility of financial resources to bridge data gaps.

Cross-cutting issues

25. The project integrated matters of human rights, inclusion and the environment. Project management, design and implementation all incorporated a gender perspective, although additional efforts could have been made to record the existence or non-existence of gender-disaggregated data at the national level.

26. The project aimed to contribute directly to the achievement of Goal 17 (Partnerships for the Goals), specifically targets 17.9 and 17.18 on the need to enhance support for capacity-building in developing countries and to significantly increase the availability of high-quality, timely and reliable

data. However, the capacities developed in national institutions also improved measurement and reporting for an additional 9 Goals, namely Goal 1 (No poverty), in particular target 1.5 on building resilience and reducing exposure and vulnerability to climate-related extreme events; Goal 2 (Zero hunger); Goal 6 (Clean water and sanitation); Goal 7 (Affordable and clean energy); Goal 9 (Industry, innovation and infrastructure); Goal 11 (Sustainable cities and communities), specifically targets 11.5 on reducing disaster-related deaths and 11.b on climate change mitigation and adaptation; Goal 12 (Responsible consumption and production); Goal 13 (Climate action), specifically targets 13.1 on strengthening resilience and adaptive capacity to climate-related hazards and natural disasters and 13.3 on improving capacities for climate change mitigation, adaptation, impact reduction and early warning; and Goal 15 (Life on land).

CONCLUSIONS

27. The end-of-cycle review concluded that the project was highly relevant, efficient and effective in bridging critical gaps in environmental statistics in the target English-speaking Caribbean small island developing States and in establishing the basis for evidence-informed policymaking and improved monitoring and international reporting on climate change and disasters. The project significantly enhanced statistical capacities across the subregion, with tangible results emerging both during implementation and after completion. The project was successful in fostering strong stakeholder engagement and demonstrated considerable flexibility, especially in response to challenges posed by the COVID-19 pandemic. The methodologies and tools applied were effective and offer valuable lessons that could be replicated in future projects and scaled in other countries or regions facing similar challenges. National, regional and international partner institutions are committed to maintaining the project's momentum and scaling up its benefits. However, this is contingent upon additional external support, which is currently being sought.

GOOD PRACTICES THAT CAN BE REPLICATED IN FUTURE PROJECTS IN THE CARIBBEAN

- Involving all key national partners from the start creates ownership, commitment and engagement and enhances the utility of project results. ECLAC should continue to apply this practice in the subregion.
- Face-to-face and in-country activities are more effective than online activities. ECLAC should incorporate the face-to-face modality more in its capacity-building activities in the Caribbean.
- Practical and focused work involving representatives of different national agencies is an excellent method for strengthening inter-institutional collaboration and cooperation at the technical level.
- Hiring national consultants to support the coordination of activities in target countries relieves some of the burden on national focal points, who already have multiple responsibilities and heavy workloads. This should be included, wherever possible, in ECLAC funding proposals for the subregion.
- Event invitations coming directly from ECLAC elicit faster responses than when they come from national partners. ECLAC should offer this option to national partners when planning events.
- Creating spaces and channels for informal communication among project stakeholders and peers enhances exchange, strengthens trust and unlocks formal and informal collaboration opportunities. For example, the creation of a WhatsApp group for the project enhanced networking, peer learning and South-South cooperation.

RECOMMENDATIONS

28. On the basis of evaluation findings and project stakeholder suggestions, two key recommendations emerged for the design and implementation of future projects in the region.

Recommendation 1. Tailor project activities to overcome structural limitations faced by beneficiaries.

- Through early discussions with stakeholders, analyse the possible implications of structural challenges for the effectiveness of project activities and the post-project longevity of benefits, and tailor activities accordingly. For example, early discussions on technological and equipment limitations with national partner agencies can lead to the identification and adaptation of data gathering and processing methods that can be implemented using existing resources.

Recommendation 2. Create opportunities for dialogue among partner institutions on ways to sustain and scale up project benefits.

- Offering a space to discuss ways to sustain and scale up benefits after project closure strengthens the ownership of results and the commitment of project partners to that end. Wherever possible, ECLAC should also consider integrating the participatory development of a continuity strategy into its projects.

1. INTRODUCTION

1. This report presents the end-of-cycle review of Development Account project 2023Q, entitled "Caribbean small island developing State-relevant climate change and disasters indicators for evidence-based policies". The project was funded under the twelfth tranche of the United Nations Development Account and jointly planned, managed and implemented by the Statistics Division of the Economic Commission for Latin America and the Caribbean (ECLAC), in Santiago, and the ECLAC Subregional Headquarters for the Caribbean, in Port of Spain. The project was implemented between January 2020 and June 2023 with a Development Account budget allocation of US$ 610,505.

2. The project focused on providing demand-driven capacity-building, including technical assistance and training, to target small island developing States in the Caribbean. The aim of the project was to facilitate the production of relevant and prioritized indicators for monitoring climate change and disasters, with the objective of improving evidence-based policymaking and strengthening national implementation and reporting on international environmental commitments. The project also sought to address the environmental statistical knowledge and capacity needs of a broader range of stakeholders through regional and subregional activities and other efforts.

3. In its initial design, the project was to be implemented in four English-speaking Caribbean small island developing States. However, the number of target countries was increased to eight during implementation. The key project counterparts in each country were the national statistical office, the environmental authority and the disaster risk reduction or emergency authority.

4. The Development Account Steering Committee selected the project for an end-of-cycle review. ECLAC hired an independent external evaluator to conduct the assessment between November 2023 and March 2024. As stated in the terms of reference of the end-of-cycle review (annex 1), the two main objectives of the review are as follows:

   (i) Assess the relevance, efficiency, effectiveness, coherence and sustainability of project implementation and document the results attained in relation to the overall objectives and expected results as defined in the project document;

   (ii) Identify lessons learned and good practices derived from the implementation of the project, contributing to the sustainability of its results and its potential replication in other countries; establish the extent to which the project respected and promoted human rights, integrated gender considerations, disability inclusion and environmental issues into its design and execution; and assess the project's overall contribution to the achievement of the SDGs.

5. The results of the assessment are expected to contribute to the accountability and institutional learning of ECLAC and serve as tools for its future project planning and implementation. ECLAC is therefore the primary user of the assessment.

2. DESCRIPTION OF THE PROJECT

2.1 BACKGROUND

6. Caribbean small island developing States are highly vulnerable and exposed to climate change and natural hazards, which impact them frequently. They have proactively taken steps to create an enabling environment for risk management, climate change adaptation and sustainable development. However, the current production of climate change and disaster statistics and indicators is insufficient to meet the growing demand for national evidence-based policies on climate change and disaster risk reduction.

7. Weaknesses in the development and use of climate change and disaster-related statistics and indicators in these countries also complicate implementation, monitoring and reporting efforts under international agreements, including the 2030 Agenda for Sustainable Development, the Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030. This is cause for concern, as these agreements, when supported by accessible, reliable, inclusive, integrated and coordinated national statistical systems and metrics, present an important opportunity to develop coherent governance frameworks and policies to address climate change, reduce the risk of disasters, build resilience and accelerate sustainable development progress.

8. Cognizant of this situation, and facing fiscal space constraints and major human resource limitations, Caribbean member States repeatedly requested support from ECLAC to strengthen national capacities in the least developed statistical domain: environmental, climate change and disaster risk reduction statistics. These requests reflected the need to bridge key gaps previously identified by ECLAC —in disaster risk reduction, climate change and SDG monitoring strategies— and were consistent with international calls for regional capacity-building in this domain.

9. ECLAC designed Development Account project 2023Q in response to those member State requests. The project was strategically aligned with the ECLAC "Caribbean first" strategy and had clear links to resolution 728 (XXXVII), adopted by the Commission at its thirty-seventh session, which contained its programme of work and priorities for 2020.

10. The project also dovetailed with the statistical support that the ECLAC Statistics Division had provided since 1999, including technical assistance, tools and methodologies, training workshops and regional networking. In the English-speaking Caribbean subregion, these efforts were sporadic or ad hoc in nature, as most of the requests for support had come from Latin American member States.

2.2 PROJECT OBJECTIVES AND EXPECTED RESULTS

11. As per the project results framework (annex 2), the objective of the project was to enhance the climate change and disaster risk reduction statistical and institutional capacities of target countries in the Caribbean in order to improve policy coherence in the implementation of the 2030 Agenda, the Samoa Pathway, the Paris Agreement and the Sendai Framework. To achieve this objective, the project established two outcomes:

- ***Outcome 1.*** Strengthened national statistical and institutional capacities of Caribbean member States to produce and disseminate relevant internationally agreed climate change and disaster indicators on a continuous basis. To achieve this outcome, two outputs, consisting of a series of advisory services and national training workshops, were included in the results framework.

- ***Outcome 2.*** Strengthened subregional capacities of Caribbean practitioners from national statistical offices, policymakers and other stakeholders in the use of indicators for evidence-based sustainable development policies. Five outputs were established under this outcome, namely a subregional workshop, a dedicated online group for English-speaking Caribbean countries, a subregional statistical report, an online training module and a final subregional workshop.

12. No changes were made to the results framework of the project during implementation.

2.3 PROJECT STRATEGIES AND KEY ACTIVITIES

13. In fulfilment of the United Nations principle of leaving no one behind, the project focused on providing demand-driven capacity-building support and ensuring that all activities were tailored to the circumstances, policy priorities, institutional setting and statistical capacities (including data availability) of its target English-speaking Caribbean small island developing States and the subregion more broadly.

14. To that end, a series of consultative workshops, seminars and meetings were held in target countries to solicit stakeholder input and to ensure that beneficiary countries' perspectives and needs drove the implementation of project activities and that implementation reflected individual country circumstances and priorities.

15. Based on the outcome of the consultations, country-level implementation plans were developed, which defined the specific nature of the technical assistance to be provided. The assistance included an assessment of national capacity to produce data for the production of climate change and disaster indicators; dedicated training in statistical production; drafting or updating of national statistical development plans; and training for country officials to better measure climate change and disasters and use relevant indicators in evidence-based policymaking.

16. Specific country-level activities included technical meetings, training and capacity-building workshops and webinars, model and template design and direct technical assistance. With a view to building inter-institutional coordination for the production and use of climate change, disaster and environmental indicators, as well as demonstrating the benefits of such coordination and supporting its internalization, in-country activities involved the joint participation of national statistical offices and environmental and disaster risk reduction authorities. Policymakers were also invited to selected activities to facilitate an accurate understanding of the statistical information and ensure that official information production was fit for purpose.

17. The project formulation established that target countries would participate in and benefit from all activities, and that non-target countries would be invited to selected activities, in particular webinars and subregional workshops. Subregional activities were planned to build the capacity of a wider range of stakeholders and share national capacity-building experiences and results. Individuals trained at the national level were also key contributors to subregional outputs, including an online module and a subregional statistical report.

18. To contribute to gender equality and women's empowerment, the project sought a gender balance among the stakeholders involved in its implementation. It also sought to give special attention to social groups that are highly vulnerable to the impacts of climate change and disasters by disaggregating data whenever statistically feasible, with a view to providing evidence on the specific situations of women, children and young people, older persons, persons with disabilities, people living in slums, migrants and refugees.

19. In its initial formulation with four target countries, the project set out to deliver eight outputs. However, two different developments during project execution led to adjustments in the format of activities and the number of target countries. These adjustments doubled the number of target countries and considerably increased the number of final outputs in terms of in-country advisory services and national and subregional workshops.

20. The first development was the onset of the coronavirus disease (COVID-19) pandemic and the imposition of major travel restrictions in 2020 as the project was starting. These had direct implications for the original project implementation plan and led to the substitution of virtual or remote modalities for planned face-to-face activities, which lowered projected spending. In addition, the project was expanded to include COVID-19 data and statistics with the aim of enhancing target countries' capacity to address the socioeconomic effects of the pandemic and to inform evidence-based prevention strategies in the future.

21. The second development was the identification of an opportunity for synergy between the project and the support that the Sustainable Development and Human Settlements Division of ECLAC was providing to Organisation of Eastern Caribbean States (OECS) member countries for the implementation of environmental information systems. This work was carried out as part of the activities of ECLAC in its capacity as Technical Secretariat of the Escazú Agreement. It was determined that the Environment Statistics Self-Assessment Tool, which was already being implemented in the context of Development Account project 2023Q in the original four countries, was also suitable for producing the baseline data and information that the Division needed to feed into the environmental information systems. The synergy materialized through in-kind contributions from the Division and project cost savings, which are further described in section 5.2 of this report.

2.4 BENEFICIARIES AND TARGET COUNTRIES

22. In its original formulation, the project identified Antigua and Barbuda, Belize, Dominica and Suriname as its target countries, on the basis of their expressions of interest and their varying stages of development in the production of environmental statistics, which provided the opportunity for South-South cooperation. The opportunity presented by the Escazú Agreement allowed the project to expand to Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines.

23. The primary beneficiaries were the governments of the eight target countries, in particular national statistical offices and the agencies in charge of disaster risk management and climate change. Staff of these agencies acted as project focal points, benefited from direct technical assistance and participated in all project activities. Also benefiting from the project at the national level were individuals who participated in selected activities, including policymakers and high-level authorities in tourism, agriculture, coastal areas and seas, fisheries and aquaculture; planning divisions or offices; academic and research institutions; civil society organizations; and the private sector.

24. Secondary beneficiaries included countries in the wider English-speaking Caribbean subregion, with whom project knowledge was shared through subregional workshops, online webinars, reports and the Regional Network of Environment and Climate Change Statistics, an English-language platform dedicated to the rapidly growing community of experts, practitioners and policymakers from national statistical offices and ministries of environment in Latin America and the Caribbean. Partner institutions working in the region also benefited directly and indirectly from the project, which laid a statistical foundation for climate change and disasters.

2.5 KEY PARTNERS AND OTHER KEY STAKEHOLDERS

25. The project was jointly designed, managed and implemented by the ECLAC Subregional Headquarters for the Caribbean and the ECLAC Statistics Division.

26. Key national partners were national statistical offices, authorities in charge of climate change and agencies in charge of disaster risk reduction and emergency response.

27. Key internal and cooperating United Nations entities and regional partners involved in the design and implementation of project activities were the ECLAC Sustainable Development and Human Settlements Division, the United Nations Statistics Division and the CARICOM secretariat and Regional Statistics Programme.

28. Several other international and regional organizations —including OECS, the CARICOM Climate Change Centre and the University of the West Indies— collaborated on the development of workshops, training sessions and online events.

2.6 RESOURCES

29. The project was implemented with an approved Development Account budget of US$ 610,505, which covered the planned activities, external consultants and additional temporary assistance. Project implementation also relied on the in-kind contributions of key counterparts, who supported in-country logistics and stakeholder engagement in the various activities. ECLAC partner institutions offered technical expertise in selected activities. From 2022 onward, the Sustainable Development and Human Settlements Division of ECLAC also made in-kind contributions to the project in the form of consultant time dedicated to Escazú Agreement implementation in OECS target countries.

2.7 LINK TO THE SUSTAINABLE DEVELOPMENT GOALS

30. By developing the statistical capacity of member States in the Caribbean, the project was designed to contribute directly to the achievement of Sustainable Development Goal 17 (Partnerships for the Goals), in particular targets 17.9 (Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals (SDGs), including through North-South, South-South and triangular cooperation), and 17.18 (By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographical location and other characteristics relevant in national contexts).

31. By producing relevant climate change and disaster risk reduction indicators for better measurement, the project was also expected to contribute to the achievement of the following SDGs and targets: Goal 1 (No poverty), in particular target 1.5 on building resilience and reducing exposure and vulnerability to climate-related extreme events; Goal 2 (Zero hunger); Goal 6 (Clean water and sanitation); Goal 7 (Affordable and clean energy); Goal 9 (Industry, innovation and infrastructure); Goal 11 (Sustainable cities and communities), specifically targets 11.5 on reducing disaster-related deaths and 11.b on climate change mitigation and adaptation; Goal 12 (Responsible consumption and production); Goal 13 (Climate action), specifically targets 13.1 on strengthening resilience and adaptive capacity to climate-related hazards and natural disasters and 13.3 on improving capacities for climate change mitigation, adaptation, impact reduction and early warning; and Goal 15 (Life on land).

2.8 INNOVATIVE ELEMENTS

32. The project was designed to apply several innovative approaches during its execution, including the use of tailored, nationally adapted data assessments to develop climate change and disaster indicators relevant to policy needs; the use of Caribbean geospatial information for statistical purposes, building on innovative sources of information, such as remote sensing and Earth observation, and enabling the geospatial representation of climate change and disaster indicators; and the adoption of innovative training modalities, such as hybrid formats (i.e. blending online modules and in-person training) and webinars tailored to English-speaking Caribbean countries.

3. EVALUATION OBJECTIVES, SCOPE AND QUESTIONS

3.1 PURPOSE AND OBJECTIVES

33. As established in the terms of reference, the objective of this end-of-cycle review is to assess the relevance, efficiency, effectiveness, coherence and sustainability of Development Account project 2023Q and, more specifically, to document the project's results in relation to its overall objectives and expected results, as defined in the project document.

34. In addition, the assessment aims to identify lessons learned and good practices that contributed to the sustainability of project results and can be replicated in other countries. By focusing not only on achievements but also on means, the lessons learned and good practices for actual project implementation and the assessment recommendations will contribute to institutional learning and serve as tools for the future planning and implementation of projects by ECLAC, the primary user of the end-of-cycle review.

3.2 EVALUATION SCOPE, CRITERIA AND QUESTIONS

35. The end-of-cycle review covers all activities implemented between the start of the project on 1 March 2020 and its closing date, 30 June 2023. The assessment reviews the project's benefits for the various regional stakeholders, the sustainability of project results, in particular in the eight target countries; and the interaction and coordination modalities used in project implementation, both within ECLAC and with other cooperating agencies participating in the implementation of the project.

36. In general terms, the end-of-cycle review covers the standard aspects of project evaluation, including the following: actual progress towards project objectives; extent of project contributions to outcomes in the identified countries, whether intended or unintended; efficiency of output delivery; strengths and weaknesses of project implementation based on the available elements of the results framework (e.g. objectives and results) contained in the project document; validity of strategy and partnership arrangements (i.e. coordination within ECLAC and with other cooperating agencies); extent to which project design and implementation facilitated the attainment of goals; and relevance of project activities and outputs to member State and regional needs and to the mandate and programme of work of ECLAC.

37. The review also assesses various aspects of project execution against Development Account criteria, including: (i) regional, durable, self-sustaining initiatives to develop national capacities, with measurable impact at the field level, ideally having multiplier effects; (ii) being innovative and taking advantage of information and communications technology, knowledge management and networking among experts at the subregional, regional and global levels; (iii) utilizing the technical, human and other resources available in developing countries and effectively drawing upon existing knowledge, skills and capacities within the United Nations Secretariat; and (iv) creating synergies with other development initiatives and benefiting from partnerships with non-United Nations stakeholders.

38. In addition, the end-of-cycle review pays special attention to the extent to which ECLAC activities and outputs respected and promoted human rights and integrated gender issues, disability inclusion and environmental concerns into their design and implementation.

39. The assessment was guided by 18 key evaluation questions, of which 15 were structured in accordance with the evaluation criteria of relevance, coherence, efficiency, effectiveness and sustainability, developed by the Development Assistance Committee of the Organisation for Economic Co-operation and Development and adopted by the United Nations Evaluation Group. The remaining three key evaluation questions, under "Cross-cutting issues", respond to the additional evaluation criteria established in the Development Account Project Evaluation Guidelines. As the criterion of impact does not particularly apply to the evaluation of Development Account projects, it was not considered in the end-of-cycle review. Table 1 presents the criteria and their respective key evaluation questions. These are also included in the evaluation matrix in annex 3, where the questions are linked to indicators, data collection techniques and sources of information.

Table 1
Evaluation criteria and key evaluation questions

Relevance. Extent to which the objectives of a development project are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.
1. How aligned were the activities and outputs delivered by the project with the priorities of the target countries and subregion?
2. What adaptations were made to the design of the project during implementation, and were they justified by the context?
Efficiency. Measure of how economic resources or inputs (e.g. funds, expertise and time) are converted to results.
3. Did the project provide services and support to beneficiaries in a timely and reliable manner?
4. Was the project management team flexible and responsive to meet the requirements of the project and address changing and unforeseen situations (caused by, for example, natural disasters, changes in national governments, national priorities, United Nations administrative processes or partner institutions?)
5. What lessons and good practices from previous Development Account projects informed project design and implementation?
Effectiveness. Extent to which the development project objectives were achieved, or are expected to be achieved, taking into account their relative importance.
6. How and to what extent has the knowledge acquired in the project's capacity-building activities been used by participants and improved or enhanced their work and results?
7. How satisfied are the project's main beneficiaries with the services they received?
8. What are the results identified by the beneficiaries?
9. Are there any specific policies, strategies or plans that have integrated the knowledge acquired or other project contributions?
Coherence. Compatibility of the project with other initiatives in a country, sector or institution.
10. How did the project consider and leverage complementarities and synergies with other efforts, by ECLAC or other institutions, to develop statistical production in the target countries and region?
11. To what extent did partnering with other organizations enable, strengthen or accelerate the achievement of project results?
Sustainability. Longevity of project benefits after major development assistance has been completed; probability of continued long-term benefits; resilience to risk of the net benefit flows overtime.
12. In what concrete ways will beneficiary institutions utilize and integrate project results in their regular work and practices after project closure?
13. What mechanisms were set up to ensure follow-up on networks and tools created under the project?

14. How and to what extent can national and regional United Nations entities, other development organizations, academic institutions, and other institutions involved in project implementation play a role in sustaining or scaling up project results?
15. How has the project contributed to shaping the ECLAC programme of work, priorities and working modalities in the target countries, subregion and thematic area?
Cross-cutting issues
16. Have the project managers effectively taken into consideration human rights, gender issues, disability inclusion and environmental concerns in the design and implementation of the project and its activities?
17. How has the project contributed to the achievement of the SDGs?
18. What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?

Source: Prepared by the evaluator in collaboration with the Programme Planning and Evaluation Unit.

4. METHODOLOGY

40. The end-of-cycle review was conducted by an independent external evaluator, in accordance with the principles of integrity, accountability, respect and beneficence established in the United Nations Evaluation Group's Ethical Guidelines for Evaluation and Guidance on Integrating Human Rights and Gender Equality in Evaluations. The assessment followed the United Nations Evaluation Group's Norms and Standards for Evaluation, the evaluation guidelines and Evaluation Policy and Strategy of ECLAC and the Development Account Project Evaluation Guidelines.

41. The methodological approach followed in the preparation of the end-of-cycle review was based on the analysis and assessment of qualitative and quantitative information, the triangulation of information and data and the informed judgment and expert opinion of the evaluator. Efforts were made to ensure that the assessment process was focused on utility, based on theory and responsive to human rights and gender equality considerations. The entire end-of-cycle review process covering the eight target countries was conducted remotely.

42. The review started with the 12 key evaluation questions included in the terms of reference, which were adapted and expanded to 18 to better capture the scope of the assignment. To gather the necessary primary and secondary information for the assessment, the evaluator: (i) reviewed project documentation, including annual reports, national and regional workshop reports and evaluations, press releases and online project resources; (ii) conducted semi-structured interviews online with key individuals and groups identified through a stakeholder mapping exercise; and (iii) prepared an online survey that was distributed to the participants of national and regional workshops and webinars. The survey distribution, follow-up and data collection were managed by the ECLAC Programme Planning and Evaluation Unit. Annex 4 presents the interview guidelines and the online survey; annex 5, the list of individuals interviewed; and annex 6, the documents and resources consulted and reviewed for the evaluation.

43. The interviews and online survey reflected the evaluation's participatory and inclusive approach to primary data collection with a view to reinforcing accountability, enhancing ownership of the assessment process and its findings, and improving the reliability of results and the likelihood of recommendations being implemented.

44. A total of 34 key informants were invited to participate in the interviews (16 women, 18 men). Of these, 20 (59%) responded and participated in the interviews (9 women, 11 men). They represented the project management team; focal points for national statistical offices and line ministries in Belize, Dominica, Grenada and Saint Kitts and Nevis; partner United Nations and non-United Nations organizations, including regional organizations, and international consultants.

45. The online survey was shared with 282 individuals. Of these, 77 (27%) took the survey and 49 (64%) completed it. Of the respondents, 35 (46%) identified as female, 41 (53%) identified as male and 1 preferred not to disclose. A total of 82% of the respondents worked in the eight target countries, 9% worked in other countries (Aruba, Bahamas, Guyana, Jamaica and Mexico) and the remaining 9% worked in the CARICOM region and at the international level. However, among the individuals who completed the survey, 9 (4 women, 5 men) stated that they had not participated or did not recall participating in project activities. The analysis of survey responses by these individuals confirmed that they had no knowledge of the project or its activities. Consequently, they were considered invalid respondents and their responses were eliminated from the analysis presented in this report.

46. The geographical coverage of interviews and online survey participants is summarized in table 2.

Table 2
Geographical coverage of interviews and online survey participants

Area of work	Interviews	Total responses to the online survey
Antigua and Barbuda	0	4
Belize	2	16
Dominica	3	10
Grenada	2	5
Saint Kitts and Nevis	3	3
Saint Lucia	0	10
Saint Vincent and the Grenadines	0	7
Suriname	0	8
CARICOM region only	2	6
International	7	1
Individual non-target countries	0	7
Total	**19**	**77**

Source: Prepared by the authors, on the basis of interview records and survey data.

47. The incorporation of gender concerns into the project was evaluated by analysing the extent of women's inclusion in project design and implementation and the extent to which gender considerations were included in project activities and outputs. Human rights considerations were covered by examining the extent to which project activities were based on the principle of leaving no one behind and directly or indirectly benefited and addressed the needs and concerns of persons with disabilities and other vulnerable populations.

4.1 DATA ANALYSIS

48. The quantitative and qualitative data collected from primary and secondary data sources were collated, analysed and triangulated to test the consistency of information and data and to ensure that the assessment was based on reliable data. The evaluation matrix served as an overarching guide to validate findings and formulate conclusions and recommendations.

4.2. LIMITATIONS

49. The main limitations experienced during the evaluation were the following:

- Consultant's absence due to COVID-19 infection, which caused delays.
- Limited availability of government staff for interviews, owing to multiple competing priorities of government officials in Caribbean small island developing States, staff shortages and rapid turnover among key national counterparts. Despite the evaluator's flexibility on interview dates and schedules and multiple follow-up efforts, none of the key counterparts in four of the target countries attended the interviews.
- Low survey response rate. In view of the low initial response, the survey period was extended by one week and additional survey follow-up was conducted, which helped to ensure that the views of representatives of all target countries were included in the end-of-cycle review.

5. FINDINGS

5.1 RELEVANCE

Finding 1. The project and its activities and outputs were closely aligned with the priorities and needs of the eight target countries and the broader English-speaking Caribbean.

50. The design of Development Account project 2023Q was based on the premise that the limited development of climate change and disaster statistics and indicators and weak inter-agency coordination for statistical production and use affect the generation of fit-for-purpose metrics for the formulation of evidence-based policies, strategies and plans, as well as implementation, monitoring and reporting under international agreements.

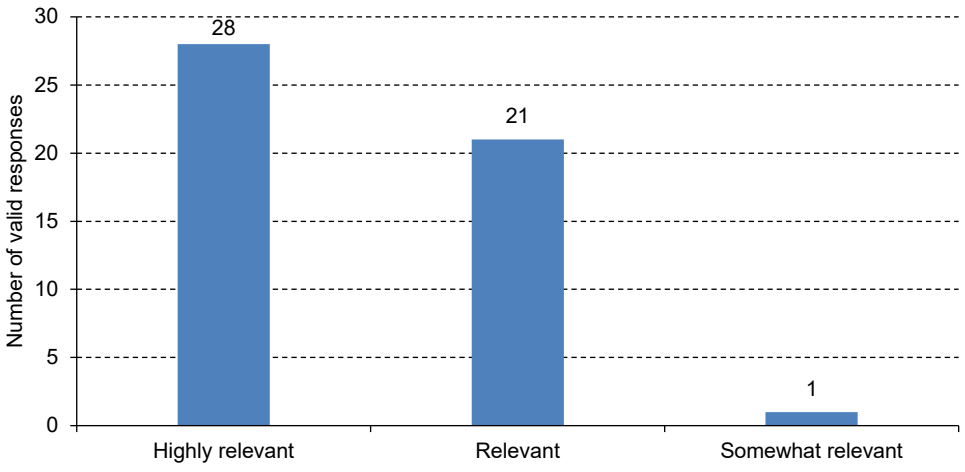
51. The interviews confirmed that, from the design stage onward, the project involved consultation with national stakeholders in the four initial target countries, including national statistical offices and ministries of environment, and with regional and United Nations partner institutions.

52. All interviewees validated the project design premise and confirmed that the target countries and other Caribbean small island developing States share the challenges identified. They also agreed that the national and regional capacity-building activities and the project outputs were closely aligned with data and statistical production needs and highly relevant for overcoming the major limitations faced in environmental statistical production, use and dissemination.

53. The project's relevance to country priorities and needs was confirmed by 100% of the 50 valid respondents, with 28 responding that the project was "highly relevant", 21 responding "relevant" and 1 responding "somewhat relevant" (see figure 1).

Figure 1

Survey responses to the question, "How relevant was the project, its activities and achievements to the priorities of your country and of the English-speaking Caribbean small island developing States?"



Source: Prepared by the authors, on the basis of survey data.

54. The major challenges that informed the project's design and were emphasized during interviews included the fact that national statistical offices are generally understaffed, suffer from high turnover and often lack dedicated personnel for environmental statistics. Therefore, the environmental domain of statistics does not receive the focus it requires, particularly if compared with economic statistics. Budget constraints also affect environmental data collection. In some countries, data are collected by ministries but not necessarily shared with the national statistical office and other agencies that may need them.

55. The interview responses highlighted that the project was timely and that the focus on inter-institutional coordination was key for governments and regional institutions as they strive to achieve and report on the SDGs. Climate change and recurrent disasters were emphasized as cross-cutting issues of high national and regional priority, but data collection, statistics production, policymaking and decision-making were managed by different institutions, and frequently without coordination.

56. Several adaptations were made to the project design and implementation plan in the context of COVID-19 and to allow for the expansion from four to eight target countries. The changes were well justified and are detailed in section 5.2.

5.2. EFFICIENCY

Finding 2. Partial changes in the ECLAC management team composition slightly affected the initiation of the project.

57. The composition of the ECLAC team in charge of the project changed partially between the design phase and the implementation phase, causing minor delays despite ECLAC efforts to ensure a seamless transition. After the initial change, the project maintained a stable project management team until its conclusion, which proved essential to mitigate the initial setback and address the more significant delays caused by the COVID-19 pandemic (discussed in detail in this section).

Finding 3. Project services and support were timely and reliable.

58. Of the direct beneficiaries interviewed, all stated that the services and support provided by the project were reliable and that communications with the management team were excellent. They recognized the management team's efforts to provide assistance whenever requested and to respond to queries almost immediately. Interviewees stated that the trust and personal rapport that were developed have allowed communications to continue beyond the project's closure.

Finding 4. Delays during the implementation phase of the project were beyond the control of the ECLAC project management team.

59. Interview responses also clarified that delays in the implementation of project tasks and activities were beyond the control of the ECLAC project management team. Beyond the pandemic-related circumstances, the delays most frequently mentioned were due to the difficulties faced by national statistical office focal points in engaging stakeholders from other agencies in project activities, particularly in getting responses to workshop invitations and requests for document completion or feedback. The delays were attributed to heavy workloads, multiple commitments, high staff turnover and the fact that these agencies were not engaged from the beginning of the project.

60. The Sustainable Development and Human Settlements Division of ECLAC recruited proactive local consultants in some of the OECS target countries added to the project in 2022. In these countries, the ECLAC consultants worked closely with the national statistical office focal points and were responsible for sending invitations and contacting and meeting with the various departments and agencies to secure their engagement in activities and to follow up on deliverables (e.g. data for the indicators) and feedback. This was considered highly effective, time-saving, appropriate to the national circumstances and very good practice, according to the focal points.

61. Several recommendations to improve stakeholder engagement and response rates were made by national statistical office focal points in the countries where ECLAC had no additional consultants. These included (i) inviting all agencies involved in the project to the initial kick-off meeting, no matter their planned level of participation, in order to foster an initial understanding of the project and their role in it; (ii) asking all agencies to assign a project focal point to ensure responsiveness to invitations and timely feedback on requests for data and other deliverables; and (iii) providing the agencies with an estimated timeline for participation.

Finding 5. The project management team demonstrated a high level of flexibility in adjusting to the changes and uncertainty caused by the COVID-19 pandemic in the region.

62. Adjustments included changing the format of planned workshops from in-person to online, changing the tools that had already been designed for in-person activities and managing the rescheduling of planned activities with consultants, key national counterparts and partner institutions under unforeseen COVID-19 circumstances.

63. The project management team was praised during interviews for its understanding of the personal situation of beneficiaries and for making additional efforts to engage with focal points at a time when work schedules and arrangements were in flux, priorities were rapidly shifting and reaching staff in national offices for technical conversations was highly challenging. The flexibility, understanding and solidarity shown to beneficiaries, particularly at the beginning of the project, strengthened personal and professional relationships between the project management team and focal points and contributed to accelerated progress in project implementation once conditions improved and travel bans were lifted.

64. The management team also demonstrated flexibility and commitment to the achievement of the project objectives in other circumstances, such as a change of Cabinet in Grenada in July 2022 which caused the project to lose all focal points and key counterparts there. In response, the ECLAC team, with the support of the previous focal points, identified the new government organizations and structures established, liaised with the correct government officers and successfully brought them up to speed for the reinitiation of project activities.

65. Flexibility was further demonstrated in the expansion of the project from four to eight target countries in 2022. For the ECLAC management team, this entailed additional engagement and coordination efforts, including for the planning and delivery of additional workshops and activities to ensure that the new target countries benefited as much as possible from the project in the time remaining.

Finding 6. COVID-19 circumstances and travel restrictions affected activity implementation and financial execution in 2020 and 2021.

66. As the annual and final project reports show, many of the activities planned for 2020 and 2021 suffered delays owing to the COVID-19 pandemic, in particular the initial assessment of available environmental statistics. During this period, project execution rates and budget spending were lower than expected. For example, COVID-19 travel restrictions reduced general operating costs in 2021 when all planned in-person activities were moved online. Therefore, the budget allotment for 2021 was largely unused (see table 3 below).

Table 3
Development Account project 2023Q: financial management summary

Year	Planned annual expenditure in project document *(Dollars)*	Planned cumulative expenditure *(Percentages)*	Actual annual expenditure *(Dollars)*	Actual cumulative expenditure *(Percentages)*
2020	218 400	35.8	76 348	12.5
2021	125 100	56.3	118 724	32
2022	58 900	65.9	314 076	84
2023	208 105	100	101 357	100
Total	**610 505**	**100**	**610 505**	**100**

Source: Prepared by the evaluator, on the basis of progress reports.

Finding 7. The efficient use of economic resources and effective project management enabled the expansion of the project from four to eight countries within the initial budget and the rapid implementation of activities in the last year of the project.

67. The funds saved in 2021 and sound financial management allowed the project to expand its activities to eight countries when the opportunity arose in 2022, without affecting the initial budget (US$ 610,505), despite the added costs associated with hiring personnel to deliver the added activities and the development of content and materials tailored to the new countries, as well as higher document production and dissemination costs. The Sustainable Development and Human Settlements Division of ECLAC provided the support of its national consultants in the additional countries as an in-kind contribution to the project.

68. With eight countries on board, the project execution rate rapidly accelerated in 2022 when the travel restrictions were lifted. Interviewees said that the online activities were useful to maintain project momentum, learn new concepts and improve their knowledge of environmental statistics, but amid the pandemic and many online commitments, stakeholders found it difficult to give the project the required focus. Implementing the project under these conditions was also challenging for project managers and consultants.

Finding 8. The rapid and intensive return to in-country, in-person activities resolved the implementation challenges imposed by the COVID-19 pandemic.

69. The dynamics of the project changed as soon as it was possible to travel. Intensive, regular country visits and in-person national and regional workshops raised the profile and priority of the project and increased stakeholder commitment.

70. From its design, the project incorporated lessons and good practices from previous Development Account projects in the subregion, in particular those presented in the end-of-cycle review of Development Account project A1819 AF, entitled "Strengthening institutional frameworks in the Caribbean for an integrative approach to implement the 2030 Agenda and the SIDS Sustainable Development Agenda". Following the recommended focus on in-country activities by pushing for their return greatly helped the project management team in resolving the implementation challenges posed by the COVID-19 pandemic.

5.3 EFFECTIVENESS

Finding 9. The project achieved its outcomes and outputs and exceeded most of its original targets, largely owing to its expanded geographical scope.

71. The review of evidence presented in the annual and final reports of the project and interviews confirmed that all the targets set in the original results framework for the two outcomes and all outputs were achieved —and in many cases, exceeded.

72. The target countries strengthened their technical and institutional capacities to produce and disseminate relevant global climate change and disaster indicators (outcome 1) by:

(i) Determining, in all eight countries, the status of the national production, dissemination and use of climate change and disaster data and indicators, as well as the related statistical capacities and institutional settings, through the application of the Environment Statistics Self-Assessment Tool;

(ii) Collaboratively building internationally agreed climate change and disaster indicators and their metadata with national statistical offices and relevant line ministries, during national training workshops in the eight countries. Stakeholders in those countries produced a total of 33 prioritized indicators, received training on data collection and geospatial data use and identified national and institutional capacity gaps in environmental statistics and the construction and dissemination of indicators;

(iii) Using the knowledge acquired through the application of the Environment Statistics Self-Assessment Tool and training to integrate considerations for the continued development of climate change and disaster indicators in national planning, strategic and reporting documents and instruments.

73. Table 4 summarizes the achievements under outcome 1 and its corresponding outputs at project closure.

Table 4
Achievements under outcome 1 and its corresponding outputs

Outcome 1. Strengthened national statistical and institutional capacities of Caribbean member States to produce and disseminate relevant internationally agreed climate change and disaster indicators on a continuous basis.	
Indicators of achievement as per the original results framework (with four target countries)	Indicators of achievement in June 2023, according to the final project report
IA 1.1. Four out of four target countries have established an initial assessment of the production, dissemination and use of climate change and disasters data and indicators, statistical capacities and institutional setting at the national level. *Baseline = zero out of four countries.*	**IA 1.1.** Initial assessment established in eight target countries through the application of the Environment Statistics Self-Assessment Tool. At project closure, a more advanced, full analysis of the self-assessment results and their validation had been conducted and validated in Antigua and Barbuda, Saint Lucia and Suriname; the final completion, revision and validation was ongoing in the remaining five countries.
IA 1.2. At least 70% of trained practitioners from national statistical offices and relevant line ministries acknowledge having strengthened skills to produce and disseminate relevant internationally agreed climate change and disaster statistics and indicators on a continuous basis. *Baseline = 0% of at least 70% of trained practitioners.*	**IA 1.2.** 90% of trained practitioners from national statistical offices and relevant line ministries in eight countries acknowledge having strengthened skills to produce and disseminate relevant internationally agreed climate change and disaster statistics and indicators on a continuous basis.
IA 1.3. Three out of four target countries have developed or updated a national strategy or plan for the development of climate change and disaster statistics and indicators (as part of broader strategies), including assessment of data availability, sources and compilation of key indicators. *Baseline = zero out of four target countries.*	**IA 1.3.** Three target countries (Dominica, Saint Lucia and Suriname) integrated considerations for the continued development of climate change and disaster indicators in national planning, strategic and reporting documents and instruments, specifically Dominica's 2022 voluntary national review; Saint Lucia's First National Adaptation Plan Progress Report, 2022; and Suriname's 2022 voluntary national review, tenth Environment Statistics Publication 2017–2021, Monitoring, Reporting and Verification Tool and NIMOS Environmental Impact Assessment Repository.

Outcome 1. Strengthened national statistical and institutional capacities of Caribbean member States to produce and disseminate relevant internationally agreed climate change and disaster indicators on a continuous basis.	
Expected outputs as per the original results framework (with four target countries)	Outputs delivered by June 2023, according to the final project report
Output 1.1. Six national advisory services provided to four target countries for initial and follow-up assessments of the production of climate change and disasters indicators (including four national technical assistance missions for the initial assessment of indicator production, dissemination and use, statistical capacities and the institutional setting, and two follow-up technical assistance missions to two target countries).	**Output 1.1.** Eight national advisory services (one per target country) and three follow-up technical assistance missions conducted in Belize, Grenada and Saint Vincent and the Grenadines. Eight country reports on the assessment of national climate change and disaster indicator production. Eight workshop reports (one per country) including recommendations for practitioners, producers and users of climate change and disaster data.
Output 1.2. Four national training workshops delivered to support the sustained production of relevant indicators on climate change and disaster risk reduction, occurrence and impact based on inter-institutional collaboration.	**Output 1.2.** Eight national training workshops, including three held online (Antigua and Barbuda, Saint Lucia and Suriname) and five held in person in the remaining target countries.

Source: Prepared by the evaluator, on the basis of the project document and final project report.
Note: *Abbreviation*: IA, indicator of achievement.

74. The project strengthened regional capacities to use climate change and disaster indicators for sustainable evidence-based development policies (outcome 2) by:

(i) Providing each of the eight target countries with technical and methodological recommendations to strengthen the use of indicators in policymaking.

(ii) Creating opportunities and mechanisms for English-speaking Caribbean countries to exchange information and experiences regarding climate change and disaster statistics through subregional workshops, participation in global events, webinars, a dedicated group for English-speaking Caribbean countries within the existing Regional Network of Environment and Climate Change Statistics and a more informal WhatsApp group integrating key project stakeholders;

(iii) Integrating key environmental statistics for English-speaking Caribbean countries in a georeferenced resilience database for simple visualization and use;

(iv) Developing an online module on environmental statistics to support learning at national statistical offices and line ministries in the subregion, particularly with a view to addressing knowledge and information loss due to high staff turnover rates.

75. Table 5 summarizes the achievements under outcome 2 and its corresponding outputs at project closure.

Table 5
Achievements under outcome 2 and its corresponding outputs

Outcome 2. Strengthened regional capacities of Caribbean practitioners from national statistical offices, policymakers and other stakeholders in the use of indicators for evidence-based sustainable development policies	
Indicators of achievement as per the original results framework (with four target countries)	Indicators of achievement in June 2023, according to the final project report
IA 2.1. At least four technical and methodological recommendations for policymaking are made by target Caribbean countries as a result of participants' increased capacities to use relevant internationally agreed climate change and disaster risk reduction statistics and indicators to formulate policies. *Baseline = zero technical and methodological recommendations.*	**IA 2.1.** Eight technical and methodological recommendations for policymaking made by target Caribbean countries based on the results of national workshops and the application of the Environment Statistics Self-Assessment Tool.
IA 2.2. At least 70% of practitioners from national statistical offices, policymakers and other stakeholders from target countries acknowledge having enhanced their capacities to use and disseminate climate change and disasters statistics and indicators. *Baseline = 0% of stakeholders in the four target countries*	**IA 2.2.** 70% of practitioners from national statistical offices, policymakers and other stakeholders from target countries acknowledge having enhanced their capacities to use and disseminate climate change and disasters statistics and indicators.

Outcome 2. Strengthened regional capacities of Caribbean practitioners from national statistical offices, policymakers and other stakeholders in the use of indicators for evidence-based sustainable development policies	
Expected outputs as per the original results framework (with four target countries)	Outputs delivered by June 2023, according to the final project report
Output 2.1. One subregional workshop delivered for both target and non-target countries of the Caribbean to introduce the project, discuss statistical fundamentals for the production of climate change, disaster and environment indicators, exchange ideas, discuss data availability, build capacities to produce national strategies or plans for climate change and disaster statistics, and initiate analysis of the institutional setting for the development of national strategies.	**Output 2.1.** Three subregional workshops were held: the first workshop was held online and served to launch the project; the second and third workshops were held in person.
Output 2.2. A dedicated online group for English-speaking Caribbean countries created within the existing Regional Network of Environment and Climate Change Statistics, and two webinars delivered for both target and non-target countries. The rationale for setting up the online group is to facilitate progress in evidence-based, climate-smart decision-making by advocating for the production and dissemination of climate change and disaster indicators in the Caribbean.	**Output 2.2.** A dedicated online group for English-speaking Caribbean countries created within the existing Regional Network of Environment and Climate Change Statistics, and two webinars held for both target and non-target countries.
Output 2.3. One subregional statistical report produced covering the status, recommendations and next steps for Caribbean-adapted climate change and disaster statistics and indicators.	**Output 2.3.** A subregional statistical report was prepared and a georeferenced resilience database was created to strengthen improved capacity of beneficiary countries.
Output 2.4. One online training module created and delivered in English for Caribbean countries, focusing on regionally adapted methodologies to produce, disseminate and use climate change and disaster statistics and indicators, including international guidelines, best practices and case studies.	**Output 2.4.** The online training module "Introduction to Environment Statistics" is the first module of an online course planned by ECLAC for the English-speaking Caribbean.
Output 2.5. One final subregional workshop delivered for both target and non-target Caribbean countries and dedicated to the discussion and dissemination of the subregional statistical report and peer learning via the online module.	**Output 2.5.** One final subregional workshop was held in person, offering an opportunity for countries to share knowledge- and experiences, and for the presentation of all the products available to strengthen national technical capacities on environment, climate change and disaster statistics.
Output 2.6. Two ECLAC-organized side events at global/regional/subregional forums for target Caribbean countries to exchange lessons learned and experiences related to climate change and disaster indicators from countries in other regions.	**Output 2.6.** Two ECLAC-organized side events at global/regional/subregional forums: the first, at the fifty-second session of the Statistical Commission and the second, at the eleventh meeting of the Statistical Conference of the Americas of ECLAC.

Source: Prepared by the evaluator, on the basis of the project document and final project report.
Note: *Abbreviation*: IA, indicator of achievement.

Finding 10. Project activities did not result in the integration of the indicators into national policies, strategies and plans before project closure.

76. With the initial planning of activities disrupted by COVID-19 and the accelerated pace of implementation during the final year of the project, it was unlikely that project results could be rapidly integrated into national and sectoral policies, strategies and plans. The results presented under indicator of achievement 1.3 in table 4 show that during the project lifetime, the indicators were indeed used in reporting, including under international agreements, which is a process that is more closely aligned with the technical focus of most of the project activities and more rapidly undertaken than policymaking. Additional project benefits in terms of the use of climate change and disaster indicators in national strategies and plans materialized after the end of the project and are detailed in section 5.5 of this report.

77. However, within the timeline of the project, Grenada took a major step towards environmental, climate change and disaster-informed policymaking with the establishment and parliamentary approval of an environmental statistics advancement committee in November 2022 as a result of the project. Committee members include representatives from the national statistical office; the Ministry of Climate Resilience, the Environment and Renewable Energy; the Ministry of Agriculture and Lands, Forestry, Marine Resources and Cooperatives; non-governmental organizations (NGOs); and St. George's University. The main function of the Committee is to advise the Cabinet on matters of national interest related to the environment, climate change and disasters.

Finding 11. Direct beneficiaries in the eight target countries were highly satisfied with the technical capacity built for the development of climate change and disaster indicators, and used the skills acquired according to their national circumstances.

78. The countries that were most experienced in the field of environmental statistics used the opportunities presented by the project to advance their national agendas. For example, Suriname developed additional indicators to include in the statistical compendiums that it was already developing. In contrast, for Dominica —one of the countries with least experience in environmental statistics—, the project served to build awareness on its capacity needs, major data gaps and other obstacles to progress.

79. In their interviews, national statistical office practitioners reported that the project had offered their operations important clarification and guidance on the internationally agreed indicators for SDG, climate change and disaster reporting requirements, on the identification of reliable data sources and on data collection.

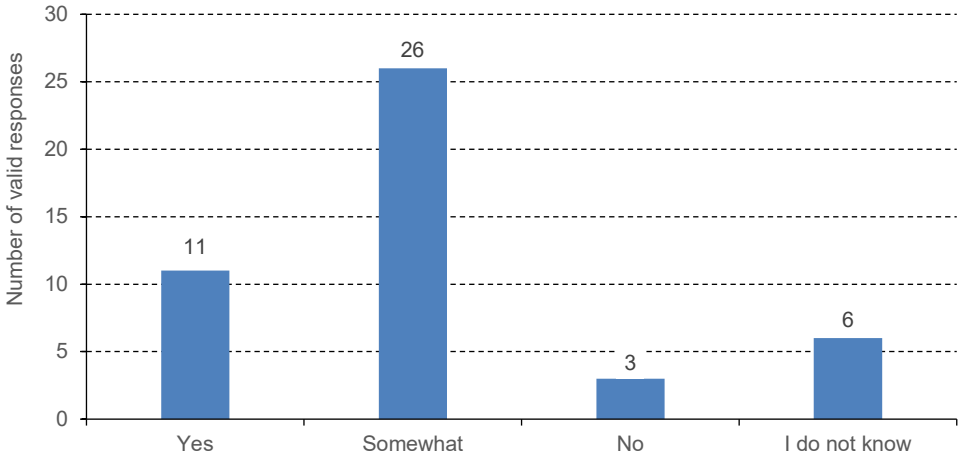
80. The project also raised awareness among national statistical office practitioners of the high demand for environmental data at the national and international levels and of their offices' crucial role in national reporting under international agreements.

81. Of the national statistical office and line ministry stakeholders interviewed, all expressed that the project had strengthened their awareness of the need to continue to expand data collection for the indicators that had been developed and for additional indicators in the future.

82. The perception of the project's tangible results varied among respondents to the online survey. As shown in figure 2, 11 valid respondents agreed that the project had produced tangible results that benefited their work and institutions, 26 said that the project provided somewhat tangible results, 6 did not know and 3 did not perceive any tangible results. The disparity between these results and the interview responses is understandable, as many of the online survey respondents had only participated in a single project activity.

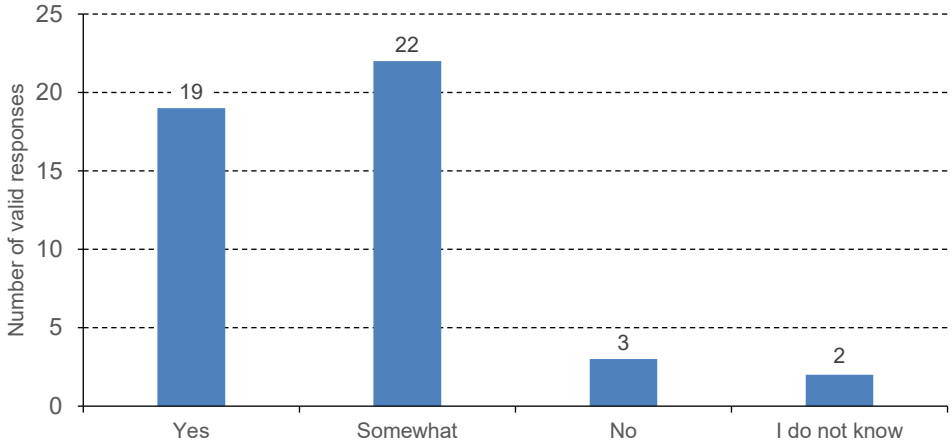
83. When asked whether the knowledge acquired during project activities had improved the work of training workshop participants, 19 valid respondents to the online survey said yes, 22 said that it had somewhat improved their work, 3 said no and 2 did not know (see figure 3). Despite this variation, the fact that 89% (41 out of 46) of valid respondents acknowledged some level of benefit to their work is a positive result.

Figure 2
Survey responses to the question, "Has the project had tangible results with regard to my work or institution?"



Source: Prepared by the authors, on the basis of survey data.

Figure 3
Survey responses to the question, "Has the knowledge acquired during project activities improved my work and work results?"



Source: Prepared by the authors, on the basis of survey data.

Finding 12. Inter-institutional collaboration on environmental statistics at the national level was highly appreciated and new to direct project beneficiaries.

84. Of the stakeholders interviewed, all stressed the benefits of inter-institutional engagement in project activities. Through the joint development of indicators and metadata, together with the personal relationships and professional understanding that were built in this exercise and other project activities, communication and willingness among national statistical offices and relevant line ministries to share data and information increased as the project advanced. This process also raised participants' awareness of previously unnoticed capacities in other ministries that they may rely upon when required.

85. The project greatly increased teamwork and collaboration among the different agencies. Some of the perceived benefits mentioned during the interviews included a better understanding of different agencies' responsibilities in addressing climate change, disaster and sustainable development issues, even when these issues fall under the official mandate of a single institution.

86. According to interviewees, the fact that this was a United Nations-led project with trainers and speakers from different United Nations entities conferred priority status on the activities and persuaded line ministries to assign focal points and send representatives to participate in the events, which enabled inter-institutional collaboration.

87. However, in reflecting on the invitations sent by national focal points to policymakers and other agencies for participation in national and subregional workshops, the key counterparts concluded that invitations sent directly from ECLAC were more effective, elicited faster responses and demonstrated stronger convening power. While it is understandable that ECLAC had taken a step back from this task in some countries and events in order to foster ownership of the project and its results, the approach suggested by key counterparts is worth considering in future projects.

88. National statistical office focal points emphasized that the line ministries that had been engaged early in the project were more involved and active than the ministries that joined later.

Finding 13. The project generated momentum for environmental statistics and raised the visibility of national statistical offices.

89. By raising awareness of the value of data, statistics and indicators, the project increased the visibility and recognition of the work and contributions of national statistical office staff to national environmental, climate change and disaster reporting. This was an unexpected result, to which national statistical officers referred with pride during interviews, as it confirmed their important and tangible contributions beyond the generation of social and demographic statistics, which traditionally have constituted their core focus.

Finding 14. Peer learning and South-South exchange were commended by all target countries and international partner institutions and resulted in tangible results that endured after the project concluded.

90. The project was designed to include English-speaking Caribbean countries in different stages of development in the field of environmental statistics to facilitate peer learning and South-South cooperation and exchange. This proved effective during and after the project, as described by stakeholders from various countries during their interviews. For example, Belize and Suriname have shared their more long-standing experience in environmental statistics and supported Grenada and Saint Lucia in the development of their respective environmental compendiums.

91. National statistical office representatives expressed satisfaction with the opportunity to have a voice and represent their countries at subregional workshops and international events, sharing their experiences, achievements and limitations rather than merely listening. These events created trust among stakeholders and facilitated the building of professional relationships with peers from other Caribbean States, which continue to be strengthened through the formal and informal communication channels established by the project.

92. In their interviews, international partner institutions praised the information exchange and format of the subregional workshops and highlighted the invaluable opportunity that the Development Account project had offered national statistical offices and international actors involved in statistics in the region, namely to pause and reflect on the statistical needs and capacities of the other agencies.

93. Subregional events also allowed international partners to learn more about the project and its results in target countries, to strengthen their relationship with the national beneficiary institutions and to

discuss and seek future collaboration opportunities. International partners emphasized that workshops on statistics tailored to English-speaking Caribbean countries were rare and commended ECLAC on offering these spaces for learning and exchange.

5.4 COHERENCE

Finding 15. By design, the project considered building institutional partnerships, complementarities and synergies with relevant ongoing initiatives in the subregion.

94. The project document and interviews indicate that building on the previous work of national, regional and international institutions in the area of environmental statistics was integral to the project design.

95. At the national level, the application of the Environment Statistics Self-Assessment Tool was intended to create an understanding of existing capacities and levels of experience of each partner country, providing a starting point for the project to deliver tailored advisory services and support.

96. At the regional level, the project was designed to build on the knowledge and experience of the ECLAC subregional headquarters for the Caribbean in the English-speaking target countries, as well as on the environmental statistics work of CARICOM in the subregion, including the support it had provided target countries for the development of national environmental statistics compendiums and the knowledge it had generated in workshops related to climate change statistics and in the preparation of its first regional climate change report.

97. The project was also expected to build close relationships and partnerships with OECS, the Caribbean Disaster Emergency Management Agency, the United Nations Office for Disaster Risk Reduction Regional Office for the Americas and the Caribbean, the CARICOM Climate Change Centre and the University of the West Indies in Jamaica, among other relevant regional institutions.

98. At the international and United Nations levels, the United Nations Statistics Division was engaged as a key partner from the start. The project was designed to follow the Division's standards and norms for statistical activities and its methodological guidance on environment statistics, global climate change and disaster indicators, and to apply its Environment Statistics Self-Assessment Tool. The project also sought to enhance the capacity built by the Division and CARICOM during joint subregional workshops on climate change statistics.

Finding 16. The project approach was effective in building institutional collaboration and leveraging additional synergies during implementation.

99. The partnerships forged by the project were the result of careful consideration during the design phase of relevant actors and ongoing activities in the field of environmental statistics, together with the active pursuit and invitation of additional institutions to project events during the implementation phase. The adoption of this flexible approach in lieu of a more formal strategy on partnerships and synergy was informed by the knowledge and lengthy experience of ECLAC in the subregion. The approach proved effective in engaging new partners and avoided duplication. However, some of the partnerships envisaged in the project document did not materialize, despite persistent efforts by the project management team. These include, for example, close engagement with the Caribbean Disaster Emergency Management Agency, the leading subregional institution in the field of disasters, to which target countries submit a comprehensive disaster management work programme every five years and regularly audit their progress through the use of indicators.

100. New collaborative initiatives also arose from casual communication among project stakeholders. Even within ECLAC, the opportunity to expand the project to eight countries emerged from an informal discussion between officers in the Sustainable Development and Human Settlements Division, in which they discovered complementarities and opportunities for collaboration between the Development Account project and the Division's ongoing activities in the subregion, conducted by ECLAC in its capacity as Technical Secretariat for the Escazú Agreement. This partnership had a significant impact on the project's results, as it enabled four additional countries to benefit from the activities.

101. As the interviewed stakeholders stated, ECLAC has no formal system in place to inform all staff of planned initiatives in the different divisions. This often leads to officers learning about projects with collaborative potential after their approval, when changes or comments to their design are no longer possible. Devising a system to address this situation could improve intra-ECLAC communication, eliminate inefficiencies, make projects more effective and even improve the sustainability of collaborative efforts.

102. In their interviews, other international partners said that they had learned of the project from national statistical offices and consultants. Recognizing the importance and complementarity of the project results with their own initiatives, these partners sought to participate in some of the activities, even if it was late in the project timeline.

Finding 17. The partnerships that ECLAC established for the project were mutually beneficial.

103. Interviewed representatives of partner organizations discussed described their participation in the project as a win-win situation.

104. For CARICOM, the project contributed to progress on its ongoing work and enhanced the interest and capacity of target countries in climate change statistics, thus encouraging them to consider the preparation of a national climate change report, which is an objective of CARICOM. The organization also recognizes the importance of the tools developed by the project and the results linked to geospatial data, indicators and the Environment Statistics Self-Assessment Tool, which are perfectly aligned with and contribute to its medium-term planning. In addition, CARICOM participated in the development of the online training module, where it referred to its work on environmental statistics, thereby increasing its dissemination. Overall, the project strengthened collaboration between CARICOM and ECLAC.

105. For the United Nations Statistics Division, project efforts to collaborate on global norms, apply its tools and learn from the vast knowledge of ECLAC in the subregion have substantially contributed to its own work. With least developed countries and small island developing States as the focus of its activities, the United Nations Statistics Division has started a new project with the Division for Sustainable Development Goals of the Department of Economic and Social Affairs that seeks to identify best practices in data management and processing in the Caribbean and uses the knowledge acquired through the Development Account project. The Statistics Division also drew on the project results to provide inputs to the fourth International Conference on Small Island Developing States, held in Antigua and Barbuda in May 2024.

106. Although OECS participated only in the project's final event, it worked with Grenada in the development of the National Strategy for the Development of Statistics, which benefited from the use of some of the Environment Statistics Self-Assessment results. OECS values the methodology and achievements of the project and intends to continue to use the results as inputs for its projects with national statistical offices and line ministries in the subregion.

107. For the Sustainable Development and Human Settlements Division of ECLAC, the project produced the common baseline information on six countries that is required for the OECS Regional Environmental

Information System that it committed to establishing under the Escazú Agreement. The project, in turn, was able to raise its own profile at the policy level thanks to its association with the Agreement, and the resulting synergy nearly doubled the coverage of its activities, results and benefits.

5.5 SUSTAINABILITY

Finding 18. The sustainability considerations integrated at the design stage are valid, as countries have continued to benefit from lessons learned and project activities since June 2023.

108. According to the project document, the sustainability of project results would be developed through:

(i) The capacities built, which would improve environmental statistics within national statistical systems;

(ii) The permanent training opportunities offered by the ECLAC-hosted online learning module;

(iii) The establishment of formal and informal communication channels for continued inter-institutional collaboration and North-South and South-South support for national statistical offices and line ministries.

109. Additional results reported by the stakeholders in their interviews, confirming that lessons learned, and inter-institutional collaboration continued to be put into practice after June 2023, are set out below:

(i) Belize integrated environment and climate change components into its new national strategy for the development of statistics, which was under preparation at the time of this evaluation. The country plans to make use of the improved accessibility to environmental data for its upcoming voluntary national review, which will integrate the problems and solutions identified during the project activities. It will also use data from the project in the new Belize Environment Outlook report and will include some of the project indicators in upcoming updates to the national climate change strategy and national environmental policy and strategy. Institutions in Belize plan to continue to use project knowledge in implementing its data collection procedures and fulfilling its international reporting obligations.

(ii) Dominica has included the project indicators in its current environmental statistics report. Direct beneficiaries of the project started using its findings to mentor colleagues with a view to strengthening the area of environmental statistics in their work and institutions. Similar cross-training is also under way in Belize, according to the online survey responses.

(iii) In 2023, Grenada launched its third compendium of environmental statistics, which includes some of the indicators developed during the project. The country is also including environmental statistics in its national strategy for the development of statistics, which is in progress. Of high relevance for the sustainability of project results was the official launch of an environmental statistics advancement committee in March 2024. Prior to the launch, terms of reference were developed for the committee members to ensure that they could provide needed advice to the Cabinet on matters of national interest related to the environment, climate change and disasters. Key counterparts in Grenada plan to continue to use the knowledge acquired during the project to improve monitoring of the environmental dimension of the national sustainable development plan and include more climate change and disaster indicators in future environmental compendiums.

(iv) Saint Kitts and Nevis plans to include some of the project indicators in its next five-year comprehensive disaster management country work programme.

Finding 19. Notwithstanding the project's achievements, the full consolidation of results at the national level would have required more time.

110. Through the interviews and the online survey, the stakeholders expressed that, despite the very positive results achieved and their intention to continue to use the knowledge and information generated, direct

support was still needed. While the project had sparked their curiosity and raised their confidence in the management of the new information, it closed before some countries could complete and validate the entire Environment Statistics Self-Assessment and make greater progress in disseminating and using the information generated. This is understandable, as the original project deadline was met despite the effects of COVID-19, which lasted well over a year.

Finding 20. Structural challenges remain, posing risks to the sustainability of results.

111. Human resource constraints remain a major challenge to progress in the development, use and dissemination of climate change statistics and indicators. In fact, 3 of the 26 focal points for the project in the eight countries had left their positions (in national statistical offices and relevant line ministries) at the time of this evaluation, less than a year after the project concluded. Interviewees from the different agencies said that their interest in data-sharing and collaborative development of new ideas is affected by staff shortages, high turnover rates, competing priorities and heavy workloads. In some countries, these issues have also affected the completion of the Environment Statistics Self-Assessment and the validation of its results after project closure, with implications for the dissemination, use and citation of results. The project accounted for the risk of institutional knowledge loss due to staff turnover from the beginning and designed the online learning tool in an attempt at mitigation.

112. The availability of financial resources for data collection was also identified as a limitation affecting continued momentum and the longevity of project results, according to representatives from Belize and Dominica. It is a particularly serious issue for Dominica, where Hurricane Maria caused the loss of data that was required for many of the project indicators. Without additional staff and financial resources, the relevant agencies cannot resume the collection of these data, limiting the future application of project knowledge.

Finding 21. The project laid the groundwork for the possible institutionalization of data-sharing and coordination agreements between national agencies.

113. The project made major strides in the internalization of inter-agency collaboration for environmental data-sharing and coordination. The benefits gained from collaboration paved the way for the possible establishment of inter-institutional cooperation agreements between the agencies involved.

114. According to the stakeholders interviewed, some initial plans to formalize the coordination of data-sharing and data production are in development in Belize, Saint Kitts and Nevis, and Grenada. Formalizing the agreements is essential in the context of human resource shortages and rapid staff turnover in national institutions, as there is a risk of losing the officers who participated in the project and established an informal working collaboration on data-sharing.

Finding 22. All target countries have expressed the will to pursue further progress on the development, dissemination and use of climate change and disaster indicators, but there is uncertainty regarding the way forward.

115. The application of the Environment Statistics Self-Assessment Tool provided a good understanding of the issues that target countries need to address in the development of climate change and environmental indicators, which national stakeholders appreciated. However, the way to address the identified gaps is uncertain amid staff and financial constraints in Caribbean small island developing States.

116. While all interviewees expressed their interest in continuing to apply their new knowledge, they also worried that without additional external support, their institutions would not be able to address gaps. They would have been interested in co-creating a continuity plan as one of the final activities of the project, which they felt had ended abruptly.

Finding 23. Overcoming some of the structural challenges requires additional external support.

117. Resolving the financial and staffing constraints facing national statistical offices and line ministries was not a project objective. However, these issues hinder the sustainability of project results and can only be addressed with external support in the short-to-medium term, given target countries' tight fiscal space, which creates a budgetary bottleneck that slows down the implementation of solutions. Persistent structural challenges are an indication of the need for external assistance.

118. Key national counterparts have made efforts to access external support to continue the work initiated under the project. For example, representatives of Dominica said in interviews that they continually seek out other potential projects to maintain momentum, develop more indicators, identify additional gaps and explore socioenvironmental statistics. For example, they engaged in the Child Climate Risk Index-Disaster Risk Model subnational risk assessment of the United Nations Children's Fund (UNICEF), which might use some of the indicators developed during the Development Account project. Unfortunately, the UNICEF project had a very short implementation period and did not provide funding for data collection, leaving Dominica with the same major data problems identified in the Environment Statistics Self-Assessment.

119. Stakeholders in Dominica have also shared project knowledge with an additional officer through mentoring. Other countries and additional staff of partner line ministries have participated in the e-learning module.

Finding 24. The partnerships created by the project offer opportunities for continuity.

120. The synergies created by the project and the interest of regional and international partner institutions in sustaining its benefits represent the best chance for project result continuity, in terms of additional capacity-building support, where needed, and financial and human resources to address, at least in part, structural challenges.

121. The project's synergy with the Sustainable Development and Human Settlements Division of ECLAC created an important foundation for the sustainability of project results and benefits for the six OECS target countries. The inclusion of 100 indicators, including the project's climate change and disaster indicators, in the OECS Regional Environmental Information System being developed under the binding Escazú Agreement will help to ensure that they are updated regularly.

122. The Regional Environmental Information System was planned as a comprehensive platform for public access to data and information that support policy and decision-making dialogues, and will facilitate the member States' fulfilment of reporting obligations under multilateral environmental agreements, including the St. George's Declaration of Principles for Environmental Sustainability, the Escazú Agreement and the 2030 Agenda. This will support the dissemination and use of the project results.

123. The completion of the Regional Environmental Information System, expected by the end of 2024, will enable countries to prioritize areas for investment, including in data collection, and access funding associated with the Escazú Agreement.

124. Regional and international project partners have maintained close communication with key counterparts in target countries and are exploring avenues to keep collaborating in the continuation of activities and the dissemination and scaling-up of results, reflecting their recognition of the project's achievements and their interest in the sustainability of its results. The regional institutions involved in the project are committed to ensuring the monitoring of project indicators.

125. Since the project's closure, various regional and international partner institutions have continued to disseminate the project's achievements in international forums, and are independently pursuing funding opportunities to build on those achievements and further the development of climate change and disaster indicators in target countries and the region at large.

126. To that end, regional and international partners have been in communication with funding institutions, including multilateral development banks, and have used the methods and results of the Development Account project in several other ongoing projects in the region, albeit to a limited extent.

Finding 25. A continuation strategy could help to maintain momentum and guide the efforts of national, regional and international partner institutions to build on the project results and promote their use.

127. With the exception of the Regional Environmental Information System, partners' efforts to build on and expand project results are fragmented. Ideally, ECLAC and its national, regional and international partners could join forces to develop and fund a continuation strategy or a new initiative to sustain the momentum and continue and expand the project's work project beyond the subregion.

128. Such a strategy could include the identification of additional users (sectors and institutions) of the data compiled, the information generated in target countries and means to strengthen dissemination. The Regional Environmental Information System, the Platform for Resilience and Suriname's Monitoring, Reporting and Verification Tool include only some of the data and information generated, but the remaining data and information are of high value, and their use could be assured through targeted dissemination.

129. A continuation strategy could also include more activities focused on higher levels of government to encourage and actively engage policymakers and decision makers in using the project information. This is the project's ultimate goal, but its achievement requires additional time and effort.

130. Various national stakeholders and representatives of partner organizations suggested during interviews that a good measure to overcome human resource challenges and keep target countries and institutions engaged, in addition to the project's continuity-oriented design, would be to designate two focal points for environmental statistics in each target country. They also suggested that these focal points could be responsible for keeping national information up to date in the Platform for Resilience, which is an additional and highly valued project output.

131. In their interviews and responses to the online survey, stakeholders recommended creating a list of the indicators that are common to various reporting frameworks (e.g. SDG indicators, CARICOM indicators) and prioritizing their development, as this could foster collaboration and subregional and peer-to-peer discussions in the interval before a continuation path is identified. They also recommended the formation of a small technical team for this purpose.

Finding 26. The project contributed to shaping the Commission's modality of work in the subregion and has strengthened national institutions' trust in ECLAC.

132. According to the interviews, the implementation of the past two Development Account projects in the subregion —including project 2023Q— has shown that project development and results depend on face-to-face activities in target countries and that hybrid (online and in-person) modalities should be limited to specific short-term activities. This will be considered in the design and implementation of future projects.

133. One of the most important results for ECLAC has been the trust built through regular contact with the countries' focal points, including during the COVID-19 pandemic. Interviewees indicated that there is now more frequent exchange and more fluid communication with ECLAC offices in Port of Spain and Santiago, as well as sufficient rapport for informal calls to communicate progress or further interest or to request advice on specific statistical issues. The strengthened trust and improved communication are expected to facilitate and expedite the design and implementation of future projects.

5.6 CROSS-CUTTING ISSUES

Finding 27. The project design addressed human rights, though not explicitly.

134. Although the project document did not specify how the project would address human rights, its design, activities and results inherently covered all human rights related to and affected by climate change and disasters.

135. The project also contributed to the fulfilment of human rights obligations by the governments of target countries. Specifically, this was done through the generation of key information for monitoring, reporting and better policymaking and decision-making on climate change —an existential threat to Caribbean small island developing States— and disasters, which are expected to become more frequent as climate change continues unabated, threatening lives, livelihoods, development gains and economic growth for years to come.

136. In this context, the project laid the foundation for countries to improve policies and other decisions to protect human rights, including:
- Rights to life, security and physical integrity of persons, and family ties.
- Rights related to the provision of food, health, shelter and education.
- Rights related to housing, land, property and livelihoods.
- Rights related to documentation, movement, expression and opinion, including the right of access to information, which entitles the public to have access to information of public interest, such as the information produced and disseminated by the project.
- Right to a clean, healthy and sustainable environment, which requires the full implementation of multilateral environmental agreements.
- Right to development, which entitles every human being and all peoples to participate in, contribute to and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedoms can be fully realized.

137. Human rights were also integrated in the design and conduct of the evaluation, which benefited from the survey and interview responses of duty holders (government officers at various levels) and rights bearers (representatives of NGOs, civil society and academic institutions), including women and men.

138. The integration of human rights into project activities was confirmed by 35 valid respondents to the online survey, of whom 14 strongly agreed, 21 agreed and 2 somewhat agreed that the activities that they had attended accounted for human rights. Five valid respondents did not know, did not remember or did not have the knowledge to respond.

Finding 28. The project was inclusive and adhered to the principle of leaving no one behind.

139. Climate change and disasters cause disproportionate harm to groups and peoples already in vulnerable situations, including women and persons with disabilities. By generating the evidence needed to improve monitoring, reporting and policymaking, the project helped to indirectly address the needs of the most vulnerable. This was a unanimous view among interviewees and survey respondents. However, the project document did not explicitly refer to addressing the needs of the most vulnerable groups, which would require more time, follow-up and additional initiatives.

140. In line with the principle of leaving no one behind, the project targeted Caribbean small island developing States in different phases of development in the field of environmental statistics to encourage South-South collaboration and reduce inequalities among countries. The success of this approach is discussed in section 5.3 of this report.

141. The project's inclusive approach was reflected in its multi-stakeholder workshops, designed to foster learning and collaboration. National and subregional workshops included the participation of representatives of the national statistical offices and line ministries working directly with the project, as well as policymakers and representatives of other government agencies, academic institutions, national, regional and international agencies, NGOs and civil society organizations. In the online survey, however, participants expressed a desire for engagement earlier in the project timeline, which calls for broader and timelier communication on project objectives and activities across government institutions.

142. However, the power of convening policymakers and civil society organizations to attend events varied between countries. According to the interviews, these groups were more engaged in project events when the invitation process was led by institutions other than the national statistical offices, such as ministries of environment, which communicate more frequently with different stakeholder groups and participate regularly in multi-stakeholder processes.

143. When asked whether the project activities accounted for disability inclusion, 12 valid respondents strongly agreed, 13 agreed, 10 somewhat agreed, 1 disagreed and 4 did not know, could not recall or did not have the knowledge to respond. The fact that 87% of valid respondents considered that disability inclusion had been integrated to some degree in project activities confirms that a considerable effort was made to convey the importance of using climate change and disaster statistics and indicators to inform good decision-making and policymaking for vulnerable groups.

Finding 29. Environmental concerns were at the core of project design and implementation.

144. The Environment Statistics Self-Assessment Tool implemented in target countries included the identification and analysis of existing statistics for multiple environmental areas at the national level, such as climate change, environmental conditions and quality, environmental resources and their use, waste management, environmental protection management and engagement, and disasters.

145. For each environmental area, the Environment Statistics Self-Assessment reports provided target countries with insights on existing and available data and gaps to be bridged in terms of policies, institutions, data sources and producers, and capacity needs, as well as concrete recommendations to strengthen the production and use of environmental, climate change and disaster statistics.

146. According to the results of the Environment Statistics Self-Assessment and the data available and accessible, each target country developed a series of indicators relevant to climate change, disasters and other areas of environmental statistics. The indicators, which are summarized in the subregional statistical report on the project, were presented at subregional workshops and are already in use in national reporting processes. All evidence confirms that environmental concerns were well integrated into the project design and implementation.

147. The online survey respondents and stakeholders interviewed unanimously agreed that the project had taken environmental concerns into consideration.

Finding 30. Gender considerations were well integrated into project management, design and implementation, although additional efforts could have been made to record the existence or non-existence of gender-disaggregated data at the national level.

148. From its design, the project aimed to achieve a gender-balanced representation of stakeholders in its activities. The concern expressed in the project document regarding potentially insufficient participation among women stakeholders was ultimately dispelled. The review of participant lists for national and regional workshops, and their summary in the final project report, indicate that women were always in the majority, with a total of 315 women participating in all project events, compared to 234 men.

149. According to the stakeholders interviewed, this result is explained in part by the fact that, in general, environmental efforts and policy in the subregion have been managed by women for the past 20 years. Therefore, there may be more women than men in positions of relevance selected for invitation to the project events. The evaluator found evidence for this explanation in the 2018 national adaptation plan of Saint Lucia, which states that the responsibility of leading climate change-related policy in the country falls mostly on women. In addition, in the department and ministry that lead policy processes, including the national adaption plan, the Minister, Permanent Secretary, Deputy Permanent Secretary, Chief of Department, Deputy Chief of Department, Chief Technical Officer and 9 of the Division's 10 technical officers are women.

150. In terms of management, the project was co-managed by a woman and a man.

151. The stakeholder views integrated in this evaluation include those of 9 women and 11 men interviewed and valid responses to the online survey by 31 women, 36 men and 1 individual who preferred not to disclose gender. The evaluation coordination team in the Programme Planning and Evaluation Unit of ECLAC was composed of two women (a coordinator and an assistant), and the Evaluation Reference Group comprises three men and one woman.

152. The indicators produced were inherently gender-neutral, as they were selected from a global database and prioritized by target countries on the basis of data availability and access. While additional efforts could have been made to select and produce indicators requiring gender-disaggregated data, they may have been constrained by the scarcity of such data in the subregion, a limitation that has been repeatedly reported and is beyond the control of the project and its management team.

153. All interviewees viewed the project activities as gender-sensitive and stressed the connections between environmental statistics and vulnerability and the importance of disaggregated data. For example, when discussing disaster data, the project team, including consultants, reiterated the need for data disaggregated by gender and by vulnerable groups.

154. Nonetheless, more efforts could have been made to include gender considerations in project reports. The subregional report and most national workshop reports do not mention gender. Although the final project report summarized the number of men and women participants in the different workshops, all project reports could have indicated why gender-disaggregated data was not used, in order to reaffirm the need for the collection and processing of these data in the context of Caribbean small island developing States.

155. Not reporting on the existence or non-existence of gender-disaggregated data during project implementation was a missed opportunity, since the project is one of only a few that have been able to conduct a thorough and successful data search to contribute to the understanding of the gender dimension of climate change and disasters in the region.

Finding 31. By identifying and compiling data, coordinating data production and ensuring data quality, the project expanded the number of SDG indicators that target countries are able to include in monitoring and reporting.

156. Project documents, including technical assistance and workshop reports, confirm that data that could increase the number of SDG indicators included in target countries' reporting were available prior to the project; however, collection and reporting processes were conducted by different institutions (or by different offices of the same institution) without coordination. By involving the different stakeholders concerned, the project made major progress in identification, access, compilation, quality control and coordination regarding existing data, and in the development of additional SDG indicators that countries have started to include in their reporting, as evidenced in the 2022 voluntary national review reports of Suriname and Dominica.

157. With project support, target countries developed 33 climate change and disaster indicators, some of which directly related to SDGs covering other issues. After reviewing the indicators that were developed and included in the subregional report of the project and comparing them to the SDGs and their official indicators, the evaluator can attest that the project contributed to monitoring and reporting on the following: Goal 1 (No poverty), in particular target 1.5 on building resilience and reducing exposure and vulnerability to climate-related extreme events; Goal 2 (Zero hunger); Goal 6 (Clean water and sanitation); Goal 7 (Affordable and clean energy); Goal 9 (Industry, innovation and infrastructure); Goal 11 (Sustainable cities and communities), specifically targets 11.5 on reducing disaster-related deaths and 11.b on climate change mitigation and adaptation; Goal 12 (Responsible consumption and production); Goal 13 (Climate action), specifically targets 13.1 on strengthening resilience and adaptive capacity to climate-related hazards and natural disasters and 13.3 on improving capacities for climate change mitigation, adaptation, impact reduction and early warning; and Goal 15 (Life on land).

Finding 32. By building national capacity to develop climate change and disaster statistics and indicators and enhancing North-South, South-South and triangular cooperation, the project directly contributed to Goal 17 (Partnerships for the Goals) and strengthened measurement and reporting on 9 additional SDGs.

158. As presented in sections 5.3–5.5 of this report, the project built environmental statistical capacity in eight Caribbean small island developing States and enhanced South-South, North-South and triangular cooperation on environmental statistics, all of which contribute directly to the achievement of Goal 17 (Partnerships for the Goals), including targets 17.9 (Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the SDGs, including through North-South, South-South and triangular cooperation) and 17.18 (By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographical location and other characteristics relevant in national contexts).

159. The project's contribution to monitoring and reporting on the 9 additional SDGs is especially remarkable in the context of data and human resource limitations in the English-speaking Caribbean region; as one stakeholder stated, "Any new statistical series we can report on is a big step forward, and important for everyone".

Finding 33. Encouraging and facilitating inter-agency collaboration on statistics was innovative and broke down silos.

160. Interviewees described the approach of having national statistical offices, line ministries and other relevant stakeholders work together on a practical statistical assignment as innovative, saying that it had facilitated an understanding of the different agencies' roles in areas of common concern, had made all officers aware of the need for collaboration and had broken down traditional government work silos. This appraisal was confirmed by responses to the online survey.

161. Through the online survey, several respondents who participated in project events indicated that the case studies presented and the formats used for the development of metadata were novel and highly engaging.

162. The continued communication between line ministry officers and statisticians was also a new development, raising the profile of statistical work and creating momentum for further collaboration.

Finding 34. The project's hybrid approach, methods and process for indicator development were new to most stakeholders and contributed to engagement and ownership.

163. The whole process of developing an indicator, from data identification during technical assistance sessions to training workshops with ECLAC experts and national statistical offices, line ministries and other stakeholders working hand in hand to build the indicators, was not only highly effective but also new to non-statisticians. As expressed during one stakeholder interview, the process was "eye-opening and created a sense of real involvement and co-ownership".

164. Prior to the COVID-19 pandemic, the use of hybrid (online and in-person) approaches to multi-stakeholder work was uncommon, if not unknown, to most of the stakeholders interviewed. They recognized that the ECLAC management team's rapid transition to the online modality had sustained their engagement through the period of travel restrictions, while also noting their appreciation that in-person activities had resumed as soon as possible.

165. The consolidation of the project indicators in a single platform, the Platform for Resilience, was also considered innovative.

Finding 35. Simultaneous work on climate change and disaster statistics and indicators was also innovative.

166. From a statistical perspective, the simultaneous work on climate change and disaster statistics was also new to the subregion. According to the evaluation interviews, no prior project on these topics had gone to such lengths to apply a common methodology in all target countries.

Finding 36. The project made effective use of the technical and human resources and data available in the target countries.

167. Project implementation was cost-efficient thanks to the backing and interest of the national statistical offices and line ministries, whose focal points made considerable efforts to support and benefit from project activities, despite heavy workloads, multiple commitments and the challenges of COVID-19.

168. National focal points in the target countries contributed to the project by creating stakeholder lists; sending out event invitations; participating in events; identifying existing data, sources of information and indicators of national interest; and following up on the activities and data requirements with the various government agencies and actors involved.

169. In general, the national statistical office, the ministry in charge of environmental or climate change issues and the agency in charge of disaster or emergency management each designated one project focal point. Although this worked out well for the project, the additional workload it created for the focal points, together with their other ongoing commitments, was perceived as excessive at times and detrimental to the focus that the project required. To improve this situation, some of the focal points recommended appointing two focal points per institution in future projects.

170. In terms of data, the project team and national focal points undertook major efforts to identify, gain access to, compile and use existing data for the construction of indicators. The project's effective use of the data is evidenced by the 33 indicators developed.

Finding 37. The project was effective in drawing on existing knowledge and capacity within the United Nations Secretariat.

171. ECLAC coordination, management and technical support was highly appreciated by all stakeholders interviewed, who recognized that their progress on indicator development would not have been possible without it.

172. ECLAC drew on its extensive subregional knowledge and its long-term engagement with regional and international partners to design a project that was tailored to the needs of the target countries and to overcome implementation challenges.

173. The project also benefited from ECLAC technical expertise and resources in the areas of geographic information systems and online platform development for the consolidation of indicators in the Platform for Resilience, and from the expansion of the Regional Network of Environment and Climate Change Statistics to the English-speaking Caribbean community.

174. In terms of leveraging the capacities and resources of other United Nations entities, the project included the use of the Environment Statistics Self-Assessment Tool, developed by the United Nations Statistics Division, and relied on the participation in regional workshops of other United Nations organizations, including the United Nations Environment Programme and the United Nations Office for Disaster Risk Reduction.

6. CONCLUSIONS

175. The main conclusions of the end-of-cycle review are presented below.

RELEVANCE

Conclusion 1. The project was highly relevant and well aligned with the strategic needs of the subregion.

176. The alignment was recognized by stakeholders and evident in the interest that the project garnered and its success in enhancing target countries' reporting under international agreements during and after implementation.

177. The project's high degree of relevance was underpinned by a well-informed project design process that was consultative, integrated the views of national and regional stakeholders and benefited from the technical expertise of ECLAC, the United Nations Statistics Division and other international stakeholders involved in environmental statistics.

EFFICIENCY

Conclusion 2. High levels of efficiency, flexibility, persistence and resourcefulness enabled the project to overcome multiple challenges and expand its activities from four to eight countries.

178. The swift transition of project activities to online platforms in response to the COVID-19 pandemic was highlighted as a significant achievement that kept target countries engaged despite travel restrictions.

179. The understanding that the project management team extended to national focal points regarding their personal and professional circumstances during the pandemic greatly contributed to building trust and strengthening their commitment to overcoming delays.

180. When travel resumed, the project rapidly reverted to face-to-face activities, which proved much more effective than online modalities according to all those interviewed. The return to in-country, in-person activities was crucial for the rapid implementation of the project after more than a year of delays.

181. Efficient financial management and budget savings during the long period of online work ensured that sufficient resources were available to rapidly conduct the delayed activities and to expand the project scope to four additional countries when an opportunity emerged through the Escazú Agreement. This demonstrates the management team's skilled work and strong capacity to navigate crises and harness opportunities for further development.

EFFECTIVENESS

Conclusion 3. The project was highly effective, having achieved its outcomes and exceeded the original number of outputs.

182. The project achieved its planned outcomes and outputs and exceeded its targets, within budget and on time, and with the addition of four additional countries one year prior to its closing date.

Conclusion 4. Tangible, significant project results include a clear understanding of the national environmental statistics situation; collaboration between agencies and between target countries for improved statistical processes; the production of valuable data and indicators; and increased subregional interest and momentum in environmental statistics.

183. Thanks to the application of the Environment Statistics Self-Assessment Tool, key national stakeholders learned about global indicators and their data requirements; assessed the status of data availability, access, production and quality in their countries; and gained a better understanding of their capacities, gaps and needs to advance in the production of disaster and climate change statistics and indicators.

184. The continuous engagement in practical statistical work among stakeholders from the national statistical office, the environmental agency and the disaster management agency elicited inter-institutional collaboration in all target countries. The collaborative nature of project activities enabled data-sharing, generated an understanding of the different agencies' roles and responsibilities in the statistical process for climate change and disasters, and unexpectedly raised the profile of national statistical offices and statisticians.

185. The project also elicited and strengthened collaboration between English-speaking Caribbean small island developing States and North-South collaboration during subregional workshops, which prioritized space for dialogue. These events were highly valued by project stakeholders for their focus not on protocols but rather on creating opportunities for project partners to present the results of their efforts, learn from peers and better understand the statistical needs and capacities of the different agencies.

186. Through hands-on work with national focal points, the project identified and compiled data for the construction of indicators prioritized by the countries, which are now in use. Through this process, the project also recovered and determined the quality of valuable data that had essentially been lost to the statistical process (largely because they could not be accessed or located). The project also provided recommendations on data collection and processing, thereby strengthening the capacities of data producers.

COHERENCE

Conclusion 5. The partnerships, synergies and complementarities established by the project, during both the design and implementation phases, increased its visibility and regional ownership and allowed it to double the number of beneficiary countries.

187. Beyond its important initial partnerships, the project successfully expanded its institutional partners and leveraged synergies with ongoing initiatives during the implementation phase. Although not all planned institutional partnerships materialized, the "active pursuit" approach followed by the management team, together with invitations to project events, proved effective in reducing the duplication of efforts and in generating interest among other institutions for the use and scaling-up of project results.

188. In addition to the very valuable collaborations established from the start of the project —including with the CARICOM Regional Statistics Project and the United Nations Statistics Division— and those actively sought during implementation, a remarkable synergy emerged within ECLAC during the implementation phase: in 2022, an informal conversation led to the discovery of complementarities between Development Account project 2023Q and the activities required by the Sustainable Development and Human Settlements Division to develop the Regional Environmental Information System for OECS countries under the Escazú Agreement. This synergy enabled the expansion of the project to eight countries. However, better communication between ECLAC divisions could potentially have harnessed this synergy earlier and yielded more benefits for target countries.

SUSTAINABILITY

Conclusion 6. Target countries have continued to reap project benefits since its closure.

189. The capacities built, improved inter-institutional collaboration and the formal and informal communication channels established under the project have enabled its benefits to endure after its closure, as demonstrated by the voluntary national reviews, national environmental reports and environmental compendiums issued since June 2023.

Conclusion 7. Despite project efforts, structural challenges —including high turnover, staff shortages and financial constraints in national institutions— pose risks to the longevity of project results and benefits.

190. Shared structural challenges facing national institutions in all target countries could jeopardize the sustainability of the project's momentum and achievements. Without external support and financial resources, target countries struggle to collect data; staff shortages, heavy workloads and competing priorities leave little time for officers to collaborate on the development of new indicators; and high staff turnover puts institutional knowledge and informal data-sharing and coordination agreements at risk, should the officers trained during the project leave their posts.

191. The project design accounted for these risks by creating opportunities for mitigation. These included the design and delivery of the online module and platforms, which ensure the availability of training resources in the case of knowledge loss due to staff turnover.

192. However, despite these efforts, in light of the magnitude of the challenges that the national institutions will have to address without immediate support, the project closure seemed abrupt, and project stakeholders expressed uncertainty regarding the way forward.

Conclusion 8. The project did not have the time, resources or additional efforts at high levels of government to ensure the use of results in policymaking.

193. Even accounting for the project's accelerated pace of implementation and achievement of all its targets despite COVID-19, the actual implementation period proved too short to see the results reflected in evidence-based policies. Most activities focused on building capacity at the technical level, with good technical-level results, including on reporting under international agreements. Although policymakers participated in some events, additional dedicated efforts are needed at high levels of government to institute the use of the project data and indicators in policymaking. The realization of benefits from data-sharing and coordination among the national agencies participating in the project has created a valuable opportunity to institutionalize collaboration through the establishment of memorandums of understanding and other formal mechanisms.

Conclusion 9. The partnerships and synergies established by the project represent the best path to continuity.

194. The synergy created under the binding Escazú Agreement ensures that the climate change and disaster indicators developed by the project and included in the Regional Environmental Information System will be updated on a regular basis and used in reporting under international environmental agreements by the six target OECS countries and beyond. The completion of the system by the end of 2024 will also enable countries to prioritize areas for investment, including data collection, and access external funding associated with the Agreement.

195. Beyond the potential external support that the Regional Environmental Information System can offer, the sustainability and scaling-up of activities, results and benefits in all countries will depend largely on the external support that national, regional and international partners can independently or collaboratively access or mobilize, according to the level of interest and commitment expressed.

CROSS-CUTTING ISSUES

Conclusion 10. The project was inclusive, integrated human rights considerations and adhered to the principle of leaving no one behind.

196. While human rights were not explicitly addressed in the project's design, its activities and results indirectly addressed all human rights related to and affected by climate change and disasters. The project also contributed to the fulfilment of government obligations to the protection of human rights, which include the rights to life, security, physical integrity, family ties, food, health, shelter, education, housing, land, property, livelihoods, freedom of movement, documentation, expression and opinion, information, a clean, healthy and sustainable environment, and development.

197. The project was successful in the application of practical approaches to ensure inclusion and leave no one behind. These included targeting Caribbean small island developing States in varying phases of development in the field of environmental statistics to foster South-South collaboration and reduce inequalities between countries; offering learning, exchange and collaboration opportunities to a wide range of stakeholders during and after the project (e.g. through an e-learning module); and providing target countries with the opportunity to present their progress and communicate their needs.

198. Indirectly, the project addressed the needs of the most vulnerable groups by generating evidence to improve monitoring, reporting and decision-making on climate change and disasters, which cause disproportionate harm to the most vulnerable segments of society.

Conclusion 11. Environmental considerations were at the core of project design, implementation and results.

199. The project addressed environmental concerns in its thematic focus —including climate change, the biggest environmental concern of the modern era— and through the identification and compilation of existing data and statistics and the construction of indicators that are already and will continue to be in use in national reporting under international agreements, including multilateral environmental agreements.

Conclusion 12. A comprehensive approach to integrating gender, human rights and disability considerations was central to the project's activities. However, more efforts could have been made to capitalize on the rare opportunity to identify gender-disaggregated data or report its non-existence.

200. The evaluation provided clear evidence of the project's comprehensive approach to integrating gender, human rights and disability considerations into its implementation. This was apparent in the project's activities, which consistently promoted gender equality and prioritized the inclusion of vulnerable populations. These practices not only aligned with broader United Nations objectives but also ensured that the project impact was equitable and inclusive. The findings indicated that this approach contributed to a more robust and sustainable impact, enhancing the resilience of the communities served by the project.

201. A major aim and achievement of the project was to raise awareness on the importance of gender-disaggregated data collection, analysis and reporting to guide national policy and strategic decisions and agendas. However, the indicators produced were inherently gender-neutral, largely owing to limited availability of data, and therefore did not advance the development of gender-disaggregated information.

202. The project had a rare opportunity to delve into existing and inaccessible data. Reporting on the existence or non-existence of at least some gender-disaggregated data during the Environment Statistics Self-Assessment exercise could have contributed to addressing evidence gaps that prevent a better understanding of the gender dimension of climate change and disasters in the targeted region.

Conclusion 13. The project contributed directly and indirectly to the achievement of the SDGs.

203. By identifying and compiling data, coordinating data production and ensuring its quality, the project expanded the number of SDG indicators that target countries are able to include in their SDG monitoring and reporting.

204. The 33 indicators developed in the course of the project generated the information needed for monitoring and reporting progress in the achievement of at least 9 SDGs. In addition, the project directly contributed to the achievement of Goal 17 (Partnerships for the Goals) through the environmental statistical capacity built in eight Caribbean small island developing States, and by catalysing and enhancing North-South, South-South and triangular cooperation for the development of climate change and disaster statistics and indicators.

Conclusion 14. The project was innovative, interesting and engaging.

205. The project's encouragement and facilitation of inter-agency collaboration on statistics broke down traditional silos within government structures, creating an understanding of different agencies' roles in the statistical and reporting process and fostering cooperation among stakeholders. This innovative approach raised the profile of statistical work and built momentum for continued collaboration.

206. The project's hybrid approach and methods for indicator development were novel and effective in engaging stakeholders during the difficult COVID-19 period. Representatives of different national institutions all working together on an assignment created a sense of engagement and ownership among non-statisticians.

207. The dual focus on climate change and disaster statistics was another innovation in the subregion, as was the successful promotion, application and use of a common assessment methodology (i.e. the Environment Statistics Self-Assessment Tool).

Conclusion 15. The project made effective use of the technical and human resources and data available in the target countries and of existing knowledge and capacity within the United Nations Secretariat.

208. The project's cost-efficient implementation was possible thanks to the strong support and involvement of national focal points from national statistical offices and line ministries, who actively contributed to activities despite heavy workloads and COVID-19-related difficulties. Their efforts in creating stakeholder lists, coordinating events and identifying relevant data sources were instrumental to the successful implementation of the project.

209. The project effectively leveraged existing knowledge and capacity within the United Nations Secretariat, particularly through the coordination, management and technical support provided by ECLAC. The project capitalized on ECLAC technical expertise in the field of environmental statistics and its resources pertaining to geographic information systems and online platform development. The project also capitalized on the tools developed by other United Nations entities and benefited from their participation and knowledge exchanged during activities.

7. GOOD PRACTICES

210. The following good practices identified in the implementation of Development Account project 2023Q were key in contributing to its effectiveness, efficiency, coherence and sustainability, and can be replicated by ECLAC in the design and implementation of future projects in the Caribbean.

1. Involve all key national agencies from the start. This ensures that projects are relevant to national and regional needs and contexts, facilitates stakeholder engagement, creates ownership and fosters commitment to the use of project results.

211. In the Caribbean subregion, early engagement is seen as a sign of trust and respect. Early engagement of all key national agencies creates ownership, reduces the burden of constant follow-up on national focal points, facilitates additional support and increases the chance of long-term use of project results. In addition, in accordance with standard practice, all other agencies identified as potential partners should be notified of the project and its objectives and activities as early as possible.

2. Face-to-face, practical and focused work involving representatives of different national agencies is an excellent method for strengthening inter-institutional collaboration and cooperation at the technical level.

212. This method lent itself to effective implementation, received high praise and generated multiple long-lasting benefits, including knowledge of the existing capacity in different national agencies and of different institutions' roles in cross-cutting issues. ECLAC should incorporate more face-to-face and hands-on modalities for capacity-building activities in the Caribbean.

3. Wherever financial resources allow, hire national consultants to support the coordination of activities in target countries.

213. The hiring of national consultants proved highly effective and was praised by national focal points for providing them the support they needed to manage a large number of commitments and projects simultaneously. This should be included, wherever possible, in ECLAC funding proposals for projects in the subregion.

4. Invitations to project activities should come directly from ECLAC, in partnership with national institutions.

214. In terms of the number of responses received, this approach proved more effective than having partner institutions send invitations. ECLAC should offer this option to national partners when planning events.

5. Create informal communication channels for project stakeholders to share experiences, ideas and challenges.

215. The WhatsApp channel created by project stakeholders as part of the project remains active almost one year on from project completion, helping to keep the network and partnerships alive. Establishing informal communication networks during project implementation enhances peer learning and South-South cooperation.

8. RECOMMENDATIONS

216. ECLAC could consider the following two actions to improve the performance of future projects. These recommendations are based on the findings of the evaluation and suggestions made by the project partners interviewed.

Recommendation 1. Tailor project activities to overcome structural limitations faced by beneficiaries.

217. Through initial discussions with stakeholders, analyse the potential implications of structural challenges for the effectiveness of project activities and the sustainability of benefits after project closure and seek suitable alternatives.

218. In statistical projects in the Caribbean, this may include, for example, the identification or adaptation of data gathering and processing methods that require fewer local human resources, such as terrestrial Earth observation techniques, and the development of e-learning courses, which can help to bridge the knowledge gaps associated with high staff turnover rates.

219. It would also be advisable to discuss technological and equipment limitations, as well as technical capacity challenges, with key national counterparts in the subregion at the start of the engagement process. Such discussions could provide greater clarity to ECLAC project managers regarding the expected results of activities and the potential benefits for national agencies, thereby limiting the risk of unmet expectations.

Recommendation 2: Create opportunities for dialogue among partner institutions on ways to sustain and scale up project benefits.

220. The final regional workshop of the project included a dedicated session for beneficiary and non-beneficiary countries and partners to discuss these matters and next steps after project closure. Drawing on the results of this activity, and in order to scale up the desired benefits, it is recommended that the design of future projects include a similar activity, in addition to the co-creation of a continuity strategy or plan, where possible, as an opportunity for national, regional and international agencies to identify ways to overcome structural challenges, scale up benefits and consolidate and ensure the use and dissemination of results following project completion.

ANNEXES

ANNEX 1	TERMS OF REFERENCE
ANNEX 2	PROJECT RESULTS FRAMEWORK
ANNEX 3	EVALUATION MATRIX
ANNEX 4	DATA COLLECTION INSTRUMENTS
ANNEX 5	LIST OF INDIVIDUALS INTERVIEWED
ANNEX 6	LIST OF DOCUMENTS AND RESOURCES REVIEWED
ANNEX 7	MATRIX OF COMMENTS

ANNEX 1

TERMS OF REFERENCE

TERMS OF REFERENCE

Assessment of the Development Account Project 2023Q CARIBBEAN SIDS RELEVANT CLIMATE CHANGE AND DISASTERS INDICATORS FOR EVIDENCE-BASED POLICIES

I. Introduction

1. This assessment is set out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000, 70/8 of December 2015 and 73-269 of December 2018, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

II. Assessment Topic

2. This assessment is an end-of-cycle review of a project aimed at strengthening the institutional capacity of the national practitioners involved in the statistical production, use and dissemination process.

III. Objective of the Assessment

3. The objective of this assessment is to review the relevance, efficiency, effectiveness, coherence, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.

4. The assessment will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them in other countries.

5. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of projects.

IV. Background

<u>The Development Account</u>

6. The Development Account (DA) was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations (UN). By building capacity on three levels, namely: (i) the individual; (ii) the organizational; and (iii) the enabling environment, the DA becomes a supportive vehicle for advancing the implementation of internationally agreed development goals (IADGs) and the outcomes of the UN conferences and summits. The DA adopts a

medium to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.

7. Projects financed from the DA aim at achieving development impact through building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The DA provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through the cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and UN Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at country level. For target countries, the DA provides a vehicle to tap into the normative and analytical expertise of the UN Secretariat and receive on-going policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the UN country teams.

8. The DA's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, with an emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes.

9. DA projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

10. ECLAC undertakes internal assessments of DA projects in accordance with DA requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey, and a limited number of telephone-based interviews.

<u>The project</u>

- The project under evaluation is part of the projects approved under this account for the 12th Tranche (2020-2023). It was implemented jointly by the ECLAC Statistics Division and the ECLAC subregional headquarters for the Caribbean.
- The duration of this project was of approximately three and half years, having started activities in March 2020, and with an estimated date of closure of June 2023.
- The overall logic of the project against which results and impact will be assessed contains an overall objective and a set of expected accomplishments and indicators of achievement that will be used as signposts to assess its effectiveness and relevance.
- The project's objective as stated above is "strengthening the institutional capacity of the national practitioners involved in the statistical production, use and dissemination process." The project was envisaged to focus on Antigua and Barbuda, Belize, Dominica and Suriname.
  - The expected accomplishments were defined as follows:

    EA1 Strengthened national statistical and institutional capacities of Caribbean member States to produce and disseminate relevant internationally agreed climate change and disaster indicators on a continuous basis.

EA2 Strengthened regional capacities of Caribbean practitioners from National Statistical Offices, policymakers and other stakeholders to use the indicators for sustainable evidence-based development policies.

- To achieve the expected accomplishments above, the following outputs were originally planned:
  - OP1.1 Six national advisory services provided to four target countries for initial and follow-up assessments of the status of the production of climate change and disasters indicators;
  - OP1.2 Four national training workshops delivered to support the sustained production of relevant climate change and disaster risk reduction, occurrence and impact indicators based on inter-institutional collaboration;
  - OP2.1 One subregional workshop delivered for both target and non-target countries of the English-speaking Caribbean;
  - OP2.2 A dedicated Caribbean English-speaking countries online discussion group created within the existing Regional Network on Environment Statistics and two webinars delivered for both target and non-target countries;
  - OP2.3 A subregional statistical report is produced, covering Caribbean adapted climate change and disasters statistics and indicators situation, recommendations and next steps;
  - OP2.4 One online training module created for and delivered to English-speaking Caribbean countries;
  - OP2.5 One final subregional workshop delivered for both target and non-target English-speaking Caribbean countries; and
  - OP2.6 Two side-events organized by ECLAC in global fora for target Caribbean countries to exchange lessons learned and experiences related to climate change and disasters indicators from countries from other regions.

11. The budget for the project totalled US$610,505. Progress reports were prepared on a yearly basis.

Stakeholder Analysis

12. As stated in the project document, the main project stakeholders were Ministries of Environmental. Climate Change and Disaster Management, National Statistics Offices (NSOs), Policymakers (both government and opposition), Planning Divisions or Offices, Subregional integration organization CARICOM, Academia, Civil Society and Private Sector.

V. Guiding Principles

13. The evaluation will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).[1]

[1] Norms and Standards for Evaluation, UNEG, june 2016. http://www.unevaluation.org/document/detail/1914 UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. http://www.unevaluation.org/document/detail/2866.

It is expected that ECLAC's guiding principles to the evaluation process are applied.[2] In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights.[3] This includes consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

14. Other concerns to be integrated into the evaluations are disability inclusion, and environmental issues.

15. The evaluation will also examine the extent to which gender concerns were incorporated into the project –whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment.

16. Other concerns to be integrated into the evaluations are disability inclusion, and environmental issues.

17. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the assessment report, will be carried out in alignment with these principles.[4]

18. The evaluation will also include an assessment of the project´s contribution to the achievement of the Sustainable Development Goals (SDGs).

19. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation":[5]

- Integrity
- Accountability
- Respect
- Beneficence

VI. Scope of the assessment

20. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in the region, as well as the sustainability of the project interventions. The assessment will also review the interaction and coordination modalities used in its implementation within ECLAC, and between/among other co-operating agencies participating in the implementation of the project.

21. In summary, the elements to be covered in the assessment include:

- Actual progress made towards project objectives
- The extent to which the project has contributed to outcomes in the identified countries whether intended or unintended.
- The efficiency with which outputs were delivered.
- The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc.) contained in the project document.

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2 See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2017) and ECLAC, "Evaluation Policy and Strategy" (2017) for a full description of its guiding principles.

3 For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014) http://www.unevaluation.org/document/detail/1616 and "Guidance on Evaluating Institutional Gender Mainstreaming" (2018) http://www.unevaluation.org/document/detail/2133.

4 *Human rights and gender perspective.*

5 UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. http://www.unevaluation.org/document/detail/2866.

- The validity of the strategy and partnership arrangements. Coordination within ECLAC, and with other co-operating agencies.
- The extent to which the project was designed and implemented to facilitate the attainment of the goals.

22. Relevance of the project's activities and outputs towards the needs of Member States, the needs of the region and the mandates and programme of works of ECLAC.

23. It will also assess various aspects related to the way the project met the following Development Account criteria:

- Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects;
- Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels;
- Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat;
- Create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.

VII. Methodology

24. The assessment will use the following data collection methods to assess the impact of the work of the project:

25. **Desk review and secondary data collection analysis**: of the programme of work of ECLAC, DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.

26. **Self-administered surveys**: Surveys to beneficiaries in the different participating countries covered by the project should be considered as part of the methodology. Surveys to co-operating agencies and stakeholders within the United Nations and the countries participating in the project should be considered if applicable and relevant. PPEU can provide support to manage the online surveys through SurveyMonkey. In the case, this procedure is agreed upon with the evaluator, PPEU will distribute the surveys among project beneficiaries to the revised lists facilitated by the consultant. PPEU will finally provide the evaluator with the consolidated responses.

27. **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries, project managers and co-operating agencies.

28. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated – based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the inception report.

III. Evaluation Issues/ Questions

29. This assessment encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four main criteria: relevance, efficiency, effectiveness, and

sustainability. Within each of these criteria, a set of evaluation questions will be applied to guide the analysis.[6] The responses to these questions are intended to explain "the extent to which," "why," and "how" specific outcomes were attained.

30. The questions included hereafter are intended to serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Relevance:

31. How in line were the activities and outputs delivered with the priorities of the targeted countries?

Efficiency

32. Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;

33. Has the project been able to adapt efficiently to changing conditions during its implementation?

Effectiveness

34. How satisfied are the project's main beneficiaries with the services they received?

35. What are the results identified by the beneficiaries?

36. Has the project made any difference in the behavior/attitude/skills/ performance of the beneficiaries?

Coherence

37. To what extent has partnering with other organizations enabled or enhanced reaching of results?

38. Were there any complementarities and synergies with other work being developed by ECLAC or by beneficiary countries?

Sustainability

39. How have the project's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme?

40. What mechanisms were set up to ensure the follow-up of tools and networks created under the project?

Cross-cutting issues

(a) Have the project managers effectively taken into consideration human rights, gender issues, disability inclusion and environmental concerns in the design and implementation of the project and its activities?

(b) Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?

[6] The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

IX. Deliverables

41. The assessment will include the following outputs (prepared in English):

(a) Work Plan and Inception Report. No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. It should provide a detailed Work Plan of all the activities to be carried out related to the assessment of project 2023Q. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.

(b) Draft final evaluation Report. No later than 12 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.

(c) Final Evaluation Report. No later than 16 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report. The report will follow the DA evaluation template provided by ECLAC.

(d) Presentation of the results of the evaluation. A final presentation of the main results of the evaluation to ECLAC staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

X. Payment schedule and conditions

42. The duration of the consultancy will be initially for 16 weeks during the months of November 2023 to February 2024 (TBC). The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Support to the evaluation activities will be provided by the Economic Commission for Latin America and the Caribbean Subregional Headquarters for the Caribbean (Port of Spain) and ECLAC Statistics División.

43. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:

(a) 30% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.

(b) 30% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.

(c) 40% of the total value of the contract will be paid against the satisfactory delivery and presentation of the final evaluation report which should be delivered as per the above deadlines.

44. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

XI. Profile of the Evaluator

45. The evaluator will have the following characteristics:

Education

- Advanced university degree (Master's degree or equivalent) political science, public policy, development studies, economics, business administration, or a related social or economic science.

Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- At least two years of experience in areas related to public policies for sustainable development, statistics, climate change, small island developing States and/or related areas is highly desirable.
- Experience in at least three evaluations with international (development) organizations is required. Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in the Caribbean is desirable.

Language Requirements

- Proficiency in English is required.

XII. Roles and responsibilities in the evaluation process

46. Commissioner of the evaluation

☐ (ECLAC Executive Secretary and PPOD Director)

- Mandates the evaluation
- Provides the funds to undertake the evaluation
- Safeguards the independence of the evaluation process

47. Task manager

☐ (PPEU Evaluation Team)

- Drafts evaluation TORs

- Recruits the evaluator/evaluation team
- Shares relevant information and documentation and provides strategic guidance to the evaluator/evaluation team
- Provides overall management of the evaluation and its budget, including administrative and logistical support in the methodological process and organization of evaluation missions
- Coordinates communication between the evaluator/evaluation team, implementing partners and the ERG, and convenes meetings
- Supports the evaluator/evaluation team in the data collection process
- Reviews key evaluation deliverables for quality and robustness and facilitates the overall quality assurance process for the evaluation
- Manages the editing, dissemination and communication of the evaluation report
- Implements the evaluation follow-up process

48. Evaluator/Evaluation team

☐ External consultant)

- Undertakes the desk review, designs the evaluation methodology and prepares the inception report
- Conducts the data collection process, including the design of the electronic survey and semi-structured interviews
- Carries out the data analysis
- Drafts the evaluation report and undertakes revisions

49. Evaluation Reference Group (ERG)

☐ (Composed of representatives of each of the implementing partners)

- Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations
- Reviews draft evaluation report for robustness of evidence and factual accuracy

XIII. Other Issues

50. Intellectual property rights. The consultant is obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.

51. Coordination arrangements. The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultant will confer and coordinate activities

on an on-going basis, ensuring at least a monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a timely manner. If any difficulty or problem develops in the interim the evaluation team member will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

XIV. Assessment use and dissemination

52. This assessment seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the capacities of the beneficiary countries to promote digital economy policies. The evaluation findings will be presented to and discussed with ECLAC. An Action Plan will be developed to implement recommendations when appropriate in future projects. The evaluation report will also be circulated through ECLAC (along with other knowledge management tools), including circulating a final copy to DESA, as the programme manager for the Development Account, so as to constitute a learning tool in the organization.

ANNEX 2

PROJECT RESULTS FRAMEWORK

Objective: *To enhance the climate change and disaster risk reduction statistical and institutional capacities of target countries in the Caribbean improve policy coherence in the implementation of the SDGs, the SAMOA Pathway, the Paris Agreement, and the Sendai Framework.*
Outcome 1. *Strengthened national statistical and institutional capacities of Caribbean member States to produce and disseminate relevant internationally agreed climate change and disaster indicators on a continuous basis*
Output 1.1. Six national advisory services provided to four target countries for initial and follow-up assessments of the status of the production of climate change and disasters indicators (This includes four national technical assistance missions for the initial assessment of: indicators' production, dissemination and use, statistical capacities, and institutional setting and two additional follow-up technical assistance missions to two target countries).
Output 1.2. Four national training workshops delivered to support the sustained production of relevant climate change and disaster risk reduction, occurrence and impact indicators based on inter-institutional collaboration.
Outcome 2. *Strengthened regional capacities of Caribbean practitioners from National Statistical Offices, policymakers, and other stakeholders to use the indicators for sustainable evidence-based development policies*
Output 2.1. One subregional workshop delivered for both target and non-target countries of the Caribbean to introduce the project, discuss statistical fundamentals of climate change, disaster and environment indicators production, exchange ideas, discuss data availability, build capacities on producing a national climate change and disaster statistical strategies or plans; and initializing analysis about the institutional setting for the development of the national strategies.
Output 2.2. A dedicated English-speaking Caribbean countries online group created within the existing Regional Network on Environment Statistics and two webinars delivered for both target and non-target countries. The rationale for setting up the online group was to enable advancement in evidence-based, climate-smart decision making through advocacy for the production and dissemination of climate change and disaster indicators in the Caribbean.
Output 2.3. One subregional statistical report produced covering Caribbean adapted climate change and disasters statistics and indicators situation, recommendations, and next steps.
Output 2.4. One online training module in English created for and delivered to Caribbean countries, focusing on regionally adapted methodologies to produce, disseminate and use climate change and disasters statistics and indicators, including international guidelines, best practices, and case-studies.
Output 2.5. One final subregional workshop delivered for both target and non-target Caribbean countries and dedicated to the discussion and dissemination of the subregional statistical report and peer-learning using the online module.
Output 2.6. Two side-events organized by ECLAC in global/regional/subregional for target Caribbean countries to exchange lessons learned and experiences related to climate change and disasters indicators from countries from other regions.

ANNEX 3

EVALUATION MATRIX

Relevance:			
Key evaluation questions (KEQ)	**Judgement**	**Indicators**	**Data collection methods / Information sources**
1. How aligned were the activities and outputs delivered by the project with the priorities of the targeted countries and subregion? 2. What adaptations were made to the design of the project during implementation, and were these justified in the context concerned?	- Level of understanding and analysis of national and regional needs at inception and during implementation - Degree of coherence of the project activities and outputs with national priorities in 8 countries and the subregion - Stakeholder perceptions regarding the degree to which national and subregional needs were appropriately identified and targeting was based on needs - Adaptive management capacity of the project team –to address changing circumstances (e.g. COVID-related changes) - Relevance of the project to beneficiaries - Level of participation of project beneficiaries in project design	- Actual needs addressed by the project in relation to the needs prioritized by Governments and direct beneficiaries during preliminary consultations - Number and type of adaptations to project design during implementation in response to changing national/subregional priorities	Desk review: Project Document Project Progress Reports Project-derived reports Meeting Reports Focus group discussions, interviews, and surveys: ECLAC Project Managers UN/International partners Key counterparts in target countries
Efficiency			
Key evaluation questions (KEQ)	**Judgement**	**Indicators**	**Data collection methods / Information sources**
3. Did the project provide services and support to beneficiaries in a timely and reliable manner? 4. Was the project management team flexible and responsive to meet the requirements of the project and address changing and unforeseen situations (caused by, for example, disasters, changes in national governments, in national priorities, in UN administrative processes, in parter institutions, or other reasons?)	- Extent to which project activities and outputs were delivered on time and within budget - Nature of delays - Adaptive management capacity of the project team –to address changing circumstances - Level of project coordination with counterparts in target countries and partner organizations	- Completion of activities and output delivery as per project design and budget - Assessment by key counterparts in target countries of project timeliness and credibility - Assessment by partner institutions and consultants/extperts of the in-target countries of project timeliness and credibility (high/low)	Desk review: Project Document Project progress reports Project final report Focus group discussions and interviews with: Project management team Key counterparts in target countries Other UN partner entities Regional partners Collaborators (consultants)

5. What lessons and good practices from previous DA projects were used to inform project design and implementation?	- Indication of appropriate project design, activity sequencing and scheduling - Integration of learning and use of learning tools to inform project design at ECLAC	- Actual recommendations and lessons learned from previous projects integrated into project design and implementation practices	
Effectiveness			
Key evaluation questions (KEQ)	**Judgement**	**Indicators**	**Data collection methods / Information sources**
6. How and to what extent has the learning acquired in the project's capacity building activities been used by participants and improved or enhanced their work and results? 7. 6a. In what ways has the project changed the behavior, attitudes / skills and performance of beneficiaries in target countries? 8. How satisfied are the project's primary beneficiaries with the services they received? 9. 7a. How satisfied primary beneficiaries are to have been involved in the project? 10. What are the results identified by the beneficiaries? 11. Are there any specific policies, strategies or plans that have integrated the learning and other contributions made by the project?	- Level of satisfaction of target countries with the services received from the project and their involvement in the project - Transformative effects of the project on behaviors, attitudes, skills, and performance of beneficiaries - Extent to which the project reached its intended accomplishments (outcomes) - Extent to which the project and its activities fulfilled expectations of primary beneficiaries and target countries - Identification of direct and indirect results of the project for beneficiaries - Validation of the project strategy (design) and partnership arrangements in the achievement of results	- Percentage of beneficiaries satisfied with project results and their involvement in the project - Percentage of trained practitioners acknowledging improved skills to produce and disseminate environmental, climate change and disaster-related statistics and indicators - Number of new or updated policies, strategies, or plans that have integrated statistics and indicators produced by the project in target countries - Perceived direct and indirect results of the project	Desk review: Project final report National policies, strategies and plans Surveys: Project beneficiaries Focus group discussions and interviews: Key counterparts in target countries Primary beneficiaries (including politicians) Partner implementing entities (UN, non-UN, and regional)
Coherence			
Key evaluation questions (KEQ)	**Judgement**	**Indicators**	**Data collection methods / Information sources**
12. How did the project consider and use complementarities and synergies with other work in statistics being developed by ECLAC or by other institutions in the target countries and subregion?	- Interest and agency of ECLAC to explore and use synergies to enhance and scale-up project results and foster impact - Adaptive management of the project	- Information on joint programming with other partners or institutions - Information on activities jointly implemented with other partners or institutions - Links between the project and other regional or global initiatives	Desk review: Project Document Project progress reports Project activity reports Reports by partners Focus group discussions and interviews with:

13. To what extent did partnering with other organizations enable, strengthen, or accelerate the achievement of project results?	- Resource use efficiency through the use of technical, human and other resources available in UN and non-UN institutions and target countries	- Initiatives by other partners using the project results - Additional resources obtained for project activities from partners	Project management team Partner entities (internal and external) Key counterparts in target countries
Sustainability			
Key evaluation questions (KEQ)	**Judgement**	**Indicators**	**Data collection methods / Information sources**
14. In which concrete ways will beneficiary institutions utilize and integrate the project's results into their regular work and practices after project closure? 15. What mechanisms were set up to ensure the follow-up of networks and tools created under the project? 16. How and to what extent national and regional UN agencies, other development organizations, academic institutions, and other institutions involved in project implementation can play a role in sustaining or scaling-up the results achieved through the project? 17. How has the project contributed to shaping ECLAC's programme of work, work priorities and modalities of work in the target countries, subregion and topic?	- Level of participation of national stakeholders - Likelihood of sustaining results in the long term in project countries - Level of sustainability considerations integrated in project design and implementation - Extent to which there is ownership for the project results at the national and regional level - Likelihood of financial and technical sustainability of project results - Accountability and learning from project implementation at ECLAC	- Level of commitment of project beneficiaries and target countries to sustain specific project results - Mechanisms set up for sustaining project results (including networks) within target countries and the region (including new projects by ECLAC and/or project partners) - Lessons learned and recommendations for improved project implementation recorded by ECLAC - Changes in ECLAC's programming, priorities and modalities of work elicited by the project planning, implementation or results	Focus group discussions and interviews: Project management team UN, and regional project partners Key national counterparts in target countries
Cross cutting issues			
Key evaluation questions (KEQ)	**Judgement**	**Indicators**	**Data collection methods / Information sources**
18. Have the project managers effectively taken into consideration human rights, gender issues, disability inclusion and environmental concerns in the design and implementation of the project and its activities? 19. How has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?	- Mainstreaming of human rights, gender equality, disability inclusion and environmental considerations into project design and implementation - Adherence to the "Leave no one behind" principle - Specific contributions to SDG targets	- Direct and indirect benefits of the project and its results for vulnerable groups - Degree to which women participated in all aspects of project design, management, and as direct beneficiaries of project activities - Degree to which the project results address women needs	Desk review: Project Document Project progress reports Project final report Reports of project activities (including participation lists) Focus group discussions, interviews and surveys: Project management team Project partners

20. What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?	- **Understanding and use of innovation**	- **Degree to which persons with disabilities (PwD) participated in all aspects of the project** - **Degree to which the needs of PwD were integrated in the project design and results** - **Degree to which the project design and results integrated environmental considerations** - **Innovative subjects, approaches and specific methods used in the project**	**Key counterparts in target countries** **Consultants/experts**

ANNEX 4

DATA COLLECTION INSTRUMENTS

SECTION A: INTERVIEW GUIDES

GENERAL DATA

Name of interviewee:_____

Gender:_____

Instititution: _____

Office / Duty Station:_____

Position:_____

Role in the DA2023Q project: _____

Date and time of interview: _____

INTERVIEW GUIDE FOR ECLAC PROJECT MANAGEMENT

Relevance:

1. How aligned were the activities and outputs delivered by the project with the priorities of the targeted countries and subregion?
2. Were national and regional stakeholders consulted during the design of the project?
3. Was the cause-effect logic used to design the project correct? (i.e. That weak development of climate change and disasters statistics and indicators and lacking inter-institutional coordination for statistical production and use affect the production of "fit for purpose" metrics for the formulation of evidence-based policies, strategies and plans, and the implementation, monitoring and reporting of international agreements?
4. Was the project design, results framework or implementation plan adapted in response to changing or unforeseen circumstances (for example COVID, disasters, government changes, priority changes or other)?
5. Did the changes affect project results?

Efficiency:

6. Were delays experienced during implementation? What caused the delays? what actions were taken to accelerate progress after the delays?
7. Was the project management team flexible and responsive to meet the requirements of the project and address changing situations?
8. What were the main internal difficulties faced by the project, and how were these difficulties managed?

9. In hindsight, what could have been done in a different way to enhance the efficiency, effectiveness, quality, or performance of the project? (e.g. alternative management practices or activity delivery methods)
10. What lessons and good practices from previous DA projects were used to inform project design and implementation?

Effectiveness:

11. How have beneficiaries used the learning acquired during project activities?
12. Did you identify any unexpected results emerging from project implementation?
13. Have policies, strategies or planns that integrate statistics or indicators developed by the project been issued or been planned?

Coherence:

14. How did the project consider and use complementarities and synergies with other work in statistics being developed by ECLAC or by other institutions in the target countries and region?
15. Was coordination with these initiatives undertaken to avoid duplication and optimize synergies?
16. In what ways did partnering with other organizations enable, strengthen or accelerate project results achievement?

Sustainability:

17. In which concrete ways will beneficiary institutions utilize and integrate the project's results into their regular work and practices after project closure?
18. What conditions were established in target countries to ensure the sustainability of project results after project closure? Are these enough?
19. Are there external organizations that can play a role in sustaining the project results? / What role?
20. What mechanisms were set up to ensure the follow-up of networks and tools created under the project?
21. How has the project contributed to shaping ECLAC's program, work priorities and modalities of work in the target countries, subregion and topic?

Cross-cutting issues:

22. How were human rights, gender, disability inclusion and environmental issues considered during project design and implementation? Were these issues sufficiently integrated?
23. How did the project follow the "leave no one behind" principle and address the needs of vulnerable groups? Could have the project done more?
24. In what ways has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
25. What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?
26. To what extent and how did the project use the human, technical and other resources available at country level to enhance efficiency, effectiveness, and results?
27. Do you have lessons learned from the project and its activities to share?
28. Do you have recommendations to make regarding the project design, implementation, or sustainability?

INTERVIEW GUIDE FOR KEY NATIONAL COUNTERPARTS

Relevance:

1. To what extent was the project, its activities and achievements aligned with the priorities of a) your target country and b) the English-speaking Caribbean subregion?
2. Was your country or institution stakeholders consulted during the design of the project?
3. Was the cause-effect logic used to design the project correct? (i.e. That weak development of climate change and disasters statistics and indicators and lacking inter-institutional coordination for statistical production and use affect the production of "fit for purpose" metrics for the formulation of evidence-based policies, strategies and plans, and the implementation, monitoring and reporting of international agreements?

Efficiency:

4. Were the project's services and support timely and reliable manner?
5. Were delays experienced during implementation? What caused the delays? What actions were taken to accelerate progress after the delays?
6. Was the project management team flexible and responsive to meet the requirements of the project and address changing situations?
7. Do you know of any major internal difficulties faced by the project? / If yes, how was it managed?
8. In hindsight, what could have been done in a different way to enhance the efficiency, effectiveness, quality, or performance of the project? (e.g. alternative management practices or activity delivery methods)

Effectiveness:

9. Have you or your institution used the learning acquired during project activities?
10. Has this learning improved your work and work results?
11. Has it had any influence or exerted change in your or your institutions' behaviors, attitudes/skills, or performance at work?
12. How satisfied are you with the learning and skills acquired during project activities?
13. How satisfied are you with the training and other activities provided by the project in general? Was it worth their time and effort?
14. What tangible results has the project brought to your professional life and to your institution?
15. Have any unexpected results emerged project implementation?
16. Has your country issued or planned to issue policies, strategies or plans that integrate statistics or indicators developed by the project?
17. Has the project resulted in tangible changes in data sharing and collaboration between ministries?

Coherence:

18. How did the project consider and use complementarities and synergies with other work in statistics being developed by other institutions in the target countries and region?
19. Do you know if coordination with these initiatives took place to avoid duplication and optimize synergies?

Sustainability:

20. In which concrete ways will your institution integrate the project's results into regular work practices after project closure?
21. Do you know if there are external organizations that can play a role in sustaining the project results? What role?

Cross-cutting issues:

22. Do you think the project integrated human rights, gender, disability inclusion and environmental issues in its implementation? Was it sufficient?
23. Do you think the project followed the "leave no one behind" principle and addressed the needs of vulnerable groups? Could have the project done more?
24. How has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
25. Do you think the project was innovative? How? What successful and innovative elements did it bring?
26. How did the project use the human, technical and other resources available at country level to enhance efficiency, effectiveness, and results?
27. Are there lessons learned from the project and its activities to be shared?
28. Do you have any specific recommendation to make regarding the project design, implementation, or sustainability?

INTERVIEW GUIDE FOR PARTNER INSTITUTIONS

Relevance:

1. To what extent was the project, its activities and achievements aligned with the priorities of a) target countries and b) the English-speaking Caribbean subregion?
2. Was your institution consulted during the project design?
3. Was the cause-effect logic used to design the project correct? (i.e. That weak development of climate change and disasters statistics and indicators and lacking inter-institutional coordination for statistical production and use affect the production of "fit for purpose" metrics for the formulation of evidence-based policies, strategies and plans, and the implementation, monitoring and reporting of international agreements?

Efficiency:

4. Do you know if the project provided services and support to beneficiaries in a timely and reliable manner?
5. Were there delays experienced in the activities you participated in? / if yes, what caused the delays? What actions were taken to accelerate progress after the delays?
6. Do you think that the project management team was flexible and responsive to meet the requirements of the project and address changing situations?
7. In hindsight, what could have been done in a different way to enhance the efficiency, effectiveness, quality, or performance of the project? (e.g. alternative management practices or activity delivery methods)

Effectiveness:

8. Do you know if beneficiaries have used the learning acquired during project activities?
9. What tangible results do you think the project brought to individual beneficiaries and their institutions? / What about your institution?
10. Did unexpected results emerge from the implementation of the project?

Coherence:

11. How did the project consider and use complementarities and synergies with other work in statistics being developed by your institution or by other institutions in the target countries and region?
12. Was coordination undertaken to avoid duplication and optimize synergies?

Sustainability:

13. In which concrete ways will beneficiary institutions and your institution utilize and integrate the project's results into their regular work and practices after project closure?
14. Were conditions established by the project in target countries to ensure the sustainability of its results after project closure? / If there were, which? / Are these enough?
15. Can your institution play a role in sustaining the project results? What role?
16. Are there other institutions that can play a role in sustaining the project results? If yes /Which institutions? and what role?

Cross-cutting issues:

17. Do you think human rights, gender, disability inclusion and environmental issues were sufficiently considered in project implementation?
18. Do you think the project followed the "leave no one behind" principle and addressed the needs of vulnerable groups? Could more have been done?
19. In what ways has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
20. How did the project use the human, technical and other resources available at country level to enhance efficiency, effectiveness, and results?
21. Are there lessons learned from the project and its activities to be shared?
22. Do you have recommendations to make regarding the project design, implementation, or sustainability?

INTERVIEW GUIDE FOR PROJECT CONSULTANTS

Relevance:

1. Do you think the project, its activities and achievements were aligned with the priorities of a) target countries and b) the English-speaking Caribbean subregion?
2. Was the cause-effect logic used to design the project correct? (i.e. That weak development of climate change and disasters statistics and indicators and lacking inter-institutional coordination for statistical production and use affect the production of "fit for purpose" metrics for the formulation of evidence-based policies, strategies and plans, and the implementation, monitoring and reporting of international agreements?

3. Do you know if the project design, its results framework, or its implementation plan was adapted in response to changing or unforeseen circumstances (for example COVID, disasters, government changes, priority changes or other)? / If yes, how was it adapted and, did the changes affect project results?

Efficiency:

4. Was the project management team flexible and responsive to meet the requirements of the project and address changing situations? / Can you please provide examples?
5. Do you know what the main internal difficulties faced by the project were, and how were these difficulties managed?
6. In hindsight, do you think the project, or its management team could have done things in a different way to enhance the efficiency, effectiveness, quality, or performance of the project? / If yes, can you please provide examples?

Effectiveness:

7. Do you know if beneficiaries have used the learning acquired during project activities? /if yes, can you please elaborate?

Cross-cutting issues:

8. How were human rights, gender, disability inclusion and environmental issues considered in project implementation? Was it sufficient?
9. How did the project follow the "leave no one behind" principle and address the needs of vulnerable groups? Could have the project done more?
10. In what ways has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
11. What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?
12. Are there lessons learned from the project and its activities to be shared?
13. Do you have any recommendations to make regarding the project design, implementation, or sustainability, to improve the delivery of future projects?

SECTION B: ONLINE SURVEY

Survey 2023Q "Caribbean SIDS Relevant Climate Change and Disasters Indicators for Evidence-Based Policies"

The Economic Commission for Latin America and the Caribbean (ECLAC) Programme Planning and Operations Division (PPOD) is carrying out an end-of-project review of the project "Caribbean SIDS Relevant Climate Change and Disasters Indicators for Evidence-Based Policies", it was implemented jointly by the ECLAC Statistics Division and the ECLAC subregional headquarters for the Caribbean, from March 2020 to June 2023.

Participants of the project activities are invited to respond to this survey. It will take 15 minutes to complete. Your perspectives, experiences and suggestions will make an important contribution to the evaluation exercise.
The survey is part of the lines of evidence included in the evaluation being carried out by an independent external consultant, supported by the Evaluation Unit of ECLAC. Your answers will be handled strictly anonymously and will be presented in an aggregated form.

We would be very grateful if you could complete the data and return the survey by 28 February 2024.

If you have any questions about this survey, please send your comments and suggestions to the following email: evaluacion@cepal.org.

Section A: General information

1. Please select your gender:

Male

◯ Female

◯ Rather not say

2. Please select the option that best describes your organization at the time of the activities organized by ECLAC:

◯ National Statistics Office

◯ Government agency in charge of Environmental policy

◯ Government agency in charge of disaster risk management

◯ Government agency in charge of climate change

◯ Ministry of Finance / economic planning

◯ Academic institution

◯ Civil Society Organization

◯ Private sector

◯ Regional / International organization

◯ Other (please specify) _____

3. What was your position at the time of the activities organized by ECLAC?

◯ Director

◯ Technical Officer

◯ Administrative officer

◯ Researcher / Professor

◯ Other (please specify) _____

4. Please select the option that indicates the country where you work

◯ Antigua and Barbuda

◯ Belize,

◯ Chile

◯ Dominica,

◯ Grenada

◯ Saint Kitts and Nevis

◯ Saint Lucia

◯ Saint Vincent and the Grenadines

◯ Suriname

◯ CARICOM region

◯ Other (please specify)

Section B: Participation in project activities

5. Please indicate your participation in the following activities conducted as part of the project:

◯ SIDS relevant climate change and disasters indicators: The Caribbean situation (virtual event-side event at the UNDESA 52nd UN Statistical Commission, 2021) - 9 February 2021

◯ Introduction to climate change and disaster statistics in the Caribbean. - virtual project kick-off webinar, 9-11 March 2021

◯ Generating climate change and disasters indicators for policy decision-making in Suriname. Online workshop,13-15 July 2021

◯ Eyes on nature: earth observations for the environment. Webinar workshop, 5 October 2021

◯ Generating climate change and disasters indicators for policy decision-making in Saint Lucia. Online workshop, 16-18 Nov 2021

◯ Generating climate change and disasters indicators for policy decision-making in Antigua and Barbuda. Online workshop, 3-6-7 December 2021

◯ Generating climate change and disaster indicators for policy decision-making in Saint Kitts and Nevis, 22-24 June 2022

◯ Generating climate change and disasters indicators for policy decision-making in Saint Vincent and the Grenadines, 27-29 June 2022

◯ Generating climate change and disasters indicators for policy decision-making in Dominica, 19-21 July 2022

◯ Introduction to Environment Statistics, e-learning course (launched on 23 August 2022).

◯ Strengthening Environment, Climate Change and Disaster Information in the Caribbean. -Santiago, Chile, 23-24 August 2022

◯ Generating climate change and disaster indicators for policy decision-making in Grenada, 17-19 October 2022

◯ Launch of the e-learning course on disaster-related statistics framework (DRSF). Webinar workshop on 31 October 2022

◯ Generating climate change and disaster indicators for policy decision-making in Belize, 9-11 November 2022

◯ Addressing coordination and data sharing challenges for better environment, climate change and disaster indicators. – Trinidad and Tobago, 22-24 Nov 2022

◯ Final regional workshop of the Project. -Trinidad and Tobago, 10-12 May 2023

◯ Dedicated group for English-speaking Caribbean countries within the Regional Network on Environment Statistics (released on 23 August 2023)

◯ None of these / Do not recall / Not applicable

6. Have you used or are aware of the existence of the geo-referenced Resilience Database ECLAC developed as part of this project?

◯ Yes

◯ No

Section C: Relevance

***7*. The project's objective was "to enhance the climate change and disaster risk reduction statistical and institutional capacities of target countries in the Caribbean to improve policy coherence in the implementation of the SDGs, the SAMOA Pathway, the Paris Agreement, and the Sendai Framework". The project focused on providing demand-driven capacity building (technical assistance and training) to English-speaking Caribbean SIDS to produce selected, relevant and prioritized indicators and metrics to monitor climate change and disasters, including those affecting economic activities and environmental integrity.**

In your opinion, how relevant was the project, its activities and achievements to the priorities of your country and of the English-speaking Caribbean SIDS? (Please select one option)

◯ Very relevant

◯ Relevant

◯ Somewhat relevant

◯ Not very relevant

◯ I don't know

8. To what extent the activities you participated in responded to identified needs / data gaps in:

Your country? (Please select one option)

◯ The activities fully responded to identified needs

◯ The activities somewhat responded to identified needs

◯ The activities did not respond to identified needs

◯ I do not know

Your institution/sector? (Please select one option)

◯ The activities fully responded to identified needs

◯ The activities somewhat responded to identified needs

◯ The activities did not respond to identified needs

◯ I do not know

9. What could have been done for the activities to better respond to the identified needs of your country, institution, or sector? _____

_____

Section D: Effectiveness

10. Please indicate if you agree with the following affirmations:

	Yes	Somewhat	No	I don't know
I am satisfied with my participation in the project's activities as they were worth my time and effort	)	)	)	)
I have used the knowledge I acquired during the project activities	)	)	)	)
The knowledge I acquired during project activities improved my work and work results	)	)	)	)

I have noticed a change in behaviour, attitudes, skills or performance at work for me or my institution as a result of my participation in the project activities	)	)	)	)
The project has brought tangible results to my work or to my institution	)	)	)	)
The project resulted in tangible changes in data sharing and collaboration between ministries	)	)	)	)

Please give concrete examples of the above: _____

_____

Section E: Sustainability

11. Are there any specific mechanisms to ensure that the knowledge, skills, indicators and statistics developed by the project in your country will continue to be integrated into your institutions' regular work in the future?

◯ Yes

◯ No

12. If your answer was positive, can you please briefly provide examples? _____

_____

_____

Section F: Cross-cutting issues

13. Do you agree that the project activities you participated in adequately accounted for human rights, gender, disability inclusion, and environmental issues? (Please select one option)

	Strongly agree	**Agree**	**Somewhat agree**	**Somewhat disagree**	**Disagree**	**I do not know / I do not have the necessary knowledge to respond**
Gender	)	)	)	)	)	)
Human Rights	)	)	)	)	)	)

Disability inclusion	)	)	)	)	)	)
Environmental issues	)	)	)	)	)	)

14. If your answer was not "Strongly agree", could you please explain what could have been done better and provide any recommendation for similar activities in the future? _____

_____

15. In your opinion, did the activities you participated in address the needs of vulnerable groups and followed the "leave no one behind" principle?

◯ Yes

◯ No

◯ I don't know

16. If your answer was negative, can you provide recommendations for improvement in future similar activities? _____

_____

17. In your opinion, what was innovative and successful in the activities you participated in? (e.g. new topics, new means of delivery)_____

_____

18. If there are any lessons learned from the project and its activities that you would like to share, please write them here:_____

_____

19. If there are any specific recommendations that you would like to make to improve the design, implementation or sustainability of similar projects and activities in the future, please write them here:

_____

_____

ANNEX 5

LIST OF INDIVIDUALS INTEVIEWED

Interviews (Phone, skype or WhatsApp interviews)					
	Date	**Name**	**Country**	**Institution**	**Function**
1	2, 9, and 16 Feb 2024	Georgina Alcantar	Chile / Regional	ECLAC Statistics Division	Chief Environmental Statistics and Climate Change Unit
2	2, 9, and 16 Feb 2024	Abdullahi Olabode Abdulkadri	Trinidad and Tobago / Regional	ECLAC Subregional Headquarters for the Caribbean	Coordinator, Statistics and Social Development Unit
3	21 Feb 2024	Mr. Lesley Cruz	Belize	Statistical Institute of Belize	Statistician II
4	21 Feb 2024	Ms. Darlene Haylock	Belize	Ministry of Sustainable Development, Climate Change and Disaster Risk Management	Senior Sustainable Development Officer
5	21 Feb 2024	Mrs Vernice Taylor	Dominica	Ministry of Finance, Central Statistical Office (CSO)	Statistician
6	27 Feb 2024	Ms. Kimisha Thomas	Dominica	Ministry of Environment, Rural Modernization and Kalinago Upliftment	Senior Policy Advisor
7	21 Feb 2021	Mr. Fitzroy Pascal	Dominica	Office of Disaster Management, Ministry of Public Utilities	National Disaster Coordinator (Ag)
8	27 Feb 2024	Mr. Junior Alexis	Grenada	Central Statistical Office (CSO), Ministry of Finance, Planning, Economic Development	Statistician
9	27 Feb 2024	Ms. Aria St Louis	Grenada	Ministry of Climate Resilience, the Environment and Renewable Energy	Head of Environment Division
10	27 Feb 2024	Dr Terence Walters	Grenada	National Disaster Management Agency, Ministry of National Security, Home Affairs, Public Administration Information and Disaster Management	National Disaster Coordinator
11	19 Feb 2024	Corneil Williams	Saint Kitts and Nevis	Department of Statistics and Economic Planning	Social Statistician/Demographer
12	19 Feb 2024	Mr. Derionne Edmeade	Saint Kitts and Nevis	Ministry of Environment and Cooperatives	Environmental Education Officer
13	21 Feb 2024	Mr. Abdias Samuel	Saint Kitts and Nevis	National Disaster Management Agency	National Disaster Coordinator
14		Ms. Faustina Wiggins	Regional/ International	CARICOM	Environmental Statistician, Regional Statistics
15	6 Mar 2024	Ms. Paz Patiño	Regional/ International	OECD	Inter-regional advisor, Partnership in Statistics for Development in 21st Century
16	4 Mar 2024	Mr. Emil Ivanov	Regional/ International	UNSD	Environmental Statistician
17	5 Mar 2024	Mr. David Barrio Lamarche	Chile / Regional	ECLAC, Sustainable Development and Human Settlements Division	Legal Officer
18		Karina Cázarez			Independent Consultant
19	27 Feb 2024	Francisco Jimenez			Independent Consultant
20	27 Feb 2024	Ms. Janet Geoghagen-Marti			Independent Consultant

ANNEX 6

LIST OF DOCUMENTS AND RESOURCES REVIEWED

Project management documents

- Project Document
- Annual Progress Report (2020)
- Annual Progress Report (2021)
- Annual Progress Report (2022)
- Final Project Report (2023)
- List of Focal Points

Project output and output-related documents and resources

- Filled ESSAT for each of the eight target countries
- Filled methodological sheets for the construction of metadata
- National workshop agendas
- National workshop reports
- National workshop evaluation reports
- Regional workshop agendas
- Regional workshop reports
- Regional workshop evaluation reports
- Information sheet on the Regional Network of Environment and Climate Change Statistics
- Website of the Regional Network of Environment and Climate Change Statistics
- Website of the Resilience Platform
- Presentation on the "Introduction to Environment Statistics" online course

Evaluation-specific documents

- ECLAC Evaluation Policy and Strategy (LC/L.3724/Rev.3), 2023
- Preparing and Conducting Evaluations - ECLAC Guidelines, 2023
- UN DA Evaluation Guidelines, 2019

- UNEG Norms and Standards for Evaluation, 2016
- UNEG Ethical Guidelines for Evaluation, 2020
- UNEG Guidance on Evaluating Institutional Gender Mainstreaming, 2018
- Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance, UNEG 2011

Additional documents and resources reviewed

- ECLAC Presentation on the OECS Regional Environmental Information System (REIS), 2022
- Saint Lucia's First National Adaptation Plan Progress Report, 2022
- Suriname's 10th Environment Statistics Publication 2017-2021
- Suriname's Voluntary National Review, 2022
- Suriname's Monitoring Reporting and Verification Tool (online resource)
- Suriname's NIMOS Environmental Impact Assessment Repository
- Dominica's Voluntary National Review, 2022

Other reference documents and resources consulted

- Saint Lucia's National Adaptation Plan (NAP) 2018-2028
- Advancing a Human Rights-based Approach to the Climate Negotiations, OHCHR, 2022
- Human rights and disaster risk reduction: strengthening the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030. Considerations from the Asia-Pacific Region, UNDRR, 2023
- Burunciuc, L. Five trends in gender (in)equality in the Caribbean, World Bank Blogs, 2023
- Global indicator framework for the SDGs and targets of the 2030 Agenda for Sustainable Development (SDGs indicator list), UN DESA, 2024

ANNEX 7

MATRIX OF COMMENTS

Evaluation Report Feedback Form: ERG (Subregional Headquarters for the Caribbean, Port of Spain)

	GENERAL COMMENTS		
No.	**REPORT SECTION (if applicable)**	**COMMENT**	**EVALUATOR'S RESPONSE**
1		The evaluation is very thorough with detailed documentation that provides useful feedback to ECLAC.	The evaluator is grateful for the appreciation of the work involved in the report.
2		It is difficult to differentiate many of the recommendations from the findings or conclusions of the evaluation. Recommendations are supposed to be suggestions for improvements based on the findings of the evaluation. Many of the recommendations seem to just rehearse the conclusions of the evaluation.	The evaluator is grateful for this comment and for Comment 9. In response, the text has been adapted, and the Recommendations section has been re-structured, and split into *Good Practices* and *Recommendations*.
3		The evaluation deviated from the core issues being assessed on a few of the metrics and rather over-emphasized the tangential issues. This is particularly notable under Coherence where the evaluation dealt extensively on the process of engaging partners instead of addressing the cores issues of the extent to which partnering with other organizations enabled or enhanced achieving the results of the project and identifying if there were any complementarities and synergies with other work being developed by ECLAC or by beneficiary countries.	Taking into consideration this comment, the discussion on coherence has been modified.
4		The term "ad-hoc" is used incorrectly and inappropriately in many sections of the report.	Changes have been made to the text to replace this term.
	SPECIFIC COMMENTS		
No.	**PARAGRAPH NUMBER**	**COMMENT**	**EVALUATOR'S RESPONSE**
5	List of Acronyms and Abbreviations (page 5)	The acronym for the Caribbean Community Climate Change Centre is CCCCC and not 5Cs, although it is pronounced 5Cs. Please update.	Done
6	Executive Summary, Coherence (page 8)	We do not agree with the statement: "The project lacked a clear strategy for building synergies and partnerships beyond its initial partner institutions." Moreso, such a statement seems like an overstretch and may be inappropriate for this section. The Executive Summary is supposed to provide a snapshot of the evaluation and the only section that many persons outside of the organization will take their time to read. As such, information contained in it must respond to the TOR of the assessment in as factual a manner as possible.	The Key Evaluation Questions (KEQs) for assessing coherence were modified in the Inception Report accepted by ECLAC. The new questions, as presented in the Evaluation Matrix (Annex 3) were: KEQ 10. How did the project consider and use complementarities and synergies with other work in statistics being developed by ECLAC or by other institutions in the target countries and region? and KEQ 11. To what extent did partnering with other organizations enable, strengthen, or accelerate the achievement of project results?

		Paragraph 32 of the TOR provides guidelines for assessing Coherence with these two questions: **(a) To what extent has partnering with other organizations enabled or enhanced reaching of results?** **(b) Were there any complementarities and synergies with other work being developed by ECLAC or by beneficiary countries?** **Rather than focus on how partnerships enabled or enhanced the outcomes of the project and synergies/complementarities that resulted within ECLAC and among beneficiary countries, the way this section is written, it minimizes the coherence achieved by the project which other evidence of the assessment has established in this report.**	**The evaluator has taken into account this and other comments on coherence (comments 12, 13, 14, 15, 37) and adapted the sections on this criterion accordingly.**
7	**Executive Summary, Sustainability (page 8)**	**In the first paragraph, we object to the statement: "However, the project design underestimated the risk posed by structural challenges in national institutions to the continuation of project benefits and results." ECLAC is too familiar with the structural challenges of the Caribbean for the regional commission to have underestimated the risk posed by these challenges. In fact, these challenges are not "risks" because they are known as stylized facts in the Caribbean. These challenges are articulated in Section 2.1 (Situation analysis) of the project document and informed our design of the project. It is, therefore, incorrect to say that the project design underestimated the risk. The relevant risk in this situation (risks are things that are not able to be predicted with 100 per cent confidence but could be expected to happen with a certain probability) is that staff will change jobs potentially affecting the sustainability of the capacity developed by eroding institutional knowledge. It is in recognition of that risk that we developed good documentation, including the development of online training modules, that will serve as a continuous learning platform for new and old staff.** **In the second paragraph, we seek clarification on what is meant by "without clear direction" in the statement: "Project partners are independently looking for means to keep the momentum going, without clear direction."**	**Acknowledging these comments, the evaluator has adapted the sustainability section of the Executive Summary.** **For clarification, "without clear direction" referred to the fact that (according to the interviews) the efforts by partner institutions to obtain external funding for the continuation of the activities initiated by the project, which they highly value, are independent, mostly disconnected and largely uncertain. However, while adapting the section this sentence deleted.**
8	**Executive Summary, Crosscutting issues (page 9)**	**Gender considerations were integral in the design and implementation of the project. In the project design, we anticipated under-representation of females and achieved over-representation. The appropriate conclusion from this result is that we overcompensated for female under-representation not that we did not integrate gender considerations.**	**Taking into consideration this and other comments on the treatment of gender balance and other gender considerations, the sections of the report addressing these topics have been rephrased, including in the executive summary.**

	SPECIFIC COMMENTS		
9	Executive Summary, Recommendations (page 9)	2d-e. These recommendations are stated in a way that implies that the actions/processes being recommended were not taken during the project. Since these are recommendations with the expectation that they are made to improve project implementation, they should be stated in a way that acknowledges what was done during the project, even if more could be done. Here are some useful examples: 2h. The project has shown that face-to-face, in-country activities are more effective than online interventions. ECLAC should incorporate more face-to-face modalities for delivering its capacity building activities in the Caribbean. 2i. Creating spaces and channels for informal communication between project stakeholders and peers enhances exchange, strengthens trust and unlocks formal and informal collaboration opportunities. Along this line, the creation of a WhatsApp group for the project positively contributed to networking. ECLAC should promote such informal communication networks for projects being implemented to enhance peer-learning and south-south cooperation.	The evaluator agrees with this suggestion and with Comment 2. In response, the Recommendations section has been split into Good Practices and Recommendations, and the Executive Summary has been updated accordingly.
10	60	The DA2023Q project was not designed by an ECLAC team and implemented by a completely different one. Staff changes only occurred in the Division of Statistics during the project. The team that designed the project from the ECLAC subregional headquarters for the Caribbean remained the same from inception to the conclusion of the project. Therefore, the first sentence should be modified to indicate that staff changes occurred during the project in order not to give the impression that two completely different teams designed and implemented the project.	Done
11	100	Change 5cs to CCCCC.	Done
12	102	ECLAC has a strong presence in the Caribbean and is a major actor among International Development Partners delivering capacity building in statistics in the subregion. A scan of actors and activities was conducted at the stage of project design which resulted in the partnerships that were formed to implement the project. From our institutional knowledge and subregional presence, activism is the best approach for building synergies in the Caribbean which has led us to adopt that approach.	The importance of activism for the engagement of new partners in the Caribbean has been duly integrated into the revised paragraph.
13	103	The acknowledgement that the risk of duplication did not manifest provide credence to our approach.	The evaluator is in agreement with this explanation and has reflected it in all sections that address the coherence criterion.

14	104	What does "ad-hoc approach" mean in this context? We should be careful not to use a generic template to characterize what should be applied in forming partnerships in Caribbean SIDS. All potential partners that were identified early in the project were invited to participate and it is conceivable that not every organization that could offer an input would be willing or able to, so non-participation of a potential partner is not a criterion for categorizing the partnership effort as weak. In the specific case of CDEMA mentioned, several documented attempts were made to integrate the organization in the project, but ECLAC did not receive any sustained positive response.	The evaluator is grateful for this clarification. It is now reflected in the re-structured coherence section, where recognition is given to the effectiveness of the "activism" approach and the efforts made by the management team to engage CDEMA.
15	106	Again "ad-hoc" is used in describing what is reported here as communication between project stakeholders. It is important to understand the process of the DA project. It takes about 18 months from the development of a concept note to the start of a DA project. This process for DA2023Q started around August 2018 but the project did not kick-off until January 2020. So, referring to SDHS's project as having started much earlier gives the wrong impression of lack of communication and that complementary activities were not considered in the design of DA2023Q project. This is far from the truth as the project being implemented by SDHS had not begun when the DA2023Q project was being designed.	Thank you for the clarification. The paragraph has been rephrased, and "ad-hoc" has been changed for "casual" as this was how the interaction that triggered the emergence of the DA2023Q-SDHS partnership was presented to the evaluator during interviews.
16	112	What is meant here by OECD is most likely OECS.	OECD is correct.
17	117	Staff turnover is a risk that was identified in the project design, and thus was expected. The design and deployment of the online learning tool was an attempt to minimize the effect of high staff turnover. A mention of this would indicate that the project anticipated and attempted to address this problem.	The design and implementation of the online learning tool as a means to reduce knowledge drain due to staff turnover has been integrated into this paragraph.
18	158	The statement "The indicators produced did not reflect gender considerations" is misleading. As subsequent narrations in this paragraph and the next paragraph (159) show, gender sensitivity was discussed extensively in the workshops, but the selected indicators are inherently gender-neutral, so gender is not a relevant factor in their production. Hence, it is not a matter of not reflecting gender considerations, but that gender was not a relevant factor for those indicators. A relevant comment here, and even more relevant for the recommendation section, is to indicate that extra efforts could have/should be made to select indicators that have gender dimension, as was stated in paragraph 160.	The evaluator agrees with the appreciation of gender neutrality in the indicators and has redrafted the paragraph accordingly.

19	**192**	**This characterization of the project design in untrue and directly contradicts the point made in paragraph 182 that "Underpinning the high relevance of the project was a well-informed project design that followed a consultative process, integrated the views of national and regional stakeholders and benefited from the technical expertise of ECLAC, UNSD and other international players in the realm of environmental statistics." The consultant should avoid using "ad-hoc" (Conclusion 5) to describe the project as this is not supported by evidence or reality.**	**This conclusion has been revised. It now reflects the observations received in comments 12, 13 and 14 (above).**
20	**193**	**This characterization of the collaboration with SDHS is also at best very subjective. There were other notable synergies which the consultant may not have a real appreciation of. The seamless engagement of CARICOM Regional Statistics Project with the cooperation of DESA to implement a subregional capacity building project in the area of environment, climate change and disaster statistics is noteworthy and arguably the greatest synergy of the project. The DA2023Q project contributed more to the success of the SDHS project than the reverse. Nonetheless, the perception that there was no communication between the project team and SDHS colleagues has been addressed in response to paragraph 106 above.**	**Due credit has now been given to the CARICOM and UN DESA collaborations.**
21	**197**	**The project adequately assessed the structural challenges of the Caribbean in designing the project as documented in Section 2.1 (Situation analysis) and the column on Capacity Gaps for National Statistical Offices in Section 2.3 (Stakeholder analysis and capacity assessment) of the Project Document. This assessment of the structural challenges informed our design of the DA2023Q project. The reference to continuity plan, while laudable, is not the way DA projects are designed to operate. Thus, within the confines of the DA project, DA2023Q has provided for a sustainability plan, not a "continuity plan" as the evaluator has articulated.**	**The paragraph has been modified and integrated under Conclusion 7, taking into consideration the information kindly provided here.**
22	**205**	**The critical issue for those being trained is to recognize the need for gender sensitivity and disaggregation in data collection, analysis and reporting. This is a message that was consistently delivered in the national and regional workshops. Saying indicators produced did not reflect gender consideration is therefore misleading. A more appropriate phrase is to indicate that indicators selected were gender-neutral and did not provide opportunity to show gender dimension of data.**	**The evaluator agrees with this comment, has re-structured Conclusion 14 and its associated paragraphs to show first the strengths found in the integration of a human rights and gender approach, and to address this comment.**

23	**206**	**Gender consideration is not limited to gender-balanced representation of project participants. In fact, that was not the main consideration. What is most important is for workshop participants, male or female, to gain skills in identify how gender affects data collection, is used for data disaggregation and analysis, and how these gender-disaggregated data could be used in making gender-responsive policies. These were all covered in the project and the participants attested to this in their feedback to the evaluator, again documented in paragraph 159.**	**The evaluator agrees with the comment and has addressed in Conclusion 14, paragraph 203.**
24	**217**	**This was already done in the project as documented in paragraph 182.**	**Recommendation deleted, in response to this comment and comment 27**
25	**218**	**As part of the final regional workshop, a session was held with beneficiary and non-beneficiary countries to discuss next steps, which covered most of the issues raised in this paragraph. For the sake of completeness, it would be appropriate to include that information here.**	**Done**
26	**221**	**The issue of gender has already been extensively responded to. The findings of this evaluation in paragraphs 159 and 208 above contradict this recommendation, unless qualified in some way that the project incorporated gender considerations but that more is being asked of ECLAC in this regard.**	**Recommendation deleted, after taking into consideration the inputs received on paragraphs 159 and 208.**
27	**222**	**This was already done in the project as documented in paragraph 182.**	**The evaluator agrees with the comments received. In consequence, the recommendation has been deleted.**
28	**Annex 5, Row 2**	**Change Function from Statistician to Coordinator, Statistics and Social Development Unit**	**Done**
29		**Some of the evaluator's comments seem more appropriate for some projects such as DA, not for the DA project. Making an evaluation of what could have been not appropriate. The evaluation should consider the scope of the project.**	**Changes have been made to the text to address this comment.**
30		**The DA project attends more than SDG 17. More precisely, this project is more related to SDG 1, 2, 6, 7, 8, 9, 11, 12, 13, 14 and 16.**	**This has been addressed in Finding 33 and in the Executive Summary**
31		**The evaluation of the coherence and sustainability of the project are inadequate. The evaluation considers circumstances and conditions outside the project's scope. The coherence and sustainability that the evaluator considers are not part of the project, and the implementation of the project cannot change them, even if they impact the project outcome.** **The evaluation of the project's coherence and sustainability must only consider the project's goals, activities, and outcomes.**	**Modifications have been made to the text in response to these and other comments on the coherence and sustainability sections.**

32		**The evaluation of the treatment of gender statistics is inadequate.** **Building gender statistics as part of the project to attend to the gender agenda would have been appropriate. However, these statistics were not part of the project. Therefore, the evaluation should not consider this apparent lack of data.** **On the other hand, although the number of women who participated in project activities always exceeded the number of men, this does not seem to be linked to the management or implementation of the project but, as the evaluator's comments (paragraph 155) "*Therefore, there may be more women than men occupying positions of relevance for invitation to the events focused on climate change and disaster statistics*". Then, the percentages of women or men attending the project's activities reflect the proportion of the national offices, not the project's implementation.**	**The comments on gender balance have been taken into consideration and addressed in the relevant paragraphs of the report. The evaluator is thankful for the clarifications.**
SPECIFIC COMMENTS			
PARAGRAPH NUMBER		**COMMENT**	**EVALUATOR'S RESPONSE**
33	**Executive summary**	**The DA12 project had targeted the SDG 17 as a primary target: *Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development*, targets 17.9[7] and 17.19,[8] which specifically states the need to support capacity-building to significantly increase the availability of high-quality, timely, and reliable data.** **However, the technical capacity building in concrete was tailored for better measurement by producing relevant national climate change and disaster risk reduction indicators. Regarding these secondary targets, the project contributed to the national report with the following:** - **SDG 1 target 1.5 concerning resilience, exposure and vulnerability to climate-related extreme events;** - **SDG 2 (adaptation to sustainable agriculture and fishery);** - **SDG 6 (water and sanitation);** - **SDG 7 (sustainable energy);** - **SDG 8 (resource productivity);** - **SDG 9 (resilient infrastructure);** - **SDG 11 (transportation emissions mitigation and disaster risk reduction, target 11.5 aiming the reduction of deaths caused by disasters, 11.b on mitigation and adaptation to climate change);** - **SDG 12 (sustainable use of natural resources);**	**A paragraph on the contribution made by the project to the SDGs has now been added to the Executive Summary.**

[7] Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.

[8] By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

		- **SDG 13: targets 13.1 on Strengthening resilience and adaptive capacity to climate-related hazards and natural disasters, and 13.3 on improving the capacities for climate change mitigation, adaptation, impact reduction, and early warning;** - **SDG 14 (marine resources);** - **SDG 15 (land use and biodiversity), by providing climate change and disaster policy decision-makers with relevant and timely statistics.**	
34	**Page 8**	***Coherence*** **Regarding the lack of project coherence for a missing clear strategy for building synergies and partnerships beyond its initial partner institutions.** **DA projects are not designed as a continuous function; they are projects for attending to a particular need with a deadline stipulated.** **From the opposite point of view, project coherence enabled the integration of new partners by identifying common interests and agendas in the subregion. Thanks to the coherence of project management, it was possible to integrate the identified partners in the subregion as activities progressed to avoid the duplication of efforts and missing important opportunities.** **For example, the evaluation states: "However, the partnerships established during the project were all mutually beneficial, according to partner institutions."**	**The evaluator is grateful for this clarification and agrees with the alternative view provided, as well as for all other comments on coherence received (comments 6, 12, 13, 14, 15, 31, 37). These have been considered in the redrafting the relevant sections, including in the executive summary, findings, conclusions, good practices, and recommendations sections.**
35	**Page 8** **Sustainability:**	***Sustainability*** **The DA project's nature does not have the power or duty to guarantee future national decision-making or acting. The project goals were to show the national technicians some methods for building climate change and disaster indicators and to search for base information, hoping that the countries could maintain that building and report for the different available frameworks.** **On the other hand, thanks to the knowledge of the subregion, it was possible to compromise three national strategies or plans for developing climate change and disaster indicators (finally, Dominica, Suriname, and Saint Lucia) to capture the momentum on building national capacities related to climate change and disaster indicators. It is good evidence of the project's positive effects in sustaining the production of these statistics.** **In the same way, the momentum with the partners should allow for better integration of our agendas to support the subregion on these matters. Again, the DA projects are not designed as a continuous function; they are projects for attending to a particular need with a deadline stipulated. For this reason, "a more structured**	**The evaluator is grateful for these clarifications and agrees with them. In response, the relevant paragraphs in the findings and executive summary sections have been rephrased.**

		approach to the continuation of activities, their scaling up, dissemination and use of results at the policymaking level, relies on partner institutions and additional opportunities to be untapped." appears out of the project's scope.	
36		***Gender*** **Building gender statistics as part of the project to attend to the gender agenda would have been appropriate. However, these statistics were not part of the project. The proper evaluator comments: paragraph 158 "However, this was beyond the control of the project or its management team, as indicators were selected from a global database and prioritized for development by target countries according to data availability and access. The scarcity of gender disaggregated data in the subregion has been repeatedly reported (see for example Burunciuc, 2023), preventing the development of indicators that include such data."** **Although the number of women who participated in project activities always exceeded the number of men, this does not seem to be linked to the management or implementation of the project but, as the evaluator's comments (paragraph 155) "Therefore, there may be more women than men occupying positions of relevance for invitation to the events focused on climate change and disaster statistics". Then, the percentages of women or men in the project's activities reflect the proportion of the national offices.**	**Paragraphs on gender balanced participation in project events, and on the selection of indicators (e.g. paragraph 158) have been rephrased. However, sentences on the missing opportunity to record the existence/inexistence of gender-disaggregated data were kept, as the project had an exceptional opportunity to report on this matter, key to better understanding and policymaking on the gender implications of climate change, and disasters in the region.**
37		**Finding 16. The project lacked a clear strategy for building synergies and partnerships beyond its initial partner institutions.** **DA projects are not designed as a continuous function; they are projects for attending to a particular need with a deadline stipulated.** **From the opposite point of view, project coherence enabled the integration of new partners by identifying common interests and agendas in the subregion. Thanks to the coherence of project management, it was possible to integrate the identified partners in the subregion as activities progressed to avoid the duplication of efforts and missing important opportunities.** **The UNEP project on environmental management started when DA12 was ending. In the end, the synergies at the national level were capitalized.**	**The evaluator appreciates the clarifications and has reformulated this finding to reflect them.**

38		Finding 20. Despite its achievements, the project lacked time to fully consolidate results at the national level. Finding 21. Structural challenges remain and pose risks to the sustainability of results. Finding 22. Data sharing and coordination agreements between the national agencies involved in the project were not institutionalized. The DA project's nature does not have the power or duty to guarantee future national decision-making or acting. The project goals were to show the national technicians some methods for building climate change and disaster indicators and to search for base information, hoping that the countries could maintain that building and report for the different available frameworks.	The evaluator agrees with the comment and has redrafted the findings to reflect that the project sought to "internalize" inter-agency collaboration, as presented in the Project Document (p.16), made major informal strides in this regard and opened the opportunity for agencies involved to formalize the collaboration, through MoUs or other mechanisms. This change is reflected in Finding 22 and Conclusion 8.
39	135	Finding 25. The partnerships created by the project offer opportunities for continuity. It is a good desire for the future, so thank you for including this comment. We appreciate it.	
40	136	The Resilience Platform was not an initial outcome of the project. Now, it was evident that each country needed a focal point; at that moment, the challenge was the importance of understanding and cooperation in sharing data to develop the platform.	Thank you for the clarification. I have emphasized that the Resilience Platform is an additional and highly valued outcome of the project and kept the suggestion by the interviewees that focal points could in the future contribute to ensuring the platform is up to date.
GENERAL COMMENTS			
REPORT SECTION (if applicable)		**COMMENT**	**EVALUATOR'S RESPONSE**
41		Comments have been made to the body of the text rather than to the executive summary at this stage. Please ensure that the executive summary is reviewed to incorporate any change that is made to the text.	Done
42		Data from the survey could be better utilized and illustrated through the use of graphs which would make the information easier to read (see paragraphs 56, 85, 86).	Done
43		Please make explicit the links between findings, conclusions and recommendations, to allow the reader to follow the logic of the report more easily.	The evaluator is grateful for this comment and for Comments 2 and 9. The text has been adapted, and the Recommendations section has been re-structured.
SPECIFIC COMMENTS			
PARAGRAPH NUMBER		**COMMENT**	**EVALUATOR'S RESPONSE**
44	Executive summary	*As women participants consistently outnumbered men in project activities, the gender balance expectations of the project failed to materialize.* This is unclear. Is the participation of women considered a negative? Gender-balanced does not refer to exactly 50/50 for all events. We would argue that a 575 participation of women overall represents gender balance.	This comment has been taken into consideration in the re-drafting of the gender sections of the report, including the Executive Summary and paragraph 151.

45	**60**	**Apparent contradiction between Finding 2, which refers to change in management teams, and the sentence that reads "Maintaining a stable project management team throughout the implementation period was key to mitigate the initial setback". Do you mean that there were initial changes to the team, then it was stable? Please rephrase to clarify.**	**Done**
46	**76/table**	**Please add a table name/title and indicate source for information in the table.**	**Done**
47	**85**	**Please add a graph to show responses from the survey.**	**Done**
48	**154**	**The fact that more women than men participated in events cannot be considered a negative, especially when they only represent 57% of all participants. It is fine to mention it but to call attention to it in the executive summary, and to present it as a failure of the project, seems to misunderstand the purpose of gender mainstreaming. The goal is not to achieve exact 50/50 representation of men and women in all events. The fact that all stakeholders consider the project gender-sensitive is way more relevant to the analysis.**	**In agreement with this comment the paragraph has been revised, and now reflects that the insufficient participation of female stakeholders was a risk included in the Project Document that did not materialize.**
49	**204**	**See above. We suggest deleting conclusion 13 as it points to a failure of the project which does not exist.**	**Deleted**

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