UN environment programme | Evaluation Office

Terminal Evaluation of the UNEP/GEF Project "Preventing COSTS of Invasive Alien Species (IAS) in Barbados and the OECS Countries" GEF ID: 9408 (2018-2025)



Evaluation Office of the United Nations Environment Programme

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Preventing COSTS of Invasive Alien Species (IAS) in Barbados and the OECS Countries
GEF 9408
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The evaluation consultant would like to thank the project team from each of the project countries and in particular Mr. Naitram Ramnanan, CABI Regional Director, and Christopher Cox, UNEP Task Manager for their contribution and collaboration throughout the evaluation process. Sincere appreciation is also expressed to the Steering Committee members from the core countries who took time to speak and share information. The evaluator(s) would also like to thank the Ministries responsible for the Environment and Agriculture from the countries targeted by the project.

The evaluation consultant(s) hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of any next phases and to the continuous improvement of similar projects in other countries and regions.

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Brief Consultant Biography

The Senior Consultant, Dr. Arun Rijal with M.Sc. in Botany, M.Sc. in Natural Resource Management and Ph.D. in Forestry, has expertise in Forestry, biodiversity, natural resource management, climate change, Protected Area management, project concept and proposal development, socio-economic research in relation to climate change, forestry etc., and impact assessment in mentioned field of expertise. Arun has extensive experience in GEF project evaluation, monitoring and development and have worked in more than 50 countries around the world.

His professional experience of more than 35 years were gained in project development, implementation, coordination, partnership, monitoring and evaluation of projects and proposal review of various UN and other international organisations, government institutions and academic research institutions. He was also member of High Level Climate Change Council and in that capacity, he contributed to programme and policy formulations and international negotiations. He has undertaken assignments for UNDP, FAO, UNEP, DANIDA, USAID and others and is very familiar and up-to-date with guidelines for undertaking Mid-term Reviews and Terminal Evaluations of GEF-supported projects.

About the Evaluation

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ABSTRACT: This report is a Terminal Evaluation of the UNEP/GEF project: Preventing COSTS of Invasive Alien Species (IAS) in Barbados and the OECS Countries" GEF ID: 9408 (2018-2025), implemented between 2018 and 2025. The project aimed to protect Caribbean biodiversity from Invasive Alien Species (IAS) threats intensified by trade, tourism, and climate change, while safeguarding agricultural livelihoods and key economic sectors. The evaluation has two primary purposes: accountability and learning. The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency) and determine the sustainability of its results. Data collection methods included: field observations, in-depth interviews, Focus Group Discussions and document reviews. Data analysis involved triangulation of data from multiple sources to assess performance against a reconstructed Theory of Change and its causal pathways. The project demonstrated strong project design, strategic relevance, financial management, monitoring and reporting. On the other hand, the project posted weak performance in terms of effectiveness, efficiency, and sustainability which largely contributed to an overall performance rating of Moderately Unsatisfactory, the 3rd point on a six-point scale. Two no-cost extensions totalling 39 months reflected slow implementation, and adaptive management weaknesses meant that mid-term review recommendations went largely unaddressed. The evaluation offers six recommendations emphasizing follow-up on unfinished activities, development of an exit strategy, conducting impact assessment of capacity building interventions, private-sector engagement in future interventions, ensuring high-level government participation in project governance, and integration of IAS responsibilities into entry-point staff terms of reference.

Source(s) of Funding by Country: Antigua and Barbuda, Barbados, Grenada, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines.

Source(s) of Funding by Institution Type:

Foundation/ NGO	Yes
Private Sector	No
UN Body	No
Multilateral Fund	Yes
Environment Fund	No

Key words: IAS, biodiversity, OECS, Eradication

Primary data collection period: 8 May – 30 May 2026

Field mission dates: 8 – 18 May 2026

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List of acronyms and abbreviations

APHIS	Animal and Plant Health Inspection Services
CABI	Commonwealth Agricultural Bureau International
CAHFSA	Caribbean Agricultural Health and Food Agency
CANARI	Caribbean Natural Resources Institute
CARICOM	Caribbean Community
CARPHA	Caribbean Public Health Agency
CBD	Convention on Biological Diversity
CBF	Caribbean Biodiversity Fund
CIASTF	Caribbean IAS Trust Fund
CPHD	Caribbean Fisheries Forum
EA	Expected Accomplishment
EOU	Evaluation Office of UNEP
GEF	Global Environment Facility
IAS	Invasive Alien Species
INGO	International Non-governmental Organisation
MoU	Memorandum of Understanding
MTR	Mid -Term Review
MTS	Medium Term Strategy
NCEMA	National Conservation and Environment Act
NGO	Non-Governmental Organisation
OECS	Organisation of Eastern Caribbean States
PIR	Project Implementation Report
PoW	Programme of Work
PRC	Project Review Committee (internal UNEP committee that approves new projects)
ProDoc	Project Document (*must be reviewed by PRC before any project can be undertaken, with the approval of the managing division director*)
RRACC	Reduce Risk to Human and Natural Assets Resulting from Climate Change
SC	Sustainable Consumption
SD	Sustainable Development
SDG	Sustainable Development Goals
SPS	Sanitary and Phytosanitary
ToC	Theory of Change
ToR	Terms of Reference
UKOTs	UK Overseas Territories
UNEP	United Nations Environment Programme
WTO	World Trade Organisation

Project identification table

Table 1: Project Identification Table

<table>
<tr><td>GEF Project ID/SMA ID[1]:</td><td colspan="3">GEF ID 9408, SMA ID 30603</td></tr>
<tr><td rowspan="2">Type of GEF Project:</td><td>Child: N</td><td>Global Coordinating Project:</td><td>N</td></tr>
<tr><td>If yes, provide GEF Programme[2] ID:</td><td>Medium-Size Project or Full-Size Project:</td><td>FSP</td></tr>
<tr><td>UNEP Management (Division/Branch/Unit):</td><td>GEF Biodiversity and Land Degradation Unit, Biodiversity and Land Branch, Ecosystems Division</td><td>Executing Agency: (indicate if internally executed):</td><td>CAB International</td></tr>
<tr><td>Sources of Funding (Co-finance):</td><td>Country[3](ies):
Antigua and Barbuda, Barbados, St. Kitts and Nevis, Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines</td><td colspan="2">Institution[4] Name/Type:
CAB International (NGO), Flora and Fauna International (NGO), Conservation Council of Nations (NGO), Environmental Awareness Group (NGO), United Nations Environment Programme (UN Body), Food and Agriculture Organization (UN Body), United States Department of Agriculture (Government).</td></tr>
<tr><td>Relevant SDG(s):</td><td colspan="3">Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
SDG Target 15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species</td></tr>
<tr><td>MTS (at approval):</td><td colspan="3">MTS 2018 – 2021</td></tr>
<tr><td rowspan="2">POW Direct Outcome(s) number/reference[5] (applicable for projects approved from 2022):
OR
POW Output(s) number/reference (applicable for projects approved pre-2022)</td><td>POW Direct Outcome:</td><td rowspan="2">MTS 2025 Outcome(s) number/reference (applicable for projects approved from 2022):
OR
POW Expected Accomplishment(s) number/reference (applicable for projects approved pre-2022):</td><td>MTS 2025 Outcome:</td></tr>
<tr><td>POW Output:</td><td>POW Expected Accomplishment:
EA 3 (b) Policymakers in the public and private sectors test the inclusion of the health and productivity of eco-systems in economic decision-making
Indicator: (i.) Increase in the number of public sector institutions that test the incorporation of the health and productivity of marine and terrestrial ecosystems in</td></tr>
</table>

[1] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023. Previously, it was referred to as a PIMS ID number.
[2] GEF Programme refers to 'Parent' project.
[3] Where applicable, list countries who have provided project funds and/or co-finance.
[4] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.
[5] For these items do not include full text; only enter the number or reference.

GEF Project ID/SMA ID[1]:	GEF ID 9408, SMA ID 30603		
			economic decision-making
Sub-programme:	Nature Action	Programme Coordination Project (if relevant):	N/A
UNEP approval date:	9 July 2018	GEF approval date:	25 April 2018
GEF Operational Programme/Cycle # (e.g. GEF-7):	GEF – 6	GEF Strategic Priority (e.g. BD4):	BD-2 Program 4
Focal Area(s):	Biodiversity		
Expected start date:[6]	7 July 2018	Actual start date:[7]	11 July 2018
Planned completion date:[6]	31 July 2021	Actual operational completion date:	31 December 2025
Planned project budget at approval:	GEF grant allocation: US$ 3,747,945		
	Expected co-financing: US$ 6,656,477 *Cash: US $483,000* *In-kind: US $ 6,173,477*		
	Total planned budget: US $ 10,404,422		
Actual expenditures reported (cash only):	GEF grant expenditures reported as of ***30 June 2025***: US$ 3,384,278		
	Actual co-financing ***30 June 2025***: US$ 8,356,218		
	Total actual expenditures reported as of *30 June 2025*: US$ 3,384,278		
No. of formal project revisions:	0	Date of last approved project revision:	N/A
No. of Steering Committee meetings:	2	Date of Last Steering Committee meeting:	16 Feb 2021
Mid-term Review/ Evaluation[8] *(required or not required):*	UNEP requirement: Y	Mid-term Review/ Evaluation actual date:	December 2021
	GEF requirement: Y		
Terminal Evaluation *(planned date):*	December 2025	Terminal Evaluation actual date:	March 2026
Coverage - Country(ies):	Antigua and Barbuda, Barbados, St. Kitts and Nevis, and Regional (Commonwealth of Dominica, Grenada, St. Lucia, St. Vincent and the Grenadines)	Coverage - Region(s):	Latin America and the Caribbean
Dates of previous project phases:	N/A	Status of future project phases:	N/A

[6] Expected/planned dates are listed in the Project Document (ProDoc).
[7] Actual start date is the date of the last signature on the PCA or ICA.
[8] UNEP projects of four or more years duration require an MTR unless there is an exceptional circumstance. See the Evaluation in the Project Cycle section in the *Evaluation Office's operational manual*. Donor requirements may vary and should be considered in conjunction with UNEP's requirements.

EXECUTIVE SUMMARY

Project background

1. The Caribbean's unique biodiversity is facing serious threats from Invasive Alien Species (IAS), which are being introduced more frequently through trade, transport, travel, and tourism. These risks, whether deliberate or accidental, are increasing due to growing international economic and cultural connections in areas like agriculture, aquaculture, transport, tourism, and industrial development, including the movement of used industrial equipment and materials. IAS introduced in Barbados and the OECS (Organisation of Eastern Caribbean States) could quickly spread to other countries and across the wider Caribbean, especially with more intense hurricanes and extreme weather events driven by climate change. These species endanger native and endemic biodiversity and threaten key economic sectors, causing significant disruption to agricultural livelihoods. The project to address these issues was carried out in Antigua and Barbuda, Barbados, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines, with a total budget of US$10,404,422 — including US$3,747,945 from the GEF Trust Fund and US$6,656,477 in cash and in-kind co-financing from partners — and was implemented between 2018 and 2026.

This evaluation

2. The evaluation aimed to review the project's performance in terms of relevance, effectiveness, and efficiency, as well as gauge the sustainability of its results. It measured performance using nine evaluation criteria and a six-point scoring scale. The main goals were accountability and learning. Data was gathered through field observations, in-depth interviews, focus group discussions, and document reviews, then analysed by applying triangulated data to assess performance against a reconstructed Theory of Change and its causal pathways.

Key findings and performance ratings

3. The project was very relevant to the national conservation issues and GEF priorities. It was also aligned with the UNEP MTS and POW, SDGs, CBD, South-South Cooperation and Bali Strategic Plan for technology support and capacity-building. The project demonstrated strong performance in the areas of IAS management specifically, trapping of mongoose, in Barbados for the protection of Hawksbill Turtle. The Project also trained local community groups in mongoose trapping methods to protect turtle eggs and these activities are likely to continue beyond the project life as mongoose also preys on livestock in Barbados. The project succeeded in eradication of rats on Green and Redonda Islands in Antigua and Barbuda and also demonstrated that the lionfish had minimal impact on marine species on high biodiversity reefs in Barbados. However, the management plan developed for the green monkey in St. Kitts and Nevis wasn't approved by cabinet during the project implementation period.

4. Establishment of Biosecurity mechanism by eradication of IAS in islands of Antigua and Barbuda resulted in increase in population of local species. The Redonda Ecosystem Reserve is established by an act of the parliament incorporating the entire island and surrounding marine areas in Antigua and Barbuda. The number of some key species recovered in the Redonda Island of Antigua and Barbuda, and Gecko habitat improved through creating biosecure reserve to support existing gecko of the area and also some from other areas released to create viable population in Barbados.

5. The project conducted three critical situation analysis which provides information for IAS management in the core countries (Barbados, St. Kitts and Nevis and Antigua and Barbuda). Information from these studies was used in developing IAS strategies and Action Plans.

6. Many public awareness activities were conducted but impact assessment of awareness program was not done.

7. IAS strategies and Action Plan were developed as sub-projects for three core countries but not yet adopted/approved. Similarly, Conservation and Environment Acts are not yet adopted/approved.

8. Construction of Bio-secure fence at Paragon as sub-national project was not completed due to long procurement process related to government's procurement controls.

Table 2: Summary of project ratings

Criterion	Rating
Strategic Relevance	**S**
Quality of Project Design	**HS**
Nature of External Context	**MF**
Effectiveness	**MU**
Financial Management	**S**
Efficiency	**MU**
Monitoring and Reporting	**S**
Sustainability	**U**
Factors Affecting Performance	**S**
Overall Project Performance Rating	**MU**

Conclusions summary

9. Overall, the project performed at the 'Moderately Unsatisfactory' level. Key achievements included training community members in mongoose trapping techniques, rat poisoning involving NGO, Monkey management, establishment of Redonda Ecosystem Reserve, conducting studies on critical situations, and organizing various awareness activities and programs.

10. The project is highly relevant to UNEP MTS and POW, and aligns with GEF priorities, SDGs, CBD, South-South cooperation, and the Bali Strategic Plan for technology sharing.

11. The IAS Strategic Plan, Action Plan, and Conservation and Environmental Acts were not adopted by relevant institutions, bio-secure fencing at Paragon (Barbados) was not completed, and the apps developed for IAS identification at entry points were not in use. Additionally, trained staff were transferred elsewhere, creating a knowledge gap, and no cost recovery mechanism was established to sustain IAS monitoring.

12. The project was not able to establish cost recovery mechanism (output 1.5) at national or regional level. At regional level Caribbean IAS Trust Fund was established by signing an agreement with Caribbean Biodiversity Fund (CBF) but by the time of TE, there was not fund generated other than US$33,700 specifically for bio-control of Croton scale in Grenada. Since some outputs were not achieved, the outcomes were not observed. It is also affected due to lack of drivers and assumed situations as per expectations so the effectiveness was weak. Due to this situation, impact was not available.

13. The project efficiency was weak because the project implementation was very slow and not able to complete its targeted activities within the timeframe so it had two no-cost extension totalling of 39 months and still some activities were not complete.

14. Financial reporting followed policies and procedure of UNEP. No communication gaps between project management and the finance. But the financial report lack detail information

on expenses from all co-finances and also project expenses were not presented for each of the 3 components. Similarly, M&E and management expenses are not separately presented.

15. M&E was done as per standard M&E provision in the ProDoc. Adaptive management was weak, with no responses to MTR recommendations.

16. Implementing agency performed its role effectively. Executing agency Commonwealth Agricultural Bureau International (CABI) performed its role but country level executing agency's role was weak. While human rights and gender aspects were considered during design and implementation, the sustainability of results is uncertain due to the lack of committed funding from both government and donors, and the absence of an exit strategy to ensure continuity of the project results. Social and environmental risks were assessed at project design phase, and regular risk status was updated.

Lessons Learned

17. **Lesson 1:** Simply relocating invasive algae a short distance from designated areas is not a sustainable solution, as ocean waves eventually bring them back.

18. **Lesson 2:** Monkeys are highly intelligent and quickly develop alternative strategies to access fields. Therefore, control measures must be integrated and regularly adapted.

19. **Lesson 3:** The finance team of the executing agency should be trained on reporting formats, UNEP/GEF policies and procedures, and made aware of reporting deadlines.

20. **Lesson 4:** Knowledge gaps can hinder project activities. In this case, the project struggled to convince authorities of the link between environment and tourism. Since the government prioritizes tourism, insufficient attention was given to invasive alien species (IAS).

Recommendations

21. **Recommendation 1:** CABI and UNEP should follow up on incomplete activities. Since CABI is active in the region with other projects, it should continue unfinished work and seek to link this project's results with those of related initiatives.

22. **Recommendation 2:** Develop an exit strategy outlining how project results will be sustained beyond the project's lifetime with information on funding and institutional set ups.

23. **Recommendation 3:** All the future projects should have post-training survey for each of the trainings and impact assessment of awareness activities.

24. **Recommendation 4:** Some islands are privately owned and used for tourism, with exotic plant species introduced for landscaping. Private sector stakeholders should be engaged in project activities to secure their support in managing invasive alien species (IAS).

25. **Recommendation 5:** Future projects should involve high-level government officials (E.g. Chief Secretary as Chair of the PSC) in the Project Board. Their participation will help secure government backing, ensure budget allocation for IAS activities, and prevent the transfer of trained staff from key entry points.

26. **Recommendation 6:** Efforts should be made to include IAS-related requirements in the Terms of Reference (ToR) of staff deployed at entry points. This ensures that personnel have the necessary knowledge and responsibilities for identifying and managing invasive alien species.

1. THE PROJECT

1.1 Context

1.1.1 Intervention context

27. The Caribbean Islands Biodiversity Hotspot is one of 36 global biodiversity hotspots, home to at least 7,500 endemic species, including 880 vertebrates and 1,500 plants found nowhere else on Earth. The region has lost more than 70% of its original habitat, yet its level of uniqueness rivals areas many times its size. This extraordinary diversity stems from a combination of geological history, geographic isolation, varied terrain, and millions of years of evolution across hundreds of islands. The Caribbean's island geography and complex geology have created unique habitats and high species richness, making it one of the hotspots with the highest number of globally threatened species.

28. The Caribbean islands are far from uniform; they formed through distinct geological processes over tens of millions of years, giving biodiversity a unique foundation. A major puzzle in Caribbean biology has been explaining how so many species with South American ancestry reached the islands. A 2025 study in Communications Earth & Environment identified a 20-million-year window (45–25 million years ago) when tectonic and volcanic activity along the Lesser Antilles created a land corridor linking South America to the Greater Antilles. Today, the Caribbean Islands Hotspot comprises more than 7,000 islands, islets, reefs, and cays, covering 230,000 km² of land scattered across 4 million km² of sea.

29. Caribbean biodiversity extends beneath the waves. The region contains 10% of the world's coral reefs and supports around 1,400 species of fish and marine mammals, alongside extensive coastal mangrove forests. Warm, clear, nutrient-rich waters foster coral growth, and reefs in turn create complex habitats that sustain vast numbers of species.

30. This unique biodiversity is under increasing threat from Invasive Alien Species (IAS), introduced through trade, transport, travel, and tourism. These risks, whether deliberate or accidental, are amplified by growing international economic and cultural links in agriculture, aquaculture, transport, tourism, and industrial development — including the movement of used equipment and materials. This project aimed to address IAS threats in Barbados, Antigua and Barbuda, and the Organisation of Eastern Caribbean States (OECS) countries (St. Kitts and Nevis, Dominica, Grenada, St. Lucia, and St. Vincent and the Grenadines).

1.1.2 Institutional context

31. Barbados and the OECS countries are members of the Caribbean Community (CARICOM) and participate in several regional agencies that address aspects of invasive alien species (IAS) within their mandates. These include the Caribbean Agriculture Health and Food Agency (CAHFSA), the Caribbean Plant Health Directors' Forum (CPHD), CaribVet, the Caribbean Public Health Agency (CARPHA), and the Caribbean Fisheries Mechanism. At the sub-regional level, the OECS Commission is actively building capacity for cooperation in the context of free movement of goods within the OECS economic space.

32. All participating countries are parties to the Convention on Biological Diversity (CBD), which includes binding instruments to address IAS introduction, control, and eradication across biological taxa (Article 8h). The World Trade Organization's (WTO) Sanitary and Phytosanitary (SPS) Agreement is also binding and enforced. Six Eastern Caribbean member states, together with Barbados, have agreed to collaborate to reduce IAS risks, minimize costs of negative impacts, and strengthen national capacity for IAS management. This cooperation will help these small states meet their international commitments under the CBD and other

agreements. With the exception of St. Lucia, none of the participating countries had a National Invasive Species Strategy and Action Plan, nor a functional coordinating mechanism dedicated specifically to IAS. However, all countries maintain Plant Quarantine and Pest Management units that aim to prevent the entry of invasive livestock and crop pests. Fisheries departments (Lionfish response plans), forestry and wildlife all have some basic systems in place for surveillance of invasive species.

33. The project was implemented by UNEP's GEF Biodiversity and Land Degradation Unit, Biodiversity and Land Branch, Ecosystems Division. It was reviewed by the Project Review Committee on 24 April 2018 and approved by the GEF on 25 April 2018. Initially designed as a 36-month project, it was extended for an additional 36 months to 31 December 2025 due to implementation delays. Execution was led by CABI with support from the respective ministries in each of the target countries. The Mid-Term Review was conducted by an independent evaluator between July and October 2021.

1.2 Results Framework

34. The project included several activities designed to deliver 16 outputs. The first five outputs contribute to the outcome: "Strengthened IAS management framework in Antigua and Barbuda, Barbados, and St. Kitts and Nevis." The next five outputs contribute to the outcome: "Reduced threats to key species of globally significant biodiversity through improved IAS management." The remaining six outputs contribute to the outcome: "Increased collaboration between Barbados and OECS countries to tackle IAS threats." Similarly, three outputs (3.1.1 to 3.1.3) will contributes to outcome: "Enhanced regional IAS management through early warning system, response measures and capacity building. But in revised result framework 3.1 and 3.2 outcomes are merged.

35. The first two outcomes lead to the intermediate state of "Reduced threat from IAS to biodiversity in Barbados, Antigua and Barbuda, and St. Kitts and Nevis." The third outcome leads to the intermediate state of "Enhanced regional management supported through shared resources and coordination." Together, these intermediate states result in the overall impact: "Biodiversity in Barbados and OECS countries is safeguarded from IAS." This impact supports the project's overarching objective: "To establish prevention, early detection, control, and management frameworks for IAS, emphasizing a risk based approach focused on the highest risk invasion pathways in Barbados and OECS countries." The hierarchy of the results framework is summarized in the table below.

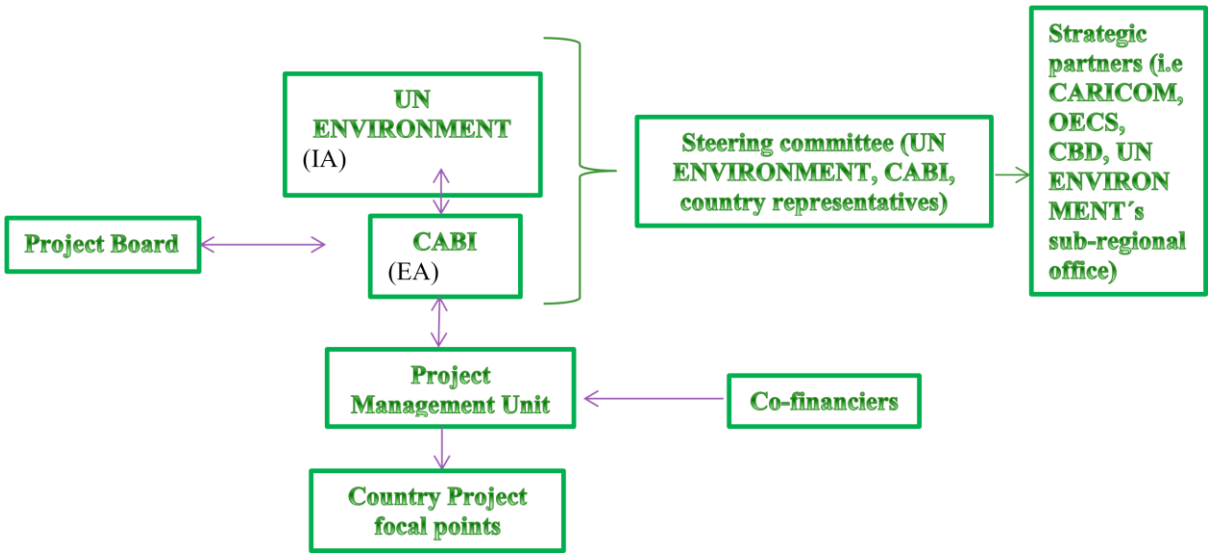
Table 3: Summary of project's approved results framework

	Results Statement
Project objective	Prevention, early detection, control and management frameworks for invasive alien species (IAS) that emphasize a risk management approach by focusing on the highest risk invasion pathways of Barbados and OECS countries.
Project outcome(s)	1.1 Strengthened invasive alien species management framework and cross sectorial arrangements reduce IAS threats in terrestrial, marine and coastal ecosystems
	2.1 Eradication and/or improved control of IAS impacting global biodiversity significance, thereby reducing threats to key species
	3.1 Increased collaboration among Caribbean states to tackle IAS
	3.2 Enhanced regional IAS management through early warning system, response measures and capacity building
Outputs	1.1 (3) Critical Situational Analyses completed
	1.2 (3) National Invasive Species Strategies and Action Plans (NISSAPs) developed to address risks and promote cross sectorial collaboration in 3 countries

	Results Statement
	1.3 (3) Legal frameworks for IAS developed or upgraded in 3 countries (regulatory guidance, protocols, codes of conduct)
	1.4 (3) Awareness and capacity building programs developed & implemented (internalizing IAS threats, impacts, and new controls and regulations)
	1.5 (3) National cost recovery financial mechanisms designed and implemented
	2.1 A) Antigua & Barbuda Pilot
	2.1a1 Eradication of IAS on Green Island, Smith Island and Maiden Island. Establishment of new and improved biosecurity mechanisms on Redonda and other critical offshore islands.
	2.1a2 Review and implement improved biosecurity protocols to detect and prevent incursions by IAS on Redonda and other priority offshore islands
	2.1 B) Barbados Pilot
	2.1b1 Biosecure site(s) for threatened native reptiles established.
	2.1b2 Monitoring program on effectiveness of control of invasive alien plant species in support of the Integrated Gully System Management Plan.
	2.1b3 Rat and mongoose control at selected hawksbill turtle (*Eretmochelys imbricata*) nesting beaches.
	2.1b4 Lionfish assessment and management project in place at high biodiversity value reef sites
	2.1 C) St. Kitts and Nevis Pilot
	2.1c1 Management plan developed for the sustained control and management of the Green monkey (*Chlorocebus aethiops*) populations in protected areas.
	3.1.1 Regional strategy for prevention and surveillance at ports of entry (i.e. customs) developed and Regional IAS Working Group established
	3.1.2 Database established for interceptions at ports
	3.1.3 A Strategic Plan for the Regional Financing System for shared IAS developed.
	3.2.1 Regional technical capacity developed to conduct risk assessment and measure economic impact of IAS
	3.2.2 CIAS.NET strengthened as a learning network for IAS
	3.2.3 Regional App or ID IAS risk cards for prioritized species that can affect important biodiversity, agriculture, and human health developed for ports of entry.

1.3 Project Implementation Structure and Partners

Figure 1: Organogram of the project with key project stakeholders



36. Coordination and overall project supervision were the responsibility of UNEP as the GEF Implementing Agency (IA), while CABI as the Executing Agency (EA) was responsible for day-to-day project execution. CABI managed all administrative, financial, and operational activities, supported by the Project Manager and consultants as needed. UNEP's Task Manager and Programme Assistant provided continuous oversight and collaborate closely with the project personnel to ensure compliance with UNEP and GEF implementation requirements.

37. The project participants included the governments of Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines (all OECS Member States), and Barbados. The University of the West Indies served as a cooperating organization. The regional partners also participated; the most recent meeting included representatives from Flora and Fauna International, the UK Secretariat of Invasive Species (which works in UK overseas territories), and the OECS Commission, among others.

38. The Project Steering Committee (PSC) served as the main coordination and oversight mechanism. It comprised country committee representatives, UNEP, regional partners, and the CABI management team. The PSC was responsible for ensuring compliance and providing strategic oversight of project implementation.

1.4 Stakeholders

39. Stakeholders were identified based on their relevance, experience and interest. These stakeholder were classified based on their levels of power to influence in the project and levels of their interest on the topic. The stakeholders identified as both influential and having high level of interests were the key players to drive the project forwards as intended.

Table 4: Stakeholders

Stakeholder	Stakeholder Type	Role in the Project	Power over / Interest in the Project
Environment/ natural resources ministries / department	National level key player	Engaged in project design consultation and also supported implementation of some of the project activities.	High Interest, high influential power.
Commission of the OECS	Regional level institution cooperating for regional level actions,	Participated in project design consultation. Convening process for regional collaboration consistent with objective 3.	High influencing power, high interest in the project.
International environmental NGOs	NGOs with similar strategic objectives.	Participated in project design consultations.	High interest and supported in project outcomes and dissemination of lesions,
Caribbean Biodiversity Fund	Trust fund that provide opportunity for a regional finance window for IAS management and control.	Did not participate in project design.	High interest and supported in advocacy for financial support for IAS with donors.
Tourism sector	Corporate partner, support in green economy of the island states.	Limited participation in project design. However, they were represented in the national consultations during the PPG.	High influencing power, low interest over the project. Only participated to meet their needs.

Stakeholder	Stakeholder Type	Role in the Project	Power over / Interest in the Project
Agriculture sector	Agriculture Institutions	Participated through CPHD but not adequately engaged	High influencing power, but low level of interest.
Public Health Sector	Health Institutions	Participated in biosecurity consultations of project design	Influential and joined with biosecurity movement
National NGOs	NGOs	Several NGOs were consulted during project design	Low power to influence but high interest on the project
Academic Institutions	Universities/research institutes	Few institutions participated in project design.	Low power to influence but high interest on the project
Caribbean Plant Health Directors	Directorates of the government	Participated in project design consultations	Low power to influence but high interest.
Sea and Airports authorities	Immigration sector of the government	Participated in the training programs.	High power to influence the implementation process.
Legal affairs / office of attorney general	Government's legal authority	Participated to review the legal documents.	High power to improve and approve legal documents.
Private sector	Private institutions	Did not participate in project design	Low interest and low power to influence.

1.5 Changes in Design during Implementation

40. Activity 2.1b2 (*Monitoring program on effectiveness of control of invasive alien plant species in support of the Integrated Gully System Management Plan*) was discontinued following the recommendation of a regional consultant, who determined that the target species was not a major ecological threat in the gully ecosystem. The Biodiversity Unit of Barbados also requested that the pilot be dropped, as the government is planning a broader gully study to develop a national gully conservation project focused on ecosystems more significantly threatened by pollution and other forms of degradation. Based on these requests, the third IPSC meeting decided to cancel Activity 2.1b2 and reallocate its funds to a national survey of gully ecosystems. This survey provided data to support a funded project for gully ecosystem management, including invasive species control.

41. Due to delays in program implementation, the project end date was extended twice. The first extension was for 18 months (May 2022 to November 2023), and the second for 21 months (December 2024 to September 2026). Both were no-cost extensions. It should be noted that some of this was due to the pandemic. Besides, in Barbados fencing was delayed due to volcano, unexpected rock condition in the site and procurement delays. The staff turnover also affected project.

1.6 Project Financing

42. The project was funded by a GEF grant (US$ 3,747,945), and committed co-financing by Government ministries of project countries, International and Non-Governmental Organisations (I/NGO) and bi-lateral partners of about US $ 6,656,477 (US$ 483,000 Cash and US$ 6,173,477 in-kind).

Table 5: Expenditure by Outcome/Output as at April 2026

Component	Expected Outcomes	GEF Project Financing (US$)	Actual expenditure (US$)	Expenditure Ratio
Component 1: IAS Policy, Institutions and Capacity (Antigua and Barbuda; Barbados; St. Kitts and Nevis)	1.1 Strengthened invasive alien species management framework and cross sectoral arrangements reduce IAS threats in terrestrial, marine and coastal ecosystems	1,505,457	Not available[9]	Not available[9]
Component 2: Control and Management of IAS Impacts	2.1 Eradication and/or improved control of IAS impacting global biodiversity significance, thereby reducing threats to key species	1,032,929		
Component 3: Regional Biosecurity	3.1 Increased collaboration among Caribbean states to tackle IAS 3.2 Enhanced regional IAS management through early warning system, response measures and capacity building	768,530		
	3.2 Enhanced regional IAS management through early warning system, response measures and capacity building			
Subtotal		3,306,916		
Monitoring and Evaluation		265,000		
Project Management Cost (PMC)		176,029		
Total project costs		**3,747,945**	**3,641,781**	**0.97**

Table 6: Project co-finance

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount ($) at CEO	Amount ($) at TE
Antigua and Barbuda	Plant Protection Department of Agriculture	In Kind	500,000	618,200
	Department of Environment	In Kind	500,000	
	Antigua and Barbuda Defence Force	In Kind	90,000	
	National Parks Authority	In Kind	20,000	
Barbados	Ministry of the Environment	In Kind	1,202,112	5,760,358
		Cash	30,000	
	Ministry of Agriculture	In Kind	126,300	
	Ministry of Health	In Kind	360,000	
	Coastal Zone Management Unit	In Kind	9,000	
Dominica	Ministry of Agriculture	In Kind	0	
Grenada	Ministry of Agriculture	In Kind	105,000	92,823
St. Kitts and Nevis	Ministry of Agriculture	In Kind	727,602	840,882
St. Lucia	Ministry of Agriculture	In Kind	300,000	562,362
	Ministry of Sustainable Development	In Kind	262,362	
St. Vincent and the Grenadines	Ministry of Agriculture	In Kind	301,101	124,007
Civil Society Organization	Environmental Awareness Group, Antigua and Barbuda	In Kind	75,000	152,275
	CAB International	In Kind	300,000	
	Flora and Fauna International	Cash	240,000	
		In Kind	260,000	148,236
	CCN	In Kind	300,000	
Donor Agency	USDA APHIS	Cash	213,000	
		In Kind	380,000	
	Neotropical Migratory Bird Conservation Act (NMBCA)	In Kind		57,075
GEF Agency	United Nations Environment Programme	In Kind	100,000	
	Food and Agriculture Organization of the United Nations	In Kind	255,000	
Total			**6,656,477**	**8,356,218**

[9] Project expenditure was only available by cost centre and not by result area.

2. EVALUATION METHODS

43. The evaluation was conducted by an independent international evaluation consultant in accordance with the Terms of Reference developed for this purpose. The Terminal Evaluation report is structured as per Guidance on the Structure and components of the main TE Report of the Evaluation Office of UNEP.

2.1 Evaluation Approach

44. In line with UNEP Evaluation Policy and the UNEP Programme and Project Management Manual, the evaluation was undertaken at operational completion of the project to assess performance (in terms of relevance, effectiveness and efficiency) and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned.

45. The main target audiences for the evaluation findings are UNEP, GEF, the governments of the project countries, and partner organizations including CABI, Environment Awareness Group, Ross University, University of the West Indies, Caribbean Biodiversity Fund, Island Conservation, Flora and Fauna International, United States Department of Agriculture, Animal and Plant Health Inspection Service (USDA APHIS), Caribbean Climate Network (CCN), and Food and Agriculture Organisation (FAO).

46. Consistent with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations, the evaluation has been carried out using a set of 9 commonly applied evaluation criteria which include: (1) Strategic Relevance , (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex II: Evaluation Framework for more details on each evaluation criterion). This Evaluation also addressed the 3 strategic questions (SQ), which are reported below:

Question 1: In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon?

Question 2: In what ways, and to what extent did the project facilitate / strengthen knowledge sharing among stakeholders during project implementation and beyond?

Question 3: In what ways, and to what extent, was the private sector involved in project design, implementation and monitoring?

47. Most criteria were rated on a six-point scale: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact were rated from Highly Likely (HL) to Highly Unlikely (HU), while Nature of External Context was rated from Highly Favourable (HF) to Highly Unfavourable (HU). Ratings were weighted to derive the Overall Project Performance Rating, with the greatest weight placed on achievement of outcomes, followed by sustainability dimensions.

48. The UNEP Evaluation Office has developed detailed descriptions of the elements required at each rating level. The evaluator considered all evidence gathered during the evaluation against this matrix to generate performance ratings for each criterion.

49. In addition to the nine evaluation criteria, the evaluation addressed strategic questions formulated in the Terms of Reference. These were developed by the UNEP Evaluation Office in consultation with the Project Team. For GEF-funded projects, findings must be uploaded to the GEF Portal. To support this, evaluation findings related to five topics of interest to the GEF are summarized in Annex VIII. These topics, as described in the GEF CEO Endorsement and Approval documents, are: i) Performance against GEF's Core Indicator Targets ii) Engagement of stakeholder's iii). Gender-responsive measures and gender result areas, iv) Implementation of management measures under the Safeguards Plan, v) Challenges and outcomes regarding the project's Knowledge Management Approach

50. The evaluation adopted a participatory approach, consulting project team members, partners, and beneficiaries at multiple stages. Central to the evaluation was the analysis and reconstruction of the project's Theory of Change. During the inception phase, consultations helped develop a nuanced understanding of how the project intended to drive change and the assumptions and drivers required to support it. The reconstructed Theory of Change—presented with both a graphic representation and narrative discussion of causal pathways—was further discussed with respondents during data collection and refined as appropriate. The final iteration is included in this report and was used throughout the evaluation process.

2.2 Data Collection

51. The TE used a participatory approach whereby key stakeholders were kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods were used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. The Evaluation Consultant, with the support of the project team, established communication with the project countries and relevant stakeholders and partners and promoted information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.

2.2.1 Primary Data Collection:

52. Primary data collection involved interview with key informants or key stakeholders. Respondents were selected based on their direct involvement and contribution to the project. This included project staff, partner organization staff, and local beneficiaries (see Annex III). Sites for field visits were chosen according to their significance and to ensure representation of the different project activities. Out of the seven project countries, three core countries (Antigua and Barbuda, St. Kitts and Nevis, and Barbados) were prioritized, as they hosted the majority of project activities, while the remaining countries participated directly in the regional activities including training activities and the participation in the various risk assessments. Sites for visits were chosen based on their importance and to ensure representation of different types of activities. Direct interviews with project personnel and stakeholders, combined with site visits to observe activities first-hand, provided an opportunity to verify project progress information reported in the technical documents and Project Implementation Reports (PIRs).

Table 7: Evaluation respondents and field visits

Stakeholders – Individuals			A. Total number involved (M/F)	B. Number contacted (M/F)	Sample size (% B/A)	C. Total number that responded Total (M/F)	Response rate (% C/B)
Project Team	**Project Team** (with management responsibilities e.g. Project Management Unit)	Implementing agency	3 (2M/1F)	2M/1F	100%	2M	67%
		Executing agency(ies)	3M/1F	3M/1F	100%	3M	75%
Beneficiaries	**Direct Beneficiaries:** (e.g. duty bearers, gatekeepers, training participants, etc.)		45	0	0%	0	0%
	Indirect Beneficiaries: (e.g. household members, civil society representatives, group members, etc.)		n/a				
Stakeholders – Entities			**A. Total number involved**	**B. Number contacted**	**Sample size (% B/A)**	**C. Total number that responded**	**Response rate (% C/B)**
Partners	**Project implementing/ executing partners** (receiving project funds)		28 (16M/12F)	28 (16M/12F)	100%	27 (15M/12F)	96%
	Project collaborating/ contributing partners (not receiving project fund)		5(4M/1F)	5 (4M/1F)	100%	2 (1M/1F)	40%
Field Visits	**Region**		**A. Total number of countries**	**B. Number of countries visited**	**Sample Size (%B/A)**		
	Latin America and the Caribbean		7	3	50%		

2.2.2 Strategies for inclusivity

53. Due to the limited time available for the field mission, efforts were made to include a broad range of activities and stakeholders. Respondents were selected based on their direct involvement and contribution to the project, including project staff, partner organization staff, and local beneficiaries. Primary data collection ensured the inclusion of women and marginalized groups that are relevant to the project.

2.2.3 Secondary data sources

54. The evaluation also included a desk review of the documents listed in Annex IV and summarised below:

- Relevant background documentation, inter alia, Project Document and Appendices;
- Project design documents (including minutes of the project design evaluation meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews (PIR), MTR report etc.;
- Steering Workshop report, Steering Committee minutes

2.3 Data Analysis

55. Information generated from document reviews and interviews was cross-verified through multiple stakeholders, direct observations during site visits, and interactions with beneficiaries. This triangulation confirmed project progress, impact, effectiveness, and efficiency. Sustainability-related information was analysed by consulting stakeholders directly involved in the project as well as those expected to continue implementing results beyond the project's lifetime. Progress data were assessed both quantitatively and qualitatively: whether targeted quantities were achieved and whether the quality of inputs and outputs met expectations. The evaluation did not employ mathematical modelling or advanced analytical tools; instead, confirmation was limited to verifying target quantities and quality standards.

56. The project design was analysed using following criteria a) Alignment to UNEP's MTS, POW and strategic priorities), Alignment with donors' strategic priorities, Relevance to regional, sub-regional and national environment priorities, Complementarity with relevant existing interventions, (b) Project design, (c) Availability of outputs, Achievement of project outcomes, Likelihood of impact, (d) Adherence to UNEP's policies and procedures, Completeness of project financial information, Communication between finance and project management staff, (e) whether activities were performed within scheduled timeframe or not, any approaches made to decrease cost or save time, (f) Monitoring design and budgeting, Monitoring of project implementation, project reporting, (g) Socio-political sustainability, Financial Sustainability, and Institutional Sustainability, (h) Preparation and readiness, Stakeholders participation and cooperation, Responsiveness to human rights and gender equality, Environmental and social safeguard, Country Ownership and driveness and Communication and public awareness. These criteria were analysed based on the guiding question listed in the Annex I and assessment was based on Desk review and Interviews. Financial figures made available in the project's final progress reports were verified with the finance officer of the project and issues related to financial reporting and auditing were also discussed with the UNEP Fund Management Officer. Alignment to UNEP's MTS, POW, and Strategies and GEF priorities were analysed by analysing results of this project in light of those strategies and priorities. Gender equality was analysed in accordance with GEF Policy on Gender Equality.

2.4 Limitations and Mitigation Strategies

57. The field mission was constrained by limited time in each of the three core countries. In each of these, the consultant had two days available, of which approximately one and a half days were dedicated to meetings and site visits. As a result, the evaluator was able to meet only a limited number of stakeholders and conduct brief visits to the project sites. Information from countries not visited was drawn from project reports, data provided by the regional executing agency (CABI), and a virtual interview with a representative from Grenada. However, despite efforts, the evaluator was unable to secure responses from other project countries through virtual interviews.

2.5 Ethical Considerations

58. Throughout this evaluation process and in the compilation of the Final Evaluation Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN 'Standards of Conduct'.

3. THEORY OF CHANGE AT EVALUATION

59. The design proposed a Theory of Change describing the causal pathways from the identification of problems through the project outputs, outcomes, and intermediate state towards impact. The TOC of the ProDoc is revised and reformed at the MTR inception phase and it appears that there is very few to adjust for this evaluation but in the reconstructed TOC, effort is made to identify drivers and assumptions that contributes to produce results to impact pathways.

60. There are 9 different barriers identified at the project development phase and several activities were identified to address these barriers. Those activities produce 10 outputs (17 including sub-outputs). The first 5 outputs include quantifying of risks, addressing risks in national IAS strategy and action plan with promoting cross-sectoral collaboration, development/upgrading of legal framework for IAS, developing awareness and capacity building program, and development and implementation of national cost recovery financial mechanism. The outcome 1 produced by these outputs is expected to be "Strengthened invasive alien species management framework in Barbados, Antigua and Barbuda and St. Kitts and Nevis". It is assumed that there will be government's commitment (A1), stakeholders and governments are aware of threats of IAS (A2), and sufficient resources will be mobilised for the activities outlined (A5). Similarly, the 5 outputs (including sub-outputs) of eradication of IAS from 3 islands in Antigua, establishment of biosecurity mechanism for Redonda and other critical offshore islands, establishment of a biosecure site for threatened native reptiles in Barbados, rat and mongoose control and hawksbill turtle (*Eretmochelys imbricata*) nesting beaches in Barbados and development of a management plan for controlling Green monkey (*Chlorocebus aethiops*) on St. Kitts will produce outcome 2 of "reduced threat to key species of globally significant biodiversity through improved management of IAS". The output of "effective integrated gully system management to control invasive plant species" was dropped by the 3rd IPSC meeting. To support outputs for producing Outcome 2 (Reduced threats to key species of globally significant biodiversity through improved management of IAS), it is assumed that Governments are committed to address IAS threats (A1), stakeholders and governments are aware of threats of IAS (A2) and there will be a coordinated effort of Government & regional fora (A4).

61. The broad outputs of improved regional cooperation and enhanced regional management includes 6 outputs (or sub-outputs). The outputs of enhanced regional cooperation include: Regional strategy for surveillance and prevention of IAS at ports; establishment of port of entry interception database: and planned regional financing mechanism named Caribbean IAS Trust Fund (CIASTF). Similarly, enhanced regional management includes sub-outputs like "developed risk and economic impact assessment capacities", "strengthened learning network (CIAS.net) and disseminated lessons from outcome 1 and 2", and "facilitated identification through regional apps/ID cards for high-risk species impacting biodiversity, food security and human health". These outputs will results into Outcome 3: "increased collaboration between Barbados and OECS countries to tackle IAS". It is assumed that these activities will be supported by Lessons from Outcomes 1&2 to produce Outcome 3 (Increased collaboration between Barbados and OECS countries to tackle IAS). It is also assumed that there will be a coordinated effort of Government & regional fora (A4), and mobilisation of sufficient resources for the activities outlined (A5). The establishment of regional fora, monitoring of the implementation of IAS controlling strategy by the regional governance structure and close communication and coordination between governments of OECS will drive the efforts to produce the Otucome3.

62. It is assumed that Governments' commitment to address IAS threats (A1), awareness level of stakeholders and governments of threats of IAS (A2) and a coordinated effort of

Government & regional fora (A4) will remain throughout the project life and beyond. In such a situation, establishment of regional fora (D1), support and monitoring from the regional governance to implement IAS controlling strategy (D2) and the good coordination between the Governments of OECS (D3), will drive the results from outcomes 1 and 2 to produce an intermediate state 1 of "reduced threats from IAS to biodiversity in Barbados, Antigua and Barbuda and St. Kitts and Nevis". This will also contribute to the intermediate state 2 of "enhanced and supported management throughout the region through shared resources and coordination". Likewise, in the assumed situation of Governments' commitment to address IAS threats (A1), high awareness level of stakeholders and governments of threats of IAS (A2), a coordinated effort of Governments & regional fora (A4), establishment of regional fora (D1), support and monitoring from the regional governance to implement IAS controlling strategy (D2) and the good coordination between the Governments of OECS (D3), will drive the results from outcomes 1, 2 and 3 to produce intermediate state 1 of "Reduced treats from IAS to biodiversity in Barbados, Antigua and Barbuda and St. Kitts and Nevis" which will lead together with intermediate state 2"enhance management and support through shared resources and coordination" to produce the impact of "Biological diversity in Barbados and OECSS countries [is] protected from harm from invasive alien species through a risk management and capacity enhancement approach".

63. The External Force for these pathways are as follows:

D1= Establishment of regional fora. Establishment of regional fora will contribute to surveillance improvement, regional level financing for such activities, developing risk assessment capacities outsourcing expertise with different countries and sharing information among the countries in the region maintaining technical coherence and harmonised approached to control IAS transmission.

D2= The Regional governance structures support and monitor the implementation of the IAS control strategy. The regional level governance structure supports in monitoring by enhancing capacities of the countries, sharing data and identification tools and reporting

D3= Communication between governments of OECS states and Barbados. Communication between governments of OECS states and Barbados contributes to information sharing regarding IAS trade which helps to take action at the ports of entry. Similarly, sharing of information on ongoing trade in different parts of the region will help to control them.

A1=Government Commitment to address IAS threat. It is assumed that the governments are committed to address IAS threats so they will work in quantifying IAS risks, developing strategies, and action plans and implementing them with strong cross-sectoral collaboration to address these risks from IAS. They will also arrange sustainable funding for such activities and enhance capacity of relevant institutions.

A2=Stakeholders and government aware of threats of IAS. When government and stakeholders are aware of the threats, they will work to address them.

A3=Lessons from outcome 1&2 are applied to outcome 3 to produce better results. The lessons from outcome 1 and 2 will contribute to results of outcome 3 i.e. when governments and stakeholders are aware of the IAS threat and they have quantified risks and route or source of IAS then these countries will join hands to address the threat of IAS.

A4=Coordinated efforts of Governments and regional fora. When governments from the countries in the region work in close coordination, and also with the regional fora, that will contribute to implementing strategic actions effectively.

A5=Sufficient resources mobilised. When governments are aware of serious threats to biodiversity and the economy, they will allocate sufficient resources for activities to control IAS. Similarly, they will work jointly to arrange sustainable funding for such activities. As a result activities will not suffer due to lack of resources.

64. The reconstructed theory of change is clearly explained in Table 8 and the ToC diagram (Figure 2) below:

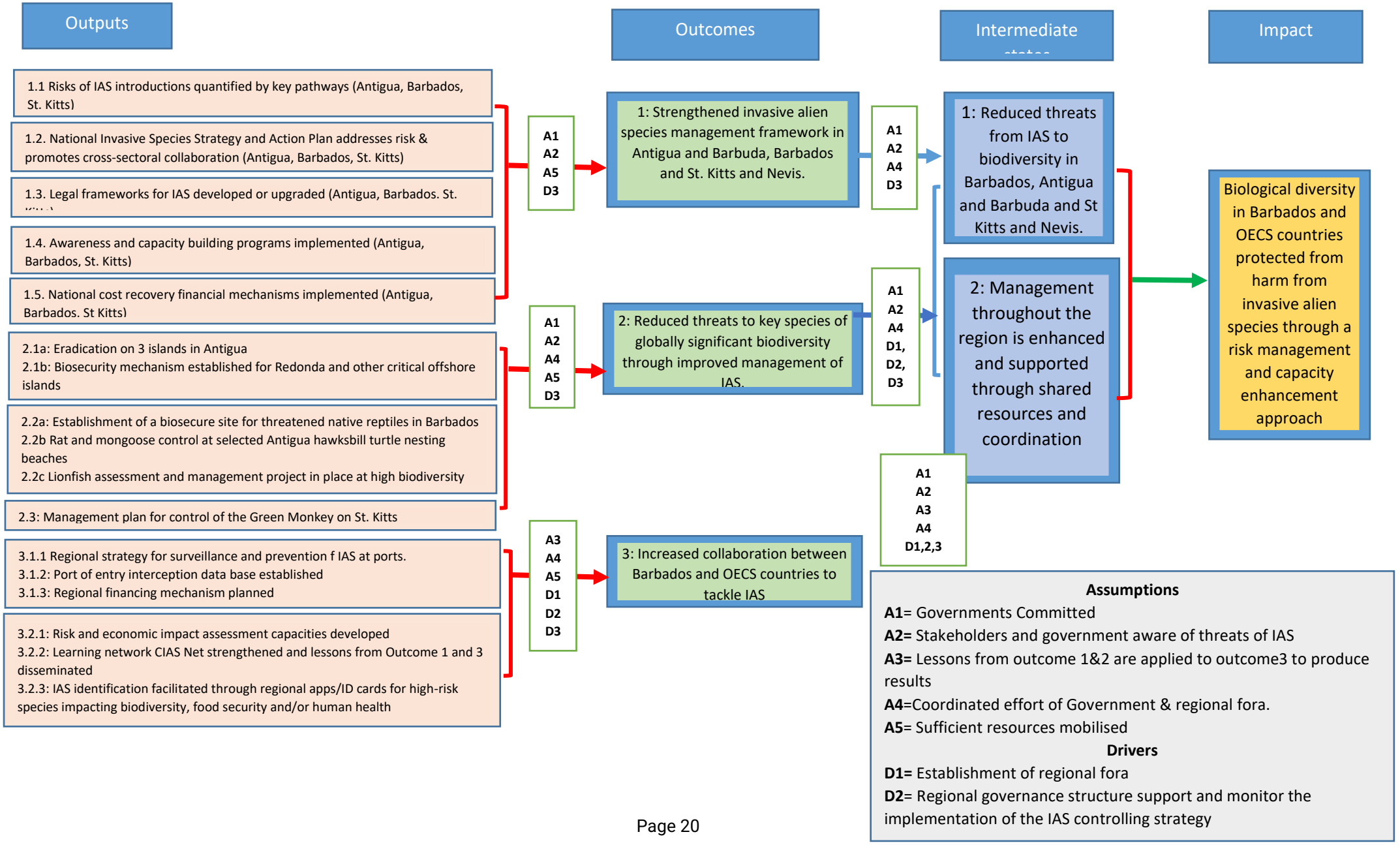
Table 8: Justification for reformulation of results statements

Formulation in original project document(s) – *insert source/date*	Formulation for reconstructed ToC at evaluation inception (RTOC)	Justification for reformulation and/or consultant's explanatory notes on the interpretation[10] of the result
(LONG LASTING) IMPACT		
Not mentioned	Biological diversity in Barbados and OECS countries protected from harm from Invasive Alien Species	The ToC in the ProDoc had no impact statement.
INTERMEDIATE STATES		
Not mentioned	Reduced threats from IAS to biodiversity in Barbados, Antigua and Barbuda and St Kitts and Nevis	Earlier, no intermediate stage was provided
Not mentioned	Management capacity throughout the sub-region is enhanced and supported through shared resources and coordination	
PROJECT OUTCOMES		
1.Strengthened invasive alien species management framework and cross sectoral arrangements reduce IAS threats in terrestrial, marine and coastal ecosystems	Strengthened invasive alien species management framework in Antigua and Barbuda, Barbados and St Kits and Nevis.	Outcome statement reformulated for brevity and to include the target countries
2.Eradication and/or improved control of IAS impacting global biodiversity significance, thereby reducing threats to key species	Reduced threats to key species of global biodiversity significance through improved management of IAS	Instead of improved control, it is rewritten as improved management to reduce threat to biodiversity. Rewritten for clarity
3a. Increased collaboration among Caribbean states to tackle IAS 3b. Enhanced regional IAS management through early warning system, response measures and capacity building	Increased collaboration between Barbados and OECS countries to tackle IAS	3a and 3b merged and simplified.
OUTPUTS		
1.1 Critical Situational Analyses completed	1.1: Critical Situational analysis completed (Antigua, Barbados, St. Kitts)	No change.
1.2 National Invasive Species Strategies and action plan developed to address risks and promote cross sectoral collaboration in 3 countries	1.2: National Invasive Species Strategy and Action Plan addresses risks and promotes cross-sectoral collaboration (Antigua, Barbados, St. Kitts)	Edited and country names indicated.
1.3 Legal frameworks for IAS developed or upgraded in 3 countries (regulatory guidance, protocols, and codes of conduct).	1.3: Legal frameworks for IAS developed or up graded (Antigua, Barbados, St. Kitts)	No change.
1.4 Awareness and capacity building programs developed & implemented (internalizing IAS threats, impacts, and new controls and regulations) financial mechanisms	1.4: Awareness and capacity building programs implemented (Antigua and Barbuda, Barbados, St. Kitts and Nevis)	3 Countries for the program are identified.
1.5 Support to the design and implementation of National cost recovery	1.5: National cost recovery financial mechanisms developed, and	Basically no change other than editing.

[10] In some instances, the results statement may not need to be reformulated, but implied meanings need to be made explicit or understanding clarified. In other cases, it may be necessary to specify the stakeholder, etc.

Formulation in original project document(s) – *insert source/date*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and/or consultant's explanatory notes on the interpretation[10] of the result**
	pathways suggested (Antigua, Barbados, St. Kitts)	
2.1 A) Antigua & Barbuda Pilot 2.1a1 Eradication of IAS on Green Island, Smith Island and Maiden Island. Establishment of new and improved biosecurity mechanisms on Redonda and other critical offshore islands.	2.1a1 – IAS eradication on 3 islands in Antigua (Green Island, Smith Island and Maiden Island).	Only editing
2.1a2 Review and implement improved Incursions by IAS on Redonda and other priority offshore islands	2.1.a2: biosecurity mechanism established for Redonda and other critical offshore islands (Green Island, Smith Island and Maiden Island).	Two sub-output merged and simplified.
2.1 B) Barbados Pilot 2.1b1 Biosecure site(s) for threatened native reptiles established	2.1.b.1: Establishment of a biosecure site for threatened native reptiles in Barbados	Not change other than editing.
2.1b2 Monitoring program on effectiveness of control of invasive alien plant species in support of the Integrated Gully System Management Plan.	2.1b2 Dropped.	2.1b2 is dropped by the 3rd IPSC Meeting.
2.1b3 Rat and mongoose control at selected hawksbill turtle (Eretmochelys imbricata) nesting beaches.	2.1.b.3 Rat and mongoose control at selected Barbados hawksbill turtle nesting beaches	Site name indicated.
2.1b4 Lionfish assessment and management project in place at high biodiversity value reef sites.	2.1b4 Lionfish assessment and management project in place at high biodiversity value reef sites.	No change
2.1 C) St. Kitts and Nevis Pilot 2.1c1 Management plan developed for the sustained control and management of the Green monkey (*Chlorocebus aethiops*) populations in protected areas	2.1c Management plan for control of the Green monkey on St. Kitts	2.1.c Site name provided.
3.a.1 Regional strategy for prevention and surveillance at ports of entry (i.e. customs) developed and Regional IAS Working Group established.	3.a.1 Regional strategy for surveillance and prevention of IAS at ports and Regional IAS working Group established.	No change
3.a.2 Database established for interceptions at ports.	3.a.2 port of entry interception database established	Only editing.
3.a.3 A Strategic Plan for the Regional Financing System for shared IAS developed.	3.a.3 regional financing mechanism named Caribbean IAS Trust Fund (CIASTF) planned.	Instead of strategic plan for regional financing, it is modified to developing a regional financing mechanism named Caribbean IAS Trust Fund (CIASTF)
3.b.1 Regional technical capacity developed to conduct risk assessment and measure economic impact of IAS	3.b.1 risk and economic impact assessment capacities developed	Rephrasing only.
3.b.2 CIAS.NET strengthened as a learning network for IAS	3.b.2 Learning network CIAS.Net strengthened and lessons from Outcomes 1 and 2 disseminated	Edited to add information regarding dissemination of Outcomes.
3.b.3 Regional App or ID IAS risk cards for prioritized species that can affect important biodiversity, agriculture, and human health developed for ports of entry.	3.b.3 IAS identification facilitated through regional apps/ID cards for high-risk species impacting biodiversity, food security, and/or human health	Only editing.

Figure 2: Theory of Change at Evaluation



4. EVALUATION FINDINGS[11]

4.1 Strategic Relevance

4.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

Table 9: Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW), and Strategic Priorities

UNEP strategic document	Alignment with UNEP's mandate and thematic priorities	Level of alignment[12]
MTS (2018-2021)[13]	The project is aligned with the UNEP MTS (2018-2021), Sub-programme 3: Healthy and productive ecosystems which sought to sustainably managing forests, combating desertification, addressing land degradation, halting biodiversity loss and, more broadly, by protecting, restoring and promoting the sustainable use of terrestrial ecosystems.	Full alignment
POW (2018-2019)[14]	It contributes to Sub-programme 3 (2018-2019) of Healthy and productive ecosystems and Sub-programme 4 Environmental governance.	Full alignment
Bali Strategic Plan for Technology Support and Capacity Building	The project is fully aligned with the Bali Strategic Plan for Technology Support and Capacity Building. The Project contributed to share lessons and also involved countries of the region in various trainings. The project also introduced technology related to protecting Gecko conservation, mongoose trapping, Green monkey management etc. Similarly, the project also contributed developing Apps with IAS information for the entry point staffs. The project also developed IAPS and Invasive Animal field guides.	Full alignment
South-South Cooperation	The project contributes to the Governing council Decision 24/12 on South-South Cooperation in achieving Sustainable Development. It helped to share lessons from the project with other countries in the region. Also provided opportunity for cooperation by involving countries from the region in seminars and trainings.	Full alignment

[11] Refer to the TOR for descriptions of the nature and scope of each criterion.
[12] full, partial, or not at all
[13] Refer to the MTS under which the project was approved.
[14] Refer to the POW under which the project was approved.

4.1.2 Alignment to GEF/Donor Strategic Priorities

Table 10: Alignment to GEF/Donor Strategic Priorities

Donor or partner strategic document	Alignment with donor or partner strategic priorities	Level of alignment
GEF	The project is aligned with GEF 6 Program 4 that is related to prevention, control, and management of Invasive Alien Species. The project has activities to prevent entry of IAS by programs like providing tablets with App for identification of IAS, training for entry point staffs and regional level coordination for checking IAS entry. Similarly, it also had program to control IAS species in core countries (Monkey, Mongoose, rats etc.) and also trained community to control mongoose and monkeys. With these programs, the project expected to addressing threats from IAS to local biodiversity and improving management of IAS and will contributes to GEF 6 strategic priority.	Full alignment

4.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

Table 11: Relevance to Global, Regional, Sub-regional and National Environmental Priorities

Strategic document or agreement	Alignment with global, regional, sub-regional, national environmental priorities	Level of Alignment
SDGs	It mainly contributes to SDG 15 (Life on Earth) - Target 15.8, preventing the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species on land and in water ecosystems. Since the project also deals with the biodiversity of Islands, it supports Goal 15 which intend to Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reserve land degradation and halt biodiversity loss.	Full alignment
CBD	It will assist participating countries to fulfil their commitment under CBD as it directly contributes to Aichi target 9 and Program 4: Prevention, Control, and Management of Invasive Alien Species. It is also aligned with the Convention on Biological Diversity's Aichi Biodiversity Targets, specifically Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use, Target 9 - By 2020, invasive alien species and pathways are identified and prioritized, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.	Full alignment

4.1.4 Complementarity with Existing Interventions/ Coherence

Table 12: Complementarity with Existing Interventions/Coherence

Other initiatives by UNEP or other organisations	**Complementarity** *(including collaboration, coordination and overlap or duplication)*	**Level of Alignment**
Initiatives of CARICOM, CARDI, OECS and Biodiversity and ecosystem Management Framework (2020-2035)	The Caribbean Invasive Alien Species Working Group led by CARICOM and the Caribbean Agricultural Research and Development Institute (CARDI), and the Organisation of Eastern Caribbean States (OECS) Biodiversity and Ecosystems Management Framework (2020-2035).	Full alignment
GEF #4932: Integrating Water, Land and Ecosystems Management in Caribbean Small Island Developing States (IWEco)	The project complement UNEP-GEF Integrating Water, Land and Ecosystems Management in the Caribbean Small Island Developing States (IWEco) project is a five-year multi-focal area regional project. This project mainly compliment in land and ecosystem management in the Small Caribbean Island Developing States.	Aligned to some degree
GEF # 2967: Regional implementation of biosafety frameworks for the Caribbean.	The activities for biosafety of this project also complement GEF funded "Regional implementation of biosafety frameworks for the Caribbean", implemented by the UN Environment, a project that is aimed at improving the biosafety capacities in the region to fulfil their obligations towards the Cartagena protocol.	Fully aligned
Critical Ecosystem Partnership Fund (CEPF)	This project also complements the Critical Ecosystem Partnership Fund (CEPF) in the Caribbean Islands Biodiversity Hotspots as implemented by the Caribbean Natural Resources Institute (CANARI) is a joint initiative of l'Agence Française de Développement, Conservation International, the Global Environment Facility, the Government of Japan, the John D. and Catherine T. MacArthur Foundation, and the World Bank. The IAS management activities in critical biodiversity hotspots of the Islands and activities to project indigenous species of the project countries complements the initiative of CEPF.	Fully aligned
USAID Strategy 2022- 2030	The project complement USAID funded project "Reduce Risks to Human & Natural Assets Resulting from Climate Change (RRACC)". Management of IAS that affect human and indigenous biodiversity complement the USAID funded project initiatives.	Fully aligned
GEF #3858: Sustainable Financing and Management of Eastern Caribbean Marine Ecosystems	The project also complement GEF funded regional project "Sustainable Financing and Management of Eastern Caribbean Marine Ecosystems". This regional project is funded and implemented by the World Bank through The Nature Conservancy. Activities like control of Turtle egg predation, Gecko habitation management and study of impact of lionfish on local fish population compliments GEF3858 initiatives.	Fully aligned
GEF#4932: Integrated Land, water & Wastewater Management in Caribbean SIDS	This project also complement the GEF funded and UNEP implemented project "Implementing Integrated Land, Water & Wastewater Management in Caribbean SIDS" focused on the implementation of an integrated approach to water, land and ecosystems services management, supported by policy, institutional and legislative reforms, and implementation of effective appropriate technologies to accelerate contribution	Fully aligned

Other initiatives by UNEP or other organisations	**Complementarity** *(including collaboration, coordination and overlap or duplication)*	**Level of Alignment**
	to global targets on access to safe and reliable water supplies and improved sanitation, and contributing to improved ecosystem functioning in the Caribbean. Development of IAS strategies and Action plan, development of Conservation and environment act, and management of green monkeys and mongoose and awareness programs complement initiatives of GEF 4932.	

Findings Statements on Strategic Relevance and Complementarity

65. The project is very relevant to UNEP MTS, POW and strategies Priorities. It is also relevant to GEF's strategic priorities and complement to many UNEP and GEF initiatives in this region. The project is relevant to global, regional, sub-regional and National priorities. This project complements several past and ongoing interventions of UNEP, GEF and other donors.

66. Within the Sixth Replenishment Program of the Global Environment Facility's (GEF) Biodiversity Focal Area Strategy (Programme 4), the overarching goal is to maintain globally significant biodiversity and the ecosystem goods and services it provides to society. To achieve this, the strategy encompasses four objectives, of which the second—reducing threats to biodiversity—is the operative one. Objective Two specifically addresses the prevention, control, and management of invasive alien species (IAS). The strategy highlights the particular vulnerability of island ecosystems, where IAS are the primary cause of species extinctions and degradation of critical ecosystem services. GEF support focuses on comprehensive pathways through prevention, early detection, control, and management frameworks that emphasize risk based approaches targeting the highest risk invasion pathways. Support for eradication is limited to proven, cost effective methods that ensure complete extermination of IAS. The Biodiversity Strategy under GEF 7 reinforces and continues the priorities established in GEF 6.

Rating for Strategic Relevance: Satisfactory

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: ***Satisfactory***

Rating for Alignment to GEF/Donor Strategic Priorities: ***Satisfactory***

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: ***Satisfactory***

Rating for Complementarity with Existing Interventions/Coherence: ***Satisfactory***

4.2 Quality of Project Design

Table 13: Summary of quality of project design assessment ratings

	SECTION	RATING (1-6)	Summary Assessment
A	Project Preparation	6	Clear problem and situation analysis, complete stakeholder analysis, potential effect of project to marginalised groups was assessed, gender equality issue considered, work plan with detail costing, Procurement plan and ToR provided.
B	Risk identification and Safeguards	6	Clear and complete Risk log is provided, explained potential issues/drawbacks related to implementation, potential environmental, economic and social effects assed and measures provided and environmental footprints reduction measures adopted.
C	Governance and Supervision Arrangements	6	Project governance and supervision mechanism and features explained with clear role and responsibilities of stakeholders and management body.
D	Partnerships	6	Capacity of the partners assessed and role and responsibilities of external partners specified.
E	Strategic Relevance	6	Aligned with the UNEP MTS, PoW and Strategic priorities (including Bali Strategic plan, South-south cooperation), GEF strategic priorities, Regional, Sub-regional and national environmental priorities are clearly stated. Complementarity and other interventions clarified
F	Logical Framework and Causality	5	The causal pathways described but drivers are not mentioned and very few assumptions are indicated. Role of stakeholder groups described, outcomes are realistic with respect to project timeframe and scale, output and outcome level results are SMART, output and outcome level results have indicators and targets, indicators have baseline data and specific indicators provided.
G	Financial Planning	6	Complete financial information provided, Co-financing expectations, disaggregated by cash and kind provided.
H	Efficiency	6	Consideration of pre-existing agreements and partnerships, data sources, synergies and complementarity with other initiatives, programmes and projects to increase project efficiency is explained. Reference to any efficiency strategies provided.
I	Monitoring	6	Budget allocation information for Monitoring activities including MTR and TE, monitoring data collection methods, responsibilities and frequency explained. Gender disaggregated target provisioned to relevant indicators.
J	Sustainability / Replication and Catalytic Effects	5	Provision for socio-economic, institutional and environmental sustainability explained, No information on exit strategy. Provision of dissemination of results and lesson sharing at the end of the project and replication is mentioned.
K	Learning, Communication and Outreach	6	Clear knowledge management approach including methods for communication with partners is provided.
	Total (Weighted) Score:	**5.7**	*(Full analysis in the Inception Report, available from the Evaluation Office.)*

67. The project design analysis was conducted through a review of the Project Documents. The design was informed by a gap analysis in biodiversity conservation and the high levels of trade, tourism, and movement of people within Barbados and the OECS countries, which indicated significant risks from invasive alien species (IAS). The project was developed with a regional understanding of the problem and barriers, aiming to strengthen

national capacities to address IAS. Information gathered during the Project Preparation Grant (PPG) phase provided proponents with a clearer understanding of regional needs and gaps, enabling the design to build on previous and ongoing efforts and revise approaches accordingly.

68. Lessons from ongoing pilot activities were incorporated, and pilot activities under this project were modified based on PPG discussions with stakeholders. For example, the Antigua and Barbuda pilot was adjusted to include rat eradication on three islands (Green Island, Smith Island, and Maiden Island). The project objective and activities were designed to strengthen sub-regional capacity by conducting "training of trainers," ensuring sustainability through the transfer of knowledge to new staff. Extensive stakeholder consultations during the PPG phase informed revisions to the logframe, providing clearer perspectives on the project activities. Output and outcome indicators were also refined to ensure alignment.

69. The project design clearly described the roles of stakeholder groups. Outcomes were realistic in relation to the project timeframe and scale. Output- and outcome-level results were SMART (Specific, Measurable, Achievable, Relevant, and Time-bound), with indicators and targets supported by baseline data. Specific indicators were included to track progress effectively.

70. The Theory of Change (ToC) presented in the design contained limited assumptions and did not explicitly identify drivers. However, the causal pathways were clearly described, providing a logical framework for linking outputs to outcomes and impacts.

Rating for Project Design: Highly Satisfactory

4.3 Nature of the External Context

71. Project activities were significantly affected by the COVID-19 pandemic, resulting in delays during 2020–2021 in all project countries.

72. In Barbados, unexpected rock density at the project site, which complicated and delayed fence installation in Gecko project site (East coast). Limited information on ground conditions further affected fencing activities, as the rocks proved difficult to drill. A study of the rock formations had to be conducted before fencing could proceed. Long bureaucratic procedures in procuring contractors and materials further slowed progress. Poor weather conditions and restricted site access due to activities of the Barbados Defence Force also contributed to delays. COVID-19 restrictions additionally postponed fieldwork by the consultant from New Zealand. Identifying a suitable contractor also took considerable time, requiring three to four calls for applications before an efficient service provider was secured. The contract was eventually signed in November 2025. Shipping of fencing materials was delayed due to the Suez Canal blockade, which lasted several months. The project activities were also temporarily disrupted by ash fall from the La Soufrière volcanic eruption, which affected work on the gecko conservation component for several weeks.

73. Change of the Minister in Antigua and Barbuda and Turnover of trained staffs in 3 core countries, also affected project activities. Transfer of trained staffs from entry points created knowledge gaps which affected implication of Apps use for identifying IAS at the entry points.

Rating for Nature of the External Context: Moderately Favourable

4.4 Effectiveness

74. The project has implemented several activities to produce 3 outputs containing 16 sub-outputs. Some of these outputs are achieved, some partially achieved and some are not achieved. The project had 3 components (Outcomes). The progress of achievements, situation of assumptions and drivers are explained in the tables below and described in the following paragraphs.

4.4.1 Availability of Outputs

Table 14: Availability of outputs

Output statements	Narrative Assessment	Sources of Information/Evidence
1.1: Critical Situational analysis completed (Antigua, Barbados, St. Kitts)	1.1 The project conducted three critical situation analyses that highlighted the baseline status of Invasive Alien Species (IAS) management in the three main project countries. The findings of this analysis contributed to the development of the National Invasive Species Strategy and Action Plans (NISSAPs). **Level of delivery: Fully delivered**	-Project reports/PIRs -Interviews with project team and stakeholders (national, regional and International) -Field visit/observation -Interviews/FGDs with beneficiaries -Beneficiaries (both male/female)
1.2: National Invasive Species Strategy and Action Plan addresses risks and promotes cross-sectoral collaboration (Antigua and Barbuda, Barbados, St. Kitts and Nevis)	1.2 The project maintained that no new coordinating mechanisms would be established; instead, existing national stakeholder groups within the ministries would be strengthened to address IAS. In Antigua and Barbuda, a group within the Department of the Environment acted as a coordinating mechanism, as did one in Barbados. However, in St. Kitts and Nevis, changes in coordination between the Agriculture and Environment ministries rendered this effort somewhat ineffective. An ad hoc monkey management group existed but met infrequently and lacked activity. The countries agreed that CABI would conduct risk assessments at a sub-regional level. The NISSAP for Antigua and Barbuda was completed on June 15, 2020; that for Barbados was completed in May 2020, and St. Kitts and Nevis completed theirs in 2019. These plans, however, have not yet been approved by the Cabinet or Ministry. The draft IAS policy for Barbados was reviewed by the National Biodiversity Working Group and submitted to the Cabinet for approval in October 2022, guiding the work of the group. It was reported that the Barbados NISSAP was adopted by the government in October 2024, although no documentation confirming this was available. In St. Kitts and Nevis, while the National Invasive Alien Species Strategy and Action Plan has not been formally adopted as a fully implemented independent policy document, the management strategies for IAS are integrated into broader established frameworks, including the National Biodiversity Strategy and Action Plan (NBSAP). The NIASSAP and the monkey management plan are being utilized to guide the actions of the Ministry of Agriculture in managing the green monkey. **Level of delivery: Partially delivered**	

Output statements	Narrative Assessment	Sources of Information/Evidence
1.3: Legal frameworks for IAS developed or up graded (Antigua and Barbuda, Barbados, St. Kitts)	1.3 In Antigua and Barbuda, two reports completed by the consultant—namely, i) The Protected Areas and Invasive Alien Species Regulations; and ii) The Legal Action Plan for the Protected Areas and Invasive Alien Species—are currently under review in the Attorney General's office and have not yet been approved. The site selected for establishing secure habitats for native threatened species (Redonda), based on the study conducted by this project, has been declared a national protected area. This is a significant achievement in improving the legal and policy framework. In Barbados, the final policy documents were also sent to the Attorney General's Office for drafting. In St. Kitts and Nevis, the National Conservation and Environmental Management Act (NCEMA) was enacted by the Government on October 31, 2025, to replace the 1987 Act. This Act is a cornerstone of the nation's 2025 agenda to modernize environmental protection, including specific provisions for IAS management, strengthening biodiversity conservation, and advancing sustainable development. **Level of delivery: Partially delivered**	
1.4: Awareness and capacity building programs implemented (Antigua and Barbuda, Barbados, St. Kitts and Nevis)	1.4 Several public awareness activities were conducted at the national level through electronic media, posters, social media, and school awareness initiatives in all three core countries, as well as at the regional level. However, no assessment was conducted to evaluate the impact of these programs, aside from a study involving schools in Antigua and Barbuda. Various magazines were published at both national and regional levels, along with several scientific publications containing information from the project. Invasive animal and plant guides were developed to assist officers at entry points. Recommendations contained in the Marine, Pet and Aquaria Trade, Horticulture, International Trade, and Passenger Risk assessments were translated into policy briefs. A "Declare, Dispose or Pay" campaign was developed and shared with all participating countries for implementation. This included the placement of amnesty bins in airports and seaports. While regional outputs and some national outputs were uploaded to Anubis, some are still missing. No post-training assessment or survey has been conducted to evaluate the impact of the awareness programs. **Level of delivery: Fully delivered**	
1.5: National cost recovery financial mechanisms proposals developed and pathways suggested (Antigua, Barbados, St. Kitts)	1.5 Stakeholder consultations were held in the three core countries to establish both national and regional cost recovery mechanisms. However, due to the heavy reliance on the tourism sector, which is already heavily taxed, stakeholders did not agree to any additional taxation on cargo, arriving passengers, hotels, or cruise ships. As a result, no such mechanism was established at the national level. In Antigua and Barbuda, there was consensus that the SIRF, which has been in development for the past decade, will fund activities to control IAS on the island. Similarly, CABI signed a Memorandum of Understanding (MOU) with the Caribbean Biodiversity Fund (CBF) to establish the Caribbean IAS Trust Fund, which received a small grant of USD 33,700 from Sandals Resorts to manage croton scale disease in Grenada. CABI is actively	

Output statements	Narrative Assessment	Sources of Information/Evidence
	pursuing the capitalization of the fund with the Caribbean Biodiversity Fund but has yet to succeed in generating any additional funding. **Level of delivery: Partially delivered**	
2.1a1 – eradication of IAS on 3 islands in Antigua	2.1a1 Data on key species recovery on Redonda shows some improvement. However, the trend in the density per hectare of the Redonda Tree Lizard and Red-footed Booby indicates a decline in recent years, although comparisons to the baseline show better overall conditions.	-Project reports/PIRs -Interviews with National project team -Interview with CABI -Field visit/observation
2.1.a2: biosecurity mechanism established for Redonda and other critical offshore islands (Green Island, Smith Island and Maiden Island).	2.1a2 A biosecurity protocol, based on best practices, has been completed for offshore islands, and personnel have been trained to implement it in order to prevent future incursions of invasive alien species (IAS) on these islands. The Redonda Ecosystem Reserve, encompassing the entire island and surrounding marine areas, has been established by an act of Parliament.	
2.1.b.1: Establishment of a biosecure site for threatened native reptiles in Barbados	2.1b.1 The construction of the bio-secure fence was significantly delayed due to supply chain issues caused by COVID-19. Installation was further postponed because of higher than estimated rock density. Bureaucratic procedures involved in procuring a contractor and making timely payments also contributed to time overruns. Additionally, poor weather and ongoing activities by the Barbados Defence Force limited access to the installation site. The environmental impact of the volcano La Soufrière in St. Vincent (April 2021), which resulted in ash rain in the area, also affected progress. At the time of the Terminal Evaluation, pits were drilled, materials had been delivered, and the project team expected to complete the fencing work by the end of June 2026.	
2.1b2 Monitoring program on effectiveness of control of invasive alien plant species in support of the Integrated Gully System Management Plan. (Dropped).	2.1b.2 The regional consultant, based on assessments, concluded that the target species posed no major ecological threat to the gully ecosystems. But it was clearly displacing the native species. Consequently, the Biodiversity Unit requested the discontinuation of the pilot program and stated that the government of Barbados would conduct a wider gully study to develop a national gully conservation project aimed at protecting ecosystems significantly threatened by pollution and other forms of degradation. The decision to discontinue Activity 2.1b2 was approved by the third IPSC Meeting. Co-financing resources were allocated by the Biodiversity Unit for the national survey of gully ecosystems to gather data for the government's broader gully management project, including invasive species management.	
2.1.b.3 Rat and mongoose control at selected Barbados hawksbill turtle nesting beaches	2.1b.3 Trapping revealed that mongooses were the primary predators of turtle eggs. Nest predation decreased significantly from 75.6% in 2022 to 9.7%, possibly due to trapping that removed 57 mongooses from the population between June 2021 and July 2022. Monitoring research indicated that mongooses were the only nest predators of hawksbill sea turtles during the 2021 and 2022 nesting seasons at Bath Beach of Barbados. The project did not identify any impact of mongooses on green	

Output statements	Narrative Assessment	Sources of Information/Evidence
	anoles at Bath Beach and found a 67% survival and recruitment rate for hatchlings returning to the sea. To ensure project sustainability, eighteen staff members from five various government agencies and three members of the Welch Bath Land community group were trained in mongoose trapping methods.	
2.1b4 Lionfish assessment and management project in place at high biodiversity value reef sites.	2.1b.4 Three fish surveys, two fisher catch surveys, and a dive shop survey indicated no significant ecological or fishery impacts from the lionfish invasion on high biodiversity reefs. This lack of impact is likely due to the proactive removal of lionfish from these reefs by volunteers from dive shops and hobbyist spear fishers. In St. Kitts, invasive algae were removed from their location but were subsequently brought back by sea waves. Unless removed from the sea, their impact cannot be mitigated.	
2.1c Management plan for control of the Green monkey on St. Kitts	2.1c A mass capture technique for green monkeys was conducted, along with a cost-benefit analysis of four capture techniques. As monkeys are highly intelligent and have changed their approach to accessing farms, the agricultural department must adapt its capture methods or consider fencing to keep them out. Additionally, the impacts on biodiversity, agriculture, and tourism sectors were studied. The information from these analyses and studies was used to develop a monkey management strategy, which was reviewed through consultations with stakeholders. The report was finalized and submitted to the Cabinet for adoption; however, it had not been approved by the time of the Terminal Evaluation. **Level of delivery: Partially delivered**	
3.1.1 Regional strategy for surveillance and prevention of IAS at ports and Regional IAS working Group established.	3.1.1 Following the success of the Port Biosecurity initiative in 2019, the "Declare, Dispose or Pay" campaign was developed and disseminated. Banners and stainless-steel amnesty bins were shipped to the participating countries in 2023. The OECS Commission agreed to continue spearheading the implementation of the updated Regional Strategy in collaboration with CABI. Additionally, CABI partnered with the Royal Society for the Protection of Birds to establish a Coordinating Group for Biosecurity in the UK Overseas Territories (UKOTs) in the Caribbean. The connection with the UKOTs, which are not participating in the project and are non-GEF eligible, is crucial due to their role in the risk pathways for potential trans-shipment of invasive alien species (IAS), given their proximity to the OECS countries. The Coordinating Committee for the Caribbean Invasive Alien Species Trust Fund (CIASTF) will continue to address IAS issues in the region beyond the project's lifespan, contingent on its ability to raise funds. **Level of delivery: Fully delivered**	-Project reports/PIRs -Interviews with National project team -Interview with CABI -Field visit/observation
3.1.2 port of entry interception data base established	3.1.2 The Caribbean Biosecurity Interception System (CBIS) was completed in August 2022. The system was upgraded by the Caribbean Plant Health Directors (CPHD) and the USDA Animal and Plant Health Inspection Service (APHIS) and has been implemented in 17 Caribbean countries. An app was also developed to facilitate data collection on mobile devices. From January 1, 2023, to August 2025, a total	

Output statements	Narrative Assessment	Sources of Information/Evidence
	of 611 interception records were entered into CBIS. No data on updating of interception after August 2025 was available. **Level of delivery: Fully delivered**	
3.1.3 regional financing mechanism planned	3.1.3 CABI signed a memorandum of understanding (MOU) with the Caribbean Biodiversity Fund to establish the Caribbean IAS Trust Fund (CIASTF). The steering committee was established and met on May 8th 2026. This initiative was endorsed by regional stakeholders, and CABI and CBF are collaborating to establish an ongoing committee to coordinate the trust fund's formation. Solicitation of potential donors resulted in a grant of US$33,700 from the Sandals Foundation for controlling croton scale in Grenada in 2024. However, no additional funds had been added to this trust by the time of the Terminal Evaluation. **Level of delivery: Partially delivered**	
3.2.1 risk and economic impact assessment capacities developed	3.2.1 In 2018, 17 individuals were trained in Cost-Benefit Analysis in Barbados. A total of 28 individuals (39% female) were trained in conducting risk assessments through a combination of face-to-face and virtual training during the workshop "Improving Biosecurity in Barbados and the OECS through IAS Risk Assessments," held from June 13 to 17, 2022, in Grenada. One cost-benefit analysis was completed for monkey management in St. Kitts and Nevis. Barbados decided to shelve the plan to conduct a cost-benefit analysis on the impacts of lionfish, as no detectable impacts were observed in high biodiversity reefs. **Level of delivery: Fully delivered**	
3.2.2 Learning network CIAS.Net strengthened and lessons from Outcomes 1 and 2 disseminated	3.2.2 A website was launched in March 2020, accessible at CaribbeanInvasives.org . Since the project's inception, close to half a million individuals have visited the site, consulting multiple pages per visit. It contains information related to IAS, information for identification of IAS etc. **Level of delivery: Fully delivered**	
3.2.3 IAS identification facilitated through regional apps/ID cards for high-risk species impacting biodiversity, food security, and/or human health	3.2.3 A guide to naturalized and invasive plants in the Caribbean was published, available at: https://www.caridigitallibrary.org/doi/book/10.1079/9781800623453.0000 Additionally, a guide to invasive animals was published electronically, available at: https://www.cabidigitallibrary.org/doi/book/10.1079/9781800627598.0000 **Level of delivery: Partially delivered**	

75. The IAS strategy and Action plans were drafted but were not approved/adopted at the time of TE. Only the IAS strategy and Action plan of Barbados is said to have been approved in October 2024 after several years of delay but they didn't provide any evidence of approval. Similarly, conservation and environment acts were not approved by cabinet (except Barbados). Two draft legal documents prepared by consultants in Antigua and Barbuda viz. Protected Areas and Invasive Alien Species Regulations and Legal Action Plan for the Protected Areas and Invasive Alien Species are pending in Attorney General's Office. The National Conservation and Environment Management Act (NCEMA) of St. Kitts and Nevis was approved by the Government on 31 October 2025 after long pending and this included provisions for IAS and was based on the NISSAP. Similarly, it is learned that the Environment Management Act is being reviewed by consultants in Barbados and this will help to address IAS and other environmental issues.

76. Public awareness activities were carried out at the national level through various program including, school activities, electronic and print mass Medias, campaign through social Medias. Some awareness work was also done at the regional levels, but the feedback mechanism to understand the impact of the awareness program was weak.

77. The project was not able to establish a national level cost recovery financial mechanism and also at regional level it was not able to set up an ongoing committee to coordinate the establishment of Caribbean IAS Trust Fund (CIASTF). Until the Terminal Evaluation time, it was not able to generate funds for regional level monitoring and coordination activities. The three core countries for the setting up of cost recovery mechanism were unable to setup such mechanism.

78. Among the activities to eradicate IAS or improve control over IAS from impacting biodiversity of global significances, eradication of rats in Green Island, Smith Island and Maiden Island and establishment of Redonda ecosystem Reserve including other critical Offshore Islands was an achievement. Biosecurity protocol based on best practices was completed and personnel were trained to prevent future incursions of IAS. More important was the establishment of the Redonda Ecosystem Reserve incorporating the entire surrounding areas and Islands by an act of the parliament; this is a big achievement.

79. Construction of the bio-secure fence work in Barbados was extremely delayed due to supply of fencing material, lack of knowledge of the hardness of the rocks, bureaucratic procedures in procuring a contractor and delay in payments. Besides, poor weather, ash rain due to La Soufriere volcanic eruption and Barbados Defence Force activities in the site also contributed to delaying fencing activities. During the terminal evaluation mission, the pits had been made for erecting poles but fencing was not initiated and the project team was expected to complete fencing by the end of June 2026.

4.4.2 Achievement of Project Outcomes

Table 15: Achievement of project outcomes

Outcome 1: Strengthened invasive alien species management framework in Antigua and Barbuda, Barbados and St Kits and Nevis.	
Indicator(s) and Target(s):	**Performance against Indicator(s) and Target(s):**
Indicator i) Increased score in the GEF IAS Tracking Tool (Mid-term and end of project) **End of Project Targets:** i) National cross-sectoral coordinating mechanism in place in 3 countries providing management oversight on IAS issues across sectors.	Antigua and Barbuda= 17/27; St. Kitts and Nevis=13/27 ; Barbados= 11/27; Grenada= 10/27; St. Vincent=6/27; St. Lucia= 11/27; Dominica=12/27; Other than few interactions in seminars/meetings, no regular formal coordinating mechanism was established

Outcome 1: Strengthened invasive alien species management framework in Antigua and Barbuda, Barbados and St Kits and Nevis.	
Indicator(s) and Target(s):	**Performance against Indicator(s) and Target(s):**
	between nations within the region and also between sectors within the nation.
ii) Stakeholders meeting their commitment in implementing Three National IAS Strategies and action plan that was developed in a participatory approach.	IAS Strategies and Action Plans were developed but not adopted by the countries' governments.
iii) At least 50% of the recommendations from the three high risk pathways assessment implemented to minimize economic impacts of IAS	Recommendations were not implemented to minimize economic impacts of IAS.
Indicator ii) # of persons and # of department/offices targeted by the awareness campaign, applying information on IAS threats, impacts, and new controls and regulations **End of Project Targets:** iv) Through the Regional Awareness campaign, awareness of IAS threats raised among technicians raised by 5% and among the general public by 25%	No impact assessment of Regional Awareness Campaign on technicians or among the general public was conducted to determine effectiveness.
v) At least 3 different departments (per country) offices sensitized about IAS, and at least 5% increase in awareness from stakeholders in comparison to baseline. (surveys to be used at start of the project to confirm baseline)	No sensitization programs for 3 different departments of each country offices. No study carried out to assess level of sensitivity or knowledge about IAS among the officers from different departments (per country),
Indicator iii) Financing mechanism in place to support IAS related activities **End of Project Targets:** vi) 15% increase over baseline in funding Investment in IAS per annum: Antigua and Barbuda: US$ 1,650,000 Barbados: US$ 2,750,000 St. Kitts and Nevis: US$ 176,000	No financing mechanism is in place to support IAS related activities. As per the information provided regarding budget allocations for IAS activities, no budget has been allocated for IAS in the Fiscal budget of core countries. So increase in funding investment in IAS in 3 core countries by 15% is not achieved.
vii) 3 countries participating in a cost recovery mechanism to manage IAS	Not able to establish cost recovery mechanism in any of the three project countries. Governments of the participating countries disagreed to establish such a mechanism.
Sources of Information /Evidence: *List specific source/s of information that demonstrate the uptake of outputs by intended beneficiaries*	-Field visit/observation -Interviews with CABI and national project team (Gender equality and representation of stakeholders were considered as far as possible.
Narrative Assessment: *Discuss the nature, depth, and scale of Outcome. Discuss the contribution, credible association, or attribution of the Outcome level change to the project.*	None of the targets set (national cross-sectoral coordinating mechanism, sensitisation of 3 different department staffs per country and increment in financing for IAS) for this outcome were achieved. Moreover, no assessment was carried out to assess the impact of awareness programs. So, the project was not able to achieve the targeted outcome.
Level of Achievement:	Outcome not achieved

Outcome 2: Reduced threats to key species of global biodiversity significance through improved management of IAS	
Indicator(s) and Target(s):	**Performance against Indicator(s) and Target(s):**
Indicator i) Antigua and Barbuda: Stabilizing populations of critically endangered native species: • Redonda ground lizard (*Ameiva atrata*) • Redonda anole (*Anolis nubilus*) • Redonda skink (*Copeoglossum redondae*) Redonda pygmy gecko (*Sphaerodactylus sp. nov.*) **End of Project Targets:** Native species population (as in baseline) stabilised or increased	Population of native species (Redonda ground lizard, Redonda anole, Redonda skink and Redonda pygmy gecko) increased compared to the baseline population. But population data show unstable trends i.e. increased and again following years decreased to some level, but still above baseline population.
Indicator ii) Barbados: Increased stability of populations of: *1. Endemic reptiles* Barbados leaf-toed gecko *(Phyllodactylus pulcher),* Threadsnake *(Tetracheilostoma carlae), and* Hawksbill turtle *(Eretmochelys imbricata)* nesting population *2. Indicator coral reef fish species at high biodiversity reef sites:* Parrotfish (*Scaridae spp.);* Grunts (*Haemulidae);* Surgeonfish (Acanthuridae spp.) **End of Project Targets:** Leaf toe gecko population stabilised or increased Threadsnake population stabilised or increased Nesting population stabilised or increased Key indicator species maintain their ranking and lionfish numbers remain in check.	Leaf toe gecko population in Barbados has improved. Thread snake population stabilised. Nesting population of Hawksbill turtle increased. Research finding indicates that there is no negative impact of Lionfish on the local fish and other aquatic lives.
Indicator iii) St. Kitts and Nevis: Improved capacity to manage and control Vervet monkey (Chlorocebus aethiops) to sustainably control their numbers in the wild. **End of Project Targets:** Cost recovery options incorporated in the plan to ensure sustainability to ensure control measures post project continue to keep population in check.	Farmers' capacity to manage Green Monkey improved. Instead of decreasing their population, attempts were more successful in keeping them out of the farmers' crops. But cost recovery options to ensure sustainability of controlling measures in the post project period was not established.
Sources of Information /Evidence:	-Project reports -Field visit/observation -Interviews with National project team, CABI and UNEP -Gender consideration was made.

Outcome 2: Reduced threats to key species of global biodiversity significance through improved management of IAS	
Indicator(s) and Target(s):	**Performance against Indicator(s) and Target(s):**
Narrative Assessment:	Construction of the bio-secure fencing in Barbados was delayed and was not completed at the time of the evaluation mission; this is very important to secure the critical habitat of the indigenous Geckos, Port Biosecurity Regional Strategy is agreed but not effectively implemented at the entries. The Caribbean IAS Trust Fund (CIASTF) is not able to raise funds for IAS management. It is learned that the signing of agreement is waiting consensus on some points CBIS was completed but the app was not in used due to transfer of trained staffs and this also affected data updating practices. Hence, the project activities contributed to reducing risks to some extent, but not sufficiently enough to safeguard key species of global biodiversity significance from the negative impacts from IAS.
Level of Achievement:	Partially achieved

Outcome 3: *Increased collaboration between Barbados and OECS countries to tackle IAS*	
Indicator(s) and Target(s):	**Performance against Indicator(s) and Target(s):**
Indicator i). Increase in the number of invasive or potentially invasive species interceptions at ports resulting from regional collaboration **End of Project Targets:** 25% increase in interceptions from baseline	Data on interceptions wasn't available to assess target achievement.
At least 3 countries inputting data on interceptions into a database that can be viewed in real time by other countries	No updating data on interceptions into a database for viewing in real time by other countries.
Indicator ii). Active IAS working network beyond agriculture sector cooperating on a regional IAS programme (taking into account fair gender participation) **End of Project Targets:** Regional IAS Strategy adopted by the OECS Commission.	Regional IAS Strategies adopted but with limited implementation. Banners and stainless-steel amnesty bins were shipped to the countries. As mentioned by the project manager (also mentioned in final report) that commitment was made by the OECS Commission to spearhead the implementation of the updated Regional Strategy with CABI but no further actions were observed.
At least 3 meetings (virtual) of the regional working group (proof of women participation).	Meetings (virtual) of the regional working group (including women) did not take place on a regular basis.
Indicator iii). # of persons with increased capacities among participating countries for IAS prevention, EDRR, risk management, and measurement of economic impact (taking into account fair gender participation) **End of Project Targets:** At least 14 persons -2 per each participating country (in good ratio of male to female) trained, with participants completing at least five detailed risk assessments.	28 staff were trained in risk assessment but were not in place to use the knowledge.
Regional IAS app in circulation and used by those engaged in surveillance as well as the general public.	IAS apps developed but was not in use by the entry point staff. Staff turnover also affected this activity.

Outcome 3: *Increased collaboration between Barbados and OECS countries to tackle IAS*	
Indicator(s) and Target(s):	**Performance against Indicator(s) and Target(s):**
Cost recovery strategy socialised at a regional level to obtain approval and backstopping from key partners (CARICOM, OECS, etc).	Not able to establish cost recovery mechanism. Signing of agreement letter is waiting agreement on some points.
Sources of Information /Evidence: *List specific source/s of information that demonstrate the uptake of outputs by intended beneficiaries*	-Field visit/observation -Reports review -Interviews with National and regional stakeholders. -Inclusivity was considered
Narrative Assessment: *Discuss the nature, depth, and scale of Outcome. Discuss the contribution, credible association, or attribution of the Outcome level change to the project.*	No information on interception at ports. IAS regional strategies adopted but with limited implementation. Staff were trained to enhance capacities but were not in place to use knowledge. No plan for regular communication, coordination and cooperation between countries was developed or implemented. Regional IAS app was developed but not in use. Not able to establish cost recovery for continuing IAS activities except a small amount for specific activities in Grenada. Hence, sufficient environment is not created to achieve the Outcome of tackling IAS by increasing collaboration between Barbados and OECS countries.
Level of Achievement:	Not achieved

80. Outcome targets for outcome 2 in the 3 core countries were partially achieved. The short comings related to achieving outcome 2 were related to delay of fencing critical habitat in Barbados, no continuation of use of Apps developed for staff of the entry points owing to transfer of staffs, Port Biosecurity Regional Strategy is agreed but not effectively implemented at the entries etc. While in case of other two outcomes (1 and 3) it was not achieved. One very important achievement of this project is that the Redonda Ecosystem Reserve incorporating the entire island and surrounding marine area is established by an act of the parliament in Antigua and Barbuda.

4.4.3 Likelihood of impact

Table 16: Likelihood of impact

Factors influencing likelihood of impact	**Assessment**	**Justification**
Drivers to support transition from Outputs to the Project Outcomes	Partially in place	- A regional forum (D1) was established but remained largely inactive. - The attempt to establish a cost-recovery mechanism was unsuccessful, leaving no assured financial support for continued monitoring and implementation of IAS control strategies (D2). - Communication and coordination among the OECS governments (D3) was expected to drive collaborative action, but no significant activities were observed to support this driver.
Assumptions for the change process from Outputs to Project Outcomes	Partially hold	- Government commitment was expected to drive adoption of critical instruments, but the IAS Strategy and Action Plan, the Conservation and Environment Acts, and the Monkey Management Plan were not approved or adopted.

Factors influencing likelihood of impact	Assessment	Justification
		- Coordinated efforts of the governments and the regional fora were assumed to support implementation, but limited activities were observed to substantiate this. - Budget allocation for IAS-related activities was absent from national budgets, undermining sustainability. - Information gaps persisted, as national environment databases lacked IAS data. For example, Antigua and Barbuda's Environment Information Management and Advisory System (EIMAS) contained no IAS-related information.
Proportion of **Project Outcomes** fully or partially achieved	Partially achieved	Since some major outputs of the project were not achieved, outcomes of the project were only partly achieved in case of Outcome 2 while in case of Outcome 1 and 3 it is not achieved.
Drivers to support transition from Project Outcomes to Intermediate States	Partially in place	The project was not able to establish functional Regional fora (D1) and the regional governance structure (D2) to support and monitor the implementation of the IAS controlling strategy was weak. Similarly, coordination/communication between governments of the OECS states regarding IAS issues (D3) was weak. These were expected drivers to drive activities from Outcome to Intermediate State.
Assumptions for the change process from the Project Outcomes to Intermediate States	Partially hold	It was assumed that there will be governments commitments for project activities (A1), stakeholders are aware of threat of IAS (A2), coordinated efforts of government and regional fora will exists (4), and project activities will have sufficient resources (A5). Also, could not see application of lessons from outcome 1 and 2 for outcome 3 (A3). These assumptions didn't fully hold during the project implementation.
Proportion of **Intermediate States** achieved	Some	Very limited signs of both intermediate states were observed because outcomes were not achieved. Regarding intermediate state 1, it was observed that there was very limited reduction in threats from IAS to biodiversity and the problem still exists in the core project counties. Similarly, intermediate state 2, was not attained because only limited signs of shared resources and coordination were observed.
Drivers to support transition from Intermediate States to Impact	Partially in place	All three drivers are important to lead from intermediate states to impact but as mentioned above, there was very limited presence of these drivers to lead to impacts. There was no functional regional fora, no support to implement IAS control strategy and weak communication/ coordination between governments of the OECS states.
Assumptions for the change process from Intermediate States to Impact	Do not hold	To lead from the intermediate stages to the impact 4 assumptions (A1, A2, A4 and A5) were expected. There was no government commitment (A1), no coordinated efforts from government and regional fora (A4) and no budgets allocated by government or arranged budget at the regional level (A5) to support monitoring. In fact, Neither Outcomes were achieved, nor the intermediate state achieved so could not expect desired impact.

Findings Statements on Effectiveness:

81. Not all the outputs were achieved because some activities were not completed. Due to these, Outcomes could not be observed by the time of TE thus affecting the likelihood of impact. The drivers and assumptions did not hold as expected.

Rating for Effectiveness: Moderately Unsatisfactory.

Rating for Availability of Outputs: ***Moderately Satisfactory***

Rating for Achievement of Project Outcomes: ***Moderately Unsatisfactory***

Rating for Likelihood of Impact (Use 'Likely' scale): ***Unlikely***

4.5 Financial Management

82. The project was financed by GEF (US$ 3,747,945) and co-financing by UNEP, Governments of project countries, I/NGOs and regional organisation (US$6,656,477). About 95% of the GEF grant was disbursed and also contributions (co-financing) from partners were made but no exact figures of expenses from all co-financer. As per information from Financial Management Officer (FMO) of UNEP, remaining 5% will be disbursed after completion of the Terminal Evaluation. Total funds received from GEF by the end of 4 April 2025 was US$ 3,517,797.79 and total expenditure was US$ 3,692,735.81. The project financial information was incomplete and while information of actual expenses of co-finances was not available for each co-financer. The communication between project management and finance was not a problem and project team were well informed on financial and technical reporting formats and financial reports were complete but it does not explain expenses from each co-financer and only provide total expenses from co-finance amount. Auditing was carried on timely and audit reports were submitted to UNEP. The component wise financial information were not available for each of the three components.

83. The project financial management followed the policies and procedures of UNEP. There was no communication gap between project management and the finance. There was some balance in each of the countries and also about 5% grant from GEF is in hold in UNEP which will be transferred to CABI after completion of the Terminal Evaluation Report.

4.5.1 Adherence to UNEP's Financial Policies and Procedures

84. The project prepared comprehensive financial reports following the UNEP's financial policies and procedures. The project team was briefed on the UNEP Financial policies and provided with the guidelines and format of the financial report. The project executing agency and partners conducted regular auditing and submitted audit statements indicating compliance with international fiduciary management. No issues for action were identified in the audits undertaken.

4.5.2 Completeness of Financial Information

85. All financial reports were completed by the partners and the Executing Agency addressed information requirements of the GEF grant and co-finance resources. Figures available for the GEF grant and co-financing are presented in the **Error! Reference source not found.**. Details of the sources and amounts of co-financing delivered by the extensive partner networks are presented in the Table 6. The finance information was prepared by the project teams in each of the countries and submitted to CABI which were compiled in the financial report of the project and submitted to UNEP. But the financial reporting does not provide information of expenses from each of the co-finances and also component wise expenses, management and M&E expenses etc.

Table 17: Financial management

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:		**S**	
Any evidence that indicates shortcomings in the project's adherence[15] to UNEP or donor policies, procedures or rules		No	Project adhered to UNEP policies and procedure
Was first disbursement carried out within 9 months of UNEP's project approval date?		Yes	No issues related to disbursement
Were the procurement policies of UNEP and the donor(s) followed? *(where applicable)*		Yes / No	Most of the procurement followed UNEP procurement but some were done as per government procurement practices.
2. Completeness of project financial information[16]:			
Provision of key documents to the evaluator (based on the responses to A-H below)		**MS**	
A	Co-financing and Project Cost's tables at design (by budget lines)	No	Co-financing and project cost at design was available but it was not by budget lines. Actual expenses of Co-financing was not available at TE.
B	Revisions to the budget	Yes	Budget revision took place as per need.
C	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Legal arrangements followed.
D	Proof of fund transfers	Yes	There was no issue related to fund transfer from GEF to UNEP and from UNEP to CABI.
E	Proof of co-financing (cash and in-kind)	Yes	Cash and in-kind Co-financing information provided was clear. But information on expenses from co-financing is not provided.
F	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	No	Summary report on the project expenditure was provided but it does not distinguish information on actual M&E and Management expenses, component wise expenses and expenses of each co-finances.
G	Copies of any completed audits and management responses *(where applicable)*	Yes	Complete audit available.
H	Procurement documents[17], including the approved requisition document and Source Selection Plan *(where applicable)*	Yes	ToR provided. Some procurements were done as per government's practices.
I	Any other financial information that was required for this project (list):	Yes	Additional funding information available from few partners.
Overall rating		**S**	

[15] If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.
[16] See also document 'Criterion Rating Description' for reference.
[17] Relevant for procurement action over USD 10,000 in value.

Findings Statements on Financial Management*:*

86. Financing management adhered to UNEP's policies and procedures. Financial information was prepared and submitted in UNEP's standard format. Auditing was conducted on time, and audit reports were submitted annually. There were no issues related to communication between project staff and finance management. All partners involved reported satisfactory communication. The project support team in UNEP Nairobi effectively facilitated issues regarding the available GEF grant during financial management.

87. Financial reports, which included comprehensive financial information, were developed by the Project Coordination Unit (PCU) and submitted to CABI, compiling financial reports from each country for submission to UNEP. There were no issues related to financial management and reporting. The project finance staff received training on standard reporting formats, procedures, GEF/UNEP policies, and reporting timelines. In the first year, UNEP needed to follow up to improve reporting; after that, there were no further issues.

Rating for Financial Management: Satisfactory

Rating for Adherence to UNEP's Financial Policies and Procedures: ***Satisfactory***

Rating for Completeness of Financial Information: ***Moderately Satisfactory***

4.6 Efficiency

88. The project was delayed due to the COVID-19 pandemic, environmental and bureaucratic reasons. The project was not able to accomplish its activities on time and even in two extensions of the project period, not all activities were accomplished.

89. The project complemented several initiatives or projects (explained in Table 12). The environment created by earlier projects or ongoing projects helped the project to implement its activities, e.g. activities that were implemented in Antigua and Barbuda by Fauna and Flora were not stopped or delayed due to delay of funds transfer to them. The agreement with INGOs and other donor projects also helped to generate data.

90. Government's commitment was weak and the project team was not able to lobby for the approval of the IAS strategy and Action plan, and provision of funds in the national budget for IAS activities or for continuation of the results of this project beyond the project life. Weak lobbying for approval of the IAS strategies and Action Plans and Conservation and Environment Acts and also no budget allocation in the government's Fiscal budget could be because the project was working with mid-level government personnel and also there was no representation in the Project Board by high-level officials from the target governments.

91. The project was implemented through the existing government institutions and INGOs and NGOs and used government office premises for the project, which to some extent reduced administrative expenses. The project partnered with some INGOs which contributed to support some of its activities and also made project cost effective. Using government buildings for the project office and their resources will decrease use of energy and also use nature-based solutions and use of new technologies (no use of chemicals or energy demanding technologies) had contributed to UNEP's strategy of minimising the carbon footprints. Due to slow implementation, the project could not complete all activities within the allocated time so the end date was extended twice, first no-cost extension was for 18 months and second of 21 months.

Table 18: Project Extensions

Type of project extension (cost/no-cost)	Duration (# months)	Reason for no-cost extension
No-cost extension	18 months (May 2022 to November 2023)	The COVID-19 pandemic and slow and long bureaucratic procedures of procurement, staffs turnover and change at high level authorities contributed to delays and therefore activities were not completed in time.
No-cost extension	21 months (December 2024 to September 2026)	

Findings Statements on Efficiency

92. The project implementation was very slow and did not accomplish its activities as per plan. Due to this reason the project was extended twice for a total of 39 months and still some results such as adoption of the IAS strategy and the Action plan, approval of legislations and fencing for crating Bio-secure site were not delivered. Initially, the COVID-19 pandemic affected project activities and latter slow and long bureaucracy also contributed to delay the activities. The selection of the company for fencing and purchasing of materials in Barbados was delayed due to complicate processes of procurement. Besides, there was delay in accessing the site due to the security reasons (area was under management of National Security) and also dust from volcanic eruption in a nearby country affected the activities. The project had not conducted rock tests at the beginning and later found the rocks very hard to penetrate and that also contributed to delaying the activities. The efficiency of the project implementation was weak.

Rating for Efficiency: Moderately Unsatisfactory

4.7 Monitoring and Reporting

93. The project monitoring was at two levels, viz. at the project level by the project team and the ministry officials from participating countries and from the regional level by CABI and UNEP. The project monitoring followed UNEP's standard monitoring and reporting procedure. The PIRs and progress reports up to the end of the project were comprehensive and complete. The PIRs and other reports of the entire project period were reviewed as part of the evaluation. The project team reported project performance and other information related to the project through PIRs. The project also conducted a Mid-term Review (MTR) in December 2021. Besides, a separate GEF tracking tool was filled in for each of the project counties with information on the baseline and project achievements on an ongoing basis.

4.7.1 Monitoring of Project Implementation

94. The project document's section 6 presents a detail approach to monitoring, reporting requirements and evaluation consistent with UNEP and GEF's expectations. A total of US$ 265,000 from GEF money and US$ 315,000 from Co-financing was allocated for monitoring activities in the budget. The monitoring plan had a provision for periodic monitoring of the project implementation and also provision for evaluation of the project at the middle of the project life and at the end of the project. Monitoring findings or the research findings were used to adjust the project for more effective results. A Mid-term Review of the project was conducted in December 2021. However, by TE the Project management had not yet responded recommendations from the MTR. PIRs were the main formal reporting of progress on targets at the output level and monitoring data to complete this was provided in a timely manner by all partners, together with details on co-financing associated with each component. The indicators provided in the results framework were used to monitoring project results. PIRs were drafted by the PCU with input from core partners. The Project Coordinator (PC) regularly

informed PSC on the progress and challenges of the project. The Project task manager visited Barbados 3 times, St. Kitts and Nevis and Antigua and Barbuda twice to monitor project activities. Besides he was conducting monthly meetings with CABI and project coordinators from each of the countries to discuss progress and issues. Financial monitoring was conducted by the Financial Management Officer (FMO) of UNEP through the Finance officer of CABI who generated financial reports based on information from the project account staffs.

4.7.2 Project Reporting

95. Monitoring of the project implementation was guided by a well-structured monitoring plan. The Project Implementation Reports (PIRs) were prepared annually at the end of June, providing detailed and comprehensive information on execution progress. All partners submitted reports to the Project Coordinating Representative (PCR), who compiled country-level progress reports and forwarded them to the Regional Director at CABI. The Regional Director consolidated all country reports into UNEP's reporting format, first submitting them to CABI headquarters, and only after their review were the reports sent to UNEP. This lengthy reporting chain often caused delays, resulting in late submission to UNEP officers and challenges in meeting GEF's specified deadlines. The Project-related reports were uploaded to the ANUBIS information management system; however, several reports were found to be outdated or not updated. The financial reporting was carried out in line with UNEP provisions, following its standard format. The UNEP PIR format was used to report progress of the project implementation. The PIR covered activities from 1 July of the preceding year to 30 June of the current year.

Findings Statements on Monitoring and Reporting*:*

96. The monitoring was conducted as per the standard monitoring plan provisioned in the project document and the indicators provided in the result framework were used to ascertain the progress of the project activities. Sufficient budget was allocated for the monitoring activities of the project. The project Monitoring and reporting was carried out following standard UNEP policy and formats. The financial reporting also followed UNEP standard provisions. But there was no management response to MTR recommendations.

Rating for Monitoring and Reporting: Satisfactory

*Rating for Monitoring of Project Implementation: **Satisfactory***

*Rating for Project Reporting: **Satisfactory***

4.8 Sustainability

97. Sustainability of the project result is uncertain. Only few of the project results may be sustained beyond the project life. There is no commitment from any side to continue the results of the project. An exit strategy with information related to sustainability of the project results were not developed by any of the project countries. The Mid-term Review also recommended that an exit strategy be developed but it was not developed.

4.8.1 Socio-political Sustainability

98. Communities in the Bath area of Barbados were trained to capture mongooses, which were preying on turtle eggs and livestock such as chickens. The knowledge imparted to these communities is expected to support the continuation of mongoose control activities beyond the project's lifespan. Similarly, farmers in Nevis were trained and supported to keep Green Monkeys out of their farmland. These efforts may also continue after the project ends; however, farmers will need ongoing guidance to adapt their methods. The Green Monkeys are

highly intelligent animals and, over time, are likely to develop new strategies to access farmland. Sustained knowledge transfer and adaptive approaches will therefore be essential to ensure long-term effectiveness. There was no commitment from the governments to continue the results of the project and their fiscal budget does not reflect budget for IAS activities. The delay in approving IAS strategy and Action plans and Environment policies indicates low interest of the government or least priority to IAS activities. This also indicates weak commitments of governments making socio-political sustainability weak.

4.8.2 Financial Sustainability

99. The financial sustainability of the project remains uncertain, as none of the participating countries have allocated funds to support the continuation of project results. In Barbados, limited support may be available through the government's Gully Project to sustain a few activities; however, beyond this, no committed funding exists in any of the project countries to carry forward the outcomes. Furthermore, there is no indication of donor commitment to ensure the continuation of the project results after the project's closure. An exit strategy was not developed by any country with information of funding for continuation of results of this project.

4.8.3 Institutional Sustainability

The Customs staff at entry points and those from the agriculture sector were trained to identify invasive alien species (IAS). However, frequent staff turnover undermined the project's strategy to strengthen customs capacity for preventing IAS entry. Additionally, the mobile application developed to support customs and entry-point personnel was not utilized. The project was not able establish functional monitoring and coordinating mechanism at national and regional level. The IAS Strategy and Action Plans and the National Conservation and Environment Act (other than St. Kitts and Nevis) developed by the project were not approved/adopted, frequent staff turnover even at higher levels at government institutions etc. creates uncertainty to continuity of the project results.

100. There is some hope that NGOs involved in project activities may continue certain initiatives, but overall sustainability remains uncertain without stronger institutional commitment.

Findings Statements on Sustainability*:*

101. There is no committed budget from governments of any of the project countries to continue the results of the projects. Only in Barbados, some of the activities/results of this project may receive support from the Gullies program of the government. The project executing team from each of the project countries had not developed exit strategies.

Rating for Likelihood of Sustainability: Unlikely

Rating for Socio-political Sustainability: ***Moderately Likely***

Rating for Financial Sustainability: ***Unlikely***

Rating for Institutional Sustainability: ***Unlikely***

4.9 Factors Affecting Performance and Cross-Cutting Issues

102. The performance of the project was influenced by several factors. The Implementing Agency carried out its role effectively, contributing to coordination with the Executing Agencies, monitoring and evaluation, performance supervision, and ensuring both financial and technical reporting in line with UNEP/GEF procedures and policies. The Executing Agency,

CABI, was responsible for monitoring, coordination, follow-up on reporting, and conducting regional-level activities to strengthen collaboration and cooperation among Barbados and the OECS countries. While these regional activities were implemented, progress at the country level was notably slow, which affected overall project performance. The specific factors affecting performance, along with cross-cutting issues, are described individually in the following sections.

4.9.1 Quality of Project Management and Supervision

4.9.1.1 UNEP / Implementing Agency

103. As implementing agency of GEF, UNEP is the implementing agency of this project. UNEP monitored projects through the reports including PIRs. It maintained close coordination with CABI to track the project progress. UNEP also made visits to the project countries for first-hand information of the project implementation progress. In the beginning, Finance management Officer of UNEP, trained project management Unit finance staff and CABI finance staff on financial reporting format and reporting periods. UNEP also arranged independent evaluation of the project at the middle of the project life and at the end of the project. The technical officer of UNEP also provided technical advice to the executing team in each countries during country missions.

4.9.1.2 Partners / Executing Agency

104. The project was executed by CABI in collaboration with the national government ministries in each participating country. The CABI managed implementation at the regional level, while the national ministries carried out activities on the ground with support from partner organizations. In the three core project countries, the Department of Environment faced significant constraints due to limited staffing and the need to manage multiple projects simultaneously. This situation led to delays and affected the timely delivery of project activities.

105. The CABI and UNEP maintain strong networks in the Caribbean region and leveraged their connections with the government personnel to expedite program implementation. However, these efforts were limited to engagement with the officials at certain levels of authority, who lacked the influence to secure approval for IAS strategies, action plans, and broader conservation and environmental policies.

4.9.2 Stakeholders Participation and Cooperation

106. The project involved several partners to assist in different activities of the project. The NGOs were engaged in awareness and the IAS eradication activities. The stakeholders included Universities, NGOs, INGOs, community institutions and bilateral organisations. A memorandum of understanding signed with the partners included clear responsibilities, requirements of reporting, expected outputs etc. The PMU in each countries had good coordination with the implementing partners.

4.9.3 Responsiveness to Human Rights and Gender Equality

107. An executing agency and the implementing partners in each country were responsible for promoting human rights, social inclusion, and gender equity. A significant number of female staff members were involved in the project implementation, which ensured that gender-related issues were properly considered. For example, challenges such as mongoose predation on farmers' chickens and monkeys damaging crops affected both male and female community members.

108. Across the project countries, a growing trend of women joining the environmental management sector was observed. In this context, capacity-building trainings and awareness activities that engaged many female participants contributed to leadership development and enhanced their knowledge.

109. It was also noted that, at both national and the regional levels, women were well represented in decision-making bodies, including the Project Steering Committee and the regional working groups. Furthermore, consultancy opportunities were provided equally to men and women, reinforcing the project's commitment to gender equality.

4.9.4 Environmental and Social Safeguards

110. Environmental and social safeguards were analysed at the project development phase and also given priority during implementation. Unsustainable and unjust activities were effectively screened out at inception. No new environmental and social issues were reported during the project implementation phases. Environmental social safeguard policies were observed regarding the safe use of poisons and traps, and regarding customary rights and social equity in conservation. This project addressed one of the most serious challenges posed by the Green Monkey in the agriculture sector of St. Kitts and Nevis. The project also intended to address social and environment risks from IAS by managing them and for that it developed IAS Strategy and Action Plan and Conservation and Environment Acts. But these documents were not adopted by the time of TE.

4.9.5 Country Ownership and Driven-ness

111. The project was developed based on the information on environmental issues related to IAS in these project countries. The project used information from previous and ongoing projects in these countries which reflected the country's need and efforts being taken and also helped to identify gaps. The project development and program identification included relevant stakeholders from each of the countries. Similarly, the project was implemented at national level by the government ministries so Country Ownership is strong. However, the government's commitment was limited: several results remained unapproved for years, and no budget allocations were made to sustain IAS-related outcomes, signalling weak long-term commitment, and these indicates weak drive-ness.

4.9.6 Communication and Public Awareness

112. The project developed a communication plan and implemented it throughout project activities. Awareness programs were a central component, utilizing electronic and print media to disseminate information and raise public awareness about invasive alien species (IAS). Additional methods included signposts, wall posters, and the development of webpages (http://caribbeaninvasives.org/) to reach wider audiences.

113. Despite these efforts, no systematic activities were undertaken to analyze the impact of the awareness program, apart from a limited assessment conducted in schools in Antigua and Barbuda. This lack of evaluation constrained the ability to measure effectiveness and inform future awareness strategies.

Findings Statements on Factors Affecting Performance and Cross-Cutting Issues*:*

114. The Implementing Agency performed its role effectively, ensuring coordination with the Executing Agencies, monitoring and evaluation, supervision of performance, and compliance with UNEP/GEF procedures for both financial and technical reporting. At the regional level, the Executing Agency (CABI) carried out monitoring, coordination, reporting follow-up, and regional activities to strengthen collaboration among Barbados and the OECS

countries. However, execution at the country level was weak, with implementation progressing very slowly.

115. The human rights and gender considerations were integrated into both project design and implementation. Women's participation in the project activities was notably strong, reflecting attention to gender inclusivity. INGOs and NGOs also played an effective role, contributing to the delivery of several activities.

116. Social and environmental issues and risks were thoroughly analysed during the design phase and considered during implementation. Government involvement in both design and implementation fostered a sense of ownership, as the project addressed national priorities. However, the government's commitment was limited: several results remained unapproved for years, and no budget allocations were made to sustain IAS-related outcomes, signalling weak long-term commitment.

117. Multiple communication and awareness activities were conducted using electronic mass media, social networks, posters, and school-based initiatives. Despite these efforts, no post-project studies were undertaken to assess the level of impact, leaving the effectiveness of these activities largely unmeasured.

Rating for Factors Affecting Performance and Cross-Cutting Issues: Satisfactory
Rating for Quality of Project Management and Supervision by IA: Satisfactory
Rating for Quality of Project Management and Supervision by EA: Moderately Satisfactory
Rating for Stakeholders Participation and Cooperation: Satisfactory
Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory
Rating for Environmental and Social Safeguards: Satisfactory
Rating for Country Ownership and Driven-ness: Moderately Satisfactory
Rating for Communication and Public Awareness: Moderately Satisfactory

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

118. The project primarily focused on five areas: i) awareness generation, ii) capacity enhancement, iii) creating a legislative environment, iv) pilot efforts to eliminate, reduce, or prevent invasive alien species (IAS), and v) protecting significant local biodiversity. A critical situation analysis was completed, highlighting the baseline status of IAS management in the core countries. Successful project activities included gecko protection and biosecurity initiatives, mongoose capture to protect hawksbill turtle eggs, rat eradication, fencing farmland to deter green monkeys, public awareness campaigns, and training for the government staff at entry points. The project showcased innovative efforts in mongoose capture in the Bath area of Barbados. The project provided some traps for capturing mongooses, but later, communities developed their own highly effective traps. The declaration of the Redonda Ecosystem Reserve, encompassing the entire island and surrounding marine area established by an act of parliament, was another notable success. The involvement of local NGOs and INGOs was satisfactory, particularly in activities that contributed to successful outcomes.

119. However, the IAS strategy and action plan, along with the conservation and environmental acts, were not approved or adopted by the government. It was reported that the IAS strategy and action plan for Barbados were approved in October 2024; however, evidence was not provided. The biosecurity fencing was not completed within the oversight period of the Technical Evaluation (TE) mission. It was also noted that the customs officers were transferred to other areas, and the tablets equipped with IAS applications were not in use. The entry points lacked experts capable of identifying IAS. The project implementation progressed slowly, necessitating two no-cost extensions totalling 39 months.

120. Human rights and gender dimensions were discussed during the project development phase and considered throughout implementation. A significant number of staff members involved in the project were female. Farmers' issues were integrated into the project activities, such as mongoose capture and monkey control initiatives. The project was mindful of local cultures and beliefs, showing appropriate respect. No human rights concerns related to the project implementation were reported by stakeholders, including the community members.

121. The sustainability of the project is rated as unlikely. Communities have been trained in monkey capture and mongoose trapping (in Barbados), which they may continue beyond the project's duration, thereby sustaining the project's results. Both species are detrimental to communities, presenting an incentive for continued efforts, which will also contribute to the conservation of local biodiversity. There is currently no financial commitment from the governments for IAS-related activities or to sustain the project's outcomes, resulting in weak financial sustainability. The Barbados government's gully program may support some project results in gully areas. Various international donors are active in the Caribbean region in environmental and biodiversity fields and may support some outcomes of this project, as controlling IAS is essential for conserving local biodiversity.

122. The project's results align with: a) capacity building (Bali Strategic Plan); b) South-South cooperation; c) UNEP Medium-Term Strategy (MTS) and Program of Work (POW); d) GEF focal areas; and e) the Convention on Biological Diversity (CBD) and are also relevant to the needs of the target countries.

123. Regarding the strategic questions of interest to UNEP, concerning strategic question related to MTR, no management responses to the Mid-Term Review (MTR) recommendations

were available, and none of the MTR recommendations were addressed. Concerning strategic question 2 related to knowledge management, knowledge sharing was conducted through webpages, electronic media, training sessions, awareness programs, and signage. However, no surveys were carried out to assess the impact of the awareness programs. Similarly, with respect to strategic question 3 regarding participation of private sector, there was no observed participation from the private sector in the project's design, implementation, or monitoring.

124. The table below provides a summary of the ratings and finding discussed in Chapter 4. Overall, the project demonstrates a rating of **Moderately Unsatisfactory**.

Table 19: Summary of project findings and ratings[18]

Criterion	Summary assessment	Rating
Strategic Relevance		
1. Alignment to UNEP MTS, POW and Strategic Priorities	Fully aligned with the UNEP MTS, POW and Strategic Priorities.	**S**
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	Highly aligned with GEF priorities and priorities of the participating countries	**S**
3. Relevance to global, regional, sub-regional and national environmental priorities	The project is highly relevant to global, regional, sub-regional and national environmental priorities.	**S**
4. Complementarity with existing interventions/ Coherence	The project complements some of the earlier initiatives by CABI, UNEP and other donors in the Caribbean region.	**S**
Quality of Project Design	Design addressed almost all mandatory criteria listed in the GEF project guidelines. There was only few shortcomings.	**HS**
Nature of External Context	COVID-19, ash rain due to Volcanic eruption, sites occupied by defence, staff turnover were identified as external context that project faced during implementation.	**MF**
Effectiveness		**MU**
1. Availability of outputs	Some of the outputs available but some were not available by the time of TE.	**MS**
2. Achievement of project outcomes	Some of the activities were not completed, so some outputs could not be delivered and therefore outcomes could not be achieved.	**MU**
3. Likelihood of impact (use 'likely' scale)	The targeted outcomes are not achieved. So impact is unlikely.	**U**
Financial Management	Financial management largely followed UNEP procedures and policies.	**S**
1. Adherence to UNEP's financial policies and procedures	Followed UNEP's financial policies and procedures.	**S**
2. Completeness of project financial information	Financial reports were complete but expenses was not presented component wise and also not for each co-financer.	**MS**

[18] Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Criterion	Summary assessment	Rating
Efficiency	Project implementation was very slow. Despite the project being extended by 39 months, some of the activities were not completed.	**MU**
Monitoring and Reporting	Monitoring and reporting was done as per plan. Reporting was slow but managed.	**S**
1. Monitoring of project implementation	Monitoring activities were conducted as per plan with some shortcomings like lack of post program survey.	**S**
2. Project reporting	Reporting was done but slightly delayed.	**S**
Sustainability (use 'likely' scale)	No sign of financial sustainability, Communities could carry on some activities,	**U**
1. Socio-political sustainability	Communities may continue few activities which are important for them also.	**ML**
2. Financial sustainability	No commitment from government or donors to continue results of the project.	**U**
3. Institutional sustainability	Strategy documents, Acts were not approved. Staff turnover affected institutional memory.	**U**
Factors Affecting Performance		**S**
1. Quality of project management and supervision	Moderate management skills. No action taken to the recommendations from MTR.	**S**
2.1 UNEP/Implementing Agency:	*Satisfactory performance. Fulfilled oversight roles.*	***S***
2.2 Partners/ Executing Agency:	*At moderately satisfactory regional level but weak at country level.*	***MS***
2. Stakeholders' participation and cooperation	NGOs and INGOs performance was good. Communities performed well. Others implementing partners performance was moderate.	**S**
3. Responsiveness to human rights and gender equality	Given attention in design as well as during implementation. Women's participation in project implementation and beneficiaries was remarkable.	**S**
4. Environmental and social safeguards	Risks assessed on regular basis and mitigation measures adopted.	**S**
5. Country ownership and driven-ness	Country ownership as per involvement is good but commitment to continue with funding and approving Strategies, action plans and acts is weak.	**MS**
6. Communication and public awareness	Communication as per plan and awareness conducted but impact was not assessed.	**MS**
Overall Project Performance Rating	**Moderately Unsatisfactory**	**MU**

5.2 Lessons Learned

Lesson Learned #1:	**Relocating invasive algae for a short distance from designated areas is not a sustainable solution, as ocean waves inevitably bring them back.**
Context/comment:	In St. Kitts and Nevis, a pilot effort attempted to remove invasive algae by relocating it only a short distance from its original position. However, ocean waves quickly returned it to the same area. Effective control would require removing the algae entirely from the sea environment.
Cross-reference(s) to relevant paragraphs	Effectiveness Output 2.1.b4, Table 4.4.1, Page 27

Lesson Learned #2:	**Monkeys are highly intelligent and quickly develop alternative strategies to access farmland. Therefore, control measures must be integrated and regularly adapted to remain effective.**
Context/comment:	Monkey management in St. Kitts and Nevis found that they were changing approaches to reach farmers' field.
Cross-reference(s) to relevant paragraphs	Output 2.1c, Effectiveness, Table 4.4.1, Page 27

Lesson Learned #3:	**The finance team of the Executing Agency requires training on the UNEP/GEF reporting format, policies, and procedures, as well as awareness of reporting timelines.**
Context/comment:	At the outset, the project faced challenges in financial reporting. To address this, the UNEP Finance Management Officer provided training to project staff on the required reporting format, timelines, and the type of information to be included in the reports.
Cross-reference(s) to relevant paragraphs	Financial Management, Paragraph 87

Lesson Learned #4:	Knowledge gaps can significantly hinder the project activities. Securing government buy-in is critical for sustainability. If authorities are not convinced of the importance of IAS management, the project results will not continue, and related strategies, action plans, and legislation will remain low priority for approval.
Context/comment:	In this case, the project was unable to convince authorities (ministers, MPs and high-level officers) of the critical link between environment and tourism. As a result, the government prioritized tourism while giving little emphasis to invasive alien species (IAS) management.
Cross-reference(s) to relevant paragraphs	Effectiveness Output 1.2, Page 27

5.3 Recommendations

Recommendation #1:	**In future projects, capacity-building trainings and awareness activities should be followed by post-training surveys and impact assessments to evaluate the effectiveness of the programs.**
Challenge/problem to be addressed by the recommendation:	Without assessing the impact of awareness activities, it is impossible to determine whether the desired outcomes have been achieved.
Cross-reference(s) to relevant paragraphs	Effectiveness, output 1.4., Page 27
Priority Level:	Critical
Type of Recommendation	Project
Responsibility:	Project executing team
Proposed implementation time-frame: Future projects	

Recommendation #2:	**An exit strategy should be developed, clearly outlining how the project results will be sustained beyond the project's lifetime.**
Challenge/problem to be addressed by the recommendation:	Without an exit strategy, the future of project results remains uncertain. It is therefore essential to develop an exit strategy that clearly identifies the foundations for sustaining project outcomes.
Cross-reference(s) to relevant paragraphs	Sustainability, Paragraph 97
Priority Level:	Critical
Type of Recommendation	Project
Responsibility:	UNEP and CABI
Proposed implementation time-frame: Future projects	

Recommendation #3:	**CABI and UNEP should ensure follow-up on incomplete activities. Since CABI is active in the region and managing other projects, it is well positioned to continue monitoring and completing unfinished tasks from this project.**
Challenge/problem to be addressed by the recommendation:	By the time of the Terminal Evaluation, IAS Strategies and Action Plans, along with Conservation and Environment Acts, had not been adopted or approved by the Cabinet or relevant body. Without approval, all efforts to establish a legislative framework for IAS management risk being wasted. Similarly, follow-up is required to ensure completion of the bio-secure site fencing in Barbados.
Cross-reference(s) to relevant paragraphs	Effectiveness. Output 1.2 , 1,3 and Output 2.1b.1 Page 27
Priority Level:	Critical
Type of Recommendation	Project level
Responsibility:	CABI, UNEP and Recipient Country Governments
Proposed implementation time-frame: 3 months.	

Recommendation #4:	Recipient Country Governments are encouraged to involve the private sector including shipping companies in future IAS management programs.
Challenge/problem to be addressed by the recommendation:	Some islands are privately owned and host tourism activities. In these areas, exotic plant species have been introduced to decorate gardens, which increases the risk of invasive alien species (IAS). Therefore, private sector support is crucial for effectively addressing IAS issues. Including shipping companies will help to control transfer of IAS in these countries.
Cross-reference(s) to relevant paragraphs	Paragraph 125
Priority Level:	Critical
Type of Recommendation	Partners
Responsibility:	Recipient Country Governments.
Proposed implementation time-frame: 3 months.	

Recommendation #5:	**Future projects should involve high-level government officials (E.g. Chief Secretary as Chair of the PSC) in the Project Board so that the project receives full cooperation from the government in its activities.**
Challenge/problem to be addressed by the recommendation:	Representation by high-level government officials can facilitate approval of the strategies, action plans, and legislation developed by the project. It can also help to allocate funds in the government's fiscal budget for IAS management activities. This could also help to reduce challenges of staff turnover.
Cross-reference(s) to relevant paragraphs	Para 75
Priority Level:	Critical
Type of Recommendation	Partners
Responsibility:	UNEP, CABI and Recipient Country Governments
Proposed implementation time-frame: Future Projects.	

Recommendation #6:	**Recipient governments are encouraged to include IAS-related requirements in the Terms of Reference (ToR) of staff deployed at entry points. This ensures that personnel have the necessary knowledge and responsibilities for identifying and managing invasive alien species.**
Challenge/problem to be addressed by the recommendation:	To address the issue of staff transfers that create knowledge gaps, IAS-related requirements—such as knowledge of identification and management of invasive alien species—should be incorporated into staff Terms of Reference (ToR).
Cross-reference(s) to relevant paragraphs	Para 76
Priority Level:	Important
Type of Recommendation	Partners
Responsibility:	The project Executing Ministries with lobbying from UNEP and CABI
Proposed implementation time-frame: Within 6 months.	

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Response to stakeholder comments received but not (fully) accepted by the evaluator(s), where appropriate

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
	The terminal evaluation and the project reporting were designed to report on project deliverables. The deliverables of the PPG phase such as the baseline surveys for public awareness that were included in the log frame were not considered in this review. The recommendation here should be that the onus should be on UNEP/GEF to bring the EA on the changed requirements. But here too changes in staff at the level of UNEP/GEF affect implementation. As there was a change in Task Manager from the PPG early project implementation phase.	Baseline information is used to explain the change by comparing with the situation or level of awareness change. Since assessment to measure the change was not conducted, it could not be mentioned.	
	The true impact of these projects can only be assessed long after the project is completed. What seems like an initial success could become less effective with time and changing circumstances. For example, the CBIS was adopted by the CPHD/CARICOM with USDA funding and scaled up with training and the provision of hardware and software to the wider Caribbean. However, with the funding to simply host the database online and countries not willing to pay for it this online CBIS will likely fall by the wayside. The field guides were provided to frontline staff in the 7 islands and limited distribution to the wider Caribbean. If no evidence of these were in use it is beyond the scope of the project.	Some impacts could be seen only after some time. Also impact could not be seen because several outputs were not completed to produce outcomes and intermediate stages. If tasks were completed on time, then we could see some initial signs of impact. If assessments were done after training and the awareness program then could see the change in awareness and knowledge.	EOU acknowledges the longtime horizon for impact and as such the assessment in this evaluation focused on the likelihood of impact rather than impact itself.
	The governance structure and the collaborative models are based on trust and mutual respect. For instance, the National Project Coordinators were not employed by CABI, and we had very little sway beyond persuasion and pleading to get things done. Suggestions for improvements to output such as reports were often ignored without sanctions. Any "big stick" approach jeopardizes job security of the PC, as complaints from governments will be grounds for non-renewal of contracts or outright dismissal. Additionally, the NPCs were not fully dedicated due to budgetary constraints to be full-time project coordinators. These realities were not factored into the clinical assessment done by the sole standard of "100% completion of the deliverables" Clearly, a deliverable 100% but not adopted legally was seen as incomplete but this was beyond the scope of the project. What	The problem faced by the project mentioned here is briefly mentioned in the report also. The Coordination problem and the low priority accorded to the project issues was also realised by the TE. Some of the recommendations to address these problems include appointing a high level officer as Project Director as happens in some countries and helps to support the project and also receive support from all sections of the government. The other recommendation is to include high level person on the Project Steering Committee (PSC) to support the project based on the experiences observed in other countries.	

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
	are UNEPs/ GEF role in getting governments to be more accountable? Are there any sanctions for non-implementation of deliverables? For example, the PC and TM made three visits to Barbados. We met with the Project Staff and the Permanent Secretary this had no discernible impact on expediting project implementation. When timelines were slipping CABI offered to do the procurement on behalf of the countries. This was ignored. After two years in one instance then they came to us to do the procurement. When contracts signed with supervision by the national EA that were nonperforming it was CABI that had to resolve the issues. Therefore, the recommendation that project directors for future projects should be at a higher-level staff is not a SMART one, in my opinion, if adopted it is likely to lead to more delays.		
	Despite the raising of awareness, it is difficult to achieve broad based change in attitude by the public and the private sector. The belief is that it's the government's responsibility to manage IAS. Consequently, the private sector is unwilling to invest their cash to manage IAS except in situations where it negatively affects their businesses such as Sargassum in tourism plants, giant African snails invading golf courses. Private sector stakeholders from the pet and aquaria trade as well as the horticulture trade were invited to the close out workshop in St. Kitts and Nevis. The project had proposed for them to lead the development of a coordinating mechanism to self-regulate the industry via codes of conduct and promoting best practices including not importing high risk species identified by risk assessments. Unfortunately, these stakeholders were relatively small commercial operations and could not dedicate the time without financial support to carrying these actions to fruition. Similarly, the private sector was unwilling to sign up to the Regional IAS strategy due to lack of resources.	Private sector could at least support by not brining IAS in their areas. Need to make them aware on the issues linked to IAS that could harm their business.	
	Although an exit strategy was not developed several actions were taken to implement some of the MTE recommendations:	The exit strategy with information on potential funding and institutional support is expected as a means to ensure sustainability of project results. MTE recommendations are different from an exit strategy. Again, none of the MTE recommendations	

Page Ref	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
		were addressed and there is also no management response to the MTE recommendations.	
	The identified lessons learnt were short-sighted and not necessarily connected to the analysis. I would suggest a few for consideration: i. Management of naturalized IAS, in environmentally sensitive areas, can stabilize native/endemic populations and contribute positively to biodiversity conservation. This is borne out by the active removal of lionfish on biodiversity rich reefs in Barbados. The trapping of mongooses during the nesting period of the hawksbill turtle had a positive impact on both biodiversity and livelihoods. ii. As replete in the IAS literature, eradication of invasive mammals such as rats and goats can restore endemic biodiversity as seen in Redonda. iii. The nature and spread of IAS in Caribbean needs a regional approach to its management. In this regard, the project offers concrete examples for the eradication of mammals on offshore islands. The monkey management plan in St. Kitts and Nevis offers practical information on the most cost-effective methods for attempting an eradication or managing expanding populations in places such as St. Martin, Trinidad and Tobago, Anguilla, and Barbuda, among others. iv. High-risk pathways were identified for the spread of IAS within the region, Passenger luggage, especially inter-island ferries pose a substantial risk of spreading IAS within the region. The horticulture, pet and aquaria trades continue to high-risk pathways for IAS spread. The importation of "used vehicles" and equipment are emerging as high-risk pathways. Confirmed that trade in agricultural commodities, wood and wood products are important pathways and strengthening biosecurity at ports of entry are important to safeguarding the region's biodiversity.	The lessons are developed based on the learning from the project. The suggested lessons are results of the project activities, and using these as lessons will be short-sighted. Whether these results continue in due course of time or not is unknown. The lessons listed in the report are related to management and implications of different approaches. Regarding monkey management, the TE recommends regular updating of approaches otherwise they will not work in the future. This project had programs to improve the efficiency of the entry port and strengthen surveillance to control entry of IAS from high-risk pathways but results were not satisfactory.	
	If the above were considered then I believe a fairer assessment would be Moderately Satisfactory		The final performance rating for the project is derived from the correct application of the EOU guidance.

ANNEX II. EVALUATION FRAMEWORK

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
Strategic Questions		
Q1: In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? Q2: In what ways, and to what extent did the project facilitate / strengthen knowledge sharing among stakeholders during project implementation and beyond? Q3: In what ways, and to what extent, was the private sector involved in project design, implementation and monitoring?	Desk Review Interview	Project documents, MTR report, workplan
Strategic Relevance		
Is the Project aligned with UNEP's MTS, POW and strategic priorities? Is the Project aligned with the objective of the project and other relevant multilateral Environmental Agreements (MEAs)? Did the Project consider gender mainstreaming at design? Do the products, processes and outcomes incorporate human rights and gender equality issues? Is the project aligned with the strategic priorities of the GEF6 strategic Objective and Governments of OECS States and Barbados? Is the project aligned with national, regional and sub-regional priorities and strategies of each of the participating countries? To which extent are the project priorities still valid in today's context for all the beneficiary states?	Desk review Interview	ProDoc, GEF6 document, MTS, MEAs.
Quality of Project Design		
Was the project formulated with the Participation of national, regional and sub-regional counterparts/was it demand driven? Did the project's result framework adequately incorporate the priority needs of the participating countries? Was strategic partnerships with stakeholders to produce quality of results effective? Was the monitoring and reporting process effective throughout the implementation period? Has the communication plan developed by the project to produce and disseminate qualified information to target audiences effective? Since Communication plan is not seen by the evaluator yet, also need to confirm if such plan is developed or not? Did the Project have feasible resource mobilization plan to ensure the implementation of planned activities?	Desk Review. Interview	ProDoc, Steering committee minutes. Agreement documents with partners. Staff & partners
Nature of External Context		
Is the project being implemented with knowledge of/communication with other relevant projects?	Desk review Interview	ProDoc
Effectiveness		
Availability of Outputs		

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
Are the Outputs of the project consistent with the overall goal and objectives attainment? Is the identified progress result of the project attributable to the intervention rather than to external factors? Were there any quality concerns to the products and services delivered by the Project?	Desk review Interview Observation	PIR Project staff Partners
Achievement of Project Outcomes		
What has been done to achieve the project outcomes? What needs to be done if any activities are not completed yet to ensure the outcome is achieved? Have there been any unplanned effects (positive /negative)?	Desk review Interview Observation	PIR Stakeholders
Likelihood of impact		
Are there any impact already visible? If impacts are not seen yet, then what early indications of the project's impact observed? What can be done about the incomplete activities of the project to strengthen the impact? Was any catalytic or replication actions that the Project carried out?	Desk review Interview	Progress reports (PIR) Stakeholders
Financial Management		
Have the disbursements and project expenditures been in line with the budgets? Were there transaction process undertaken and completed in prompt and consistent manner? Has the financial documentation been accurate and complete? Was the information available in timely manner? Were there issues arising on financial management which were resolved/unresolved by the communication between finance and project management staff?	Desk Review Interview	Financial report Finance staff
Efficiency		
Were the results produced within the expected time frame defined by the workplans? (If project implementation was delayed), did that affect cost effectiveness or results? Have the reasons for delay been identified? Were the coordination and cooperation between UNEP (PMU) and Donor adequate? Were the coordination and synergies with other programmes and initiatives with similar objectives smooth and consistent?	Desk review Interview	Work plan PIR ProDoc
Monitoring and Reporting		
Monitoring of project implementation		
Was monitoring design suitable to track progress? Was sufficient budget allocated for monitoring activities? Did the Project Steering Committee (PSC) provide strategic direction to the Project? Are the risk log and lessons learned log updated regularly? Did the Project monitoring collect gender disaggregated data as appropriate?	Desk review Interview	ProDoc PIR
Project reporting		
Have the project monitoring reports prepared and submitted in timely manner?	Desk review, interview	ProDoc, PIR

EVALUATION QUESTIONS	METHODS	SOURCES OF INFORMATION
Sustainability		
Socio-political sustainability		
Is there sufficient public/stakeholder awareness in support of the Project's long-term objectives? Are there any social or political risks that may jeopardize sustainability of the Project outcomes?	Desk review, Interview	ProDoc, PIR, Steering Committee minutes
Financial sustainability		
Are there any financial risks that may jeopardize sustainability of project Outcomes? To what extent will the benefits of the project continue after the project ends?	Desk review, Interview	Financial report, PIR,
Institutional Sustainability		
Are any positive results likely to be sustained? In what circumstances? Are there examples of innovation from the project in design, in addressing issues, or engaging countries and partners?	Desk review Interview	PIR, ProDoc
Factors affecting project performance and cross cutting issues		
Quality of project management and supervision		
Did the project pay sufficient precaution and countermeasures in addressing challenges faced by the project?	Desk review, interview	ProDoc
Stakeholder participation and cooperation		
Did the stakeholders take any measures to ensure the continuation of the benefits after the end of the assistance?	Desk review, Interview	PIR, Final report
Responsiveness to human rights and gender equity		
To what extent does the project align the activities through human right and gender viewpoints?	Desk review, Interview	ProDoc
Environmental and social safeguards		
Are there any environmental factors that the project may influence positive or negatively?	Desk review	ProDoc, Final report, Steering Committee minutes
Country ownership and driven-ness		
What was the level of ownership in each country?	Desk Review, Interview	ProDoc.
Communication and public awareness		
What is the visibility of the Project? Are messages visible to the stakeholders and decision makers? Does the Project have a visibility / communications strategy which works as intended?	Desk Review Interview, Field visit	PIR, Final report

ANNEX III. STAKEHOLDERS CONSULTED DURING THE EVALUATION

Organisation	Position	Role in the project	Gender
Antigua and Barbuda			
IAS Project, DOE	Project Coordinator	Project management	M
DOE	Accountant	Project account management	F
DOE	Project staff	Support project activities	M
Fauna & Flora	Director	Supported to project activities	F
Fauna & Flora	Researcher	Support to project activities	F
EAG	Invasive Species Officer	Rat control program, green Island.	M
EAG	Offshore Island Conservation Programme Coordinator	Rat control program,	F
EAG	EAG Volunteer	Rat control program	M
EAG	Researcher	Rat control program	F
St. Kitts and Nevis			
Dept. of Agriculture	Quarantine and Plant Protection Officer	Implementation of some of the project activities	F
Department of Agriculture	Director of Agriculture , Nevis	Implementation of project activities	M
Marine Department	Marine Management Officer	Implementation of Project activities related to marine and awareness	F
Department of Agriculture	Head Quarantine Officer	Implementation of project activities	F
Barbados			
Ministry of Environment	Senior Environment Officer	CBD Focal Point	F
Ministry of Environment	Environmental Officer	Project Coordinator	M
Ministry of Environment	Technical Project Officer	Technical support to Reptile activities	M
University of West Indies	Professor Emeritus	PSC Member	F
University of West Indies	Professor Emeritus Botanist	PSC Member	M
University of West Indies	Marine and Fisheries Biologist	PSC Member	M
University of West Indies	Research Coordinator	PSC Member	M
Tiverton Plant Protection Services	Entomologist	PSC Member	M
Samuel Jackman Prescod Institute of Technology	Head of Agriculture	PSC Member	M
National Conservation Commission	Technical Officer	PSC Member	F
Ministry of Environment	Marine Biologist, Water Quality Analyst	PSC Member	F
Mosaic Eco Consult	Director	Mongoose Control at Bath Beach Pilot Project	M
Walkers Institute for Regenerative Research, Education and Design	Project Coordinator	Gecko Biosecure Pilot Project	F
Welch Bath land	Community Leader	Pilot Project implementer	M
Grenada			
Ministry of Agriculture	National Project Coordination	Coordination of program in Grenada	M
OECS			
OECS	Programme Director - Biodiversity, Ecosystems and Ecosystem Services	Earlier Project Coordinator in Antigua and Barbuda	F
CABI			
CABI	Regional Director	Coordination of project Implementation	M
CABI	IAS specialist	IAS Specialist	M
CABI	Finance Officer	Finance Officer	M
UNEP			
UNEP Headquarters, Nairobi	Finance Officer	Financial Management Officer	M
UNEP	Task Manager	Project Coordination	M

ANNEX IV. KEY DOCUMENTS CONSULTED

- UNEP Medium Term Strategy (MTS) 2018 -2021
- UNEP Programme of Work (PoW) 2018-2019
- Project Document (ProDoc).
- CEO approval
- GEF secretariat review form
- Combined co-financing letters
- Combined Endorsement letter.
- Project Review Committee checklist
- STAP review document
- Budget Reviews (2018,2019, 2020)
- OECS IAS tracking tools
- PRC Approval
- Project Cooperation Agreements with amendments
- Project Work Plan
- Steering Committee Minutes
- Project Inception Workshop report
- Project Implementation Reports (PIRs)
- Mid Term Review report
- Financial reports
- Audit reports
- Project supervision reports
- Stakeholders list
- Work plan review documents
- Risk assessment document
- GEF Tracking Tool

ANNEX V. EVALUATION ITINERARY

Date/Time	Activity	Venue	Participants	Focus/Notes
Fri. 8th May / Sat. 9th May 2026 – Travel from Kathmandu, Nepal to Antigua and Barbuda				
Monday 11th May 2026 – Antigua and Barbuda				
8.30-9.30 a.m.	Meeting with: i. GEF Focal Point ii. Project Director iii. National Project Coordinator ii. Flora Fauna representative iii. PMU staff iv. NGO	Department of Environment	1. Ambassador Black-Layne (Diann/Jaabari Reynolds) 2. Otto Lewis 3. Mr. Prosper	Issues: 1. Governance issues, 2. Policy, 3. Legal, 4.Progress status
9.30-11.30 a.m.	Meeting with the National Steering Committee	TBC by National Agency		All aspects of the project
1.00-4.00	Field Trip	Green Island	EAG: Chief Pilot Project Implementers	
Tuesday 12th May, 2026 – Travel from Antigua and Barbuda to St. Kitts and Nevis				
Wednesday 13th May 2026 - St. Kitts and Nevis				
8.00-9.30 a.m.	Meeting with: i. GEF Focal Point ii. Project Director	Nevis		
9.30-11.00	Meeting with the National Steering Committee and Key stakeholders	St. Kitts		
11.00-12.00	Meeting with PR consultants and influencers	St. Kitts		
Thursday 14th May, 2026 - St. Kitts and Nevis				
9.00.10.00 a.m.	Meeting with Agriculture Officer	St. Kitts		
10.20am	- Travel from to St. Kitts and Nevis to Barbados			
Friday 15th May 2026 – Barbados				
9.00 a.m .– 4.00 p.m.	- Meeting with Ministry of Environment team i.e. PMU - Meeting with Steering committee Member - Meeting with NGO	Department of Environment		
16th May 2026 – Barbados				
8.00am - 12am	Field visit	Bath and Paragon		
12.30pm	Departure			

ANNEX VI. ENVIRONMENTAL AND SOCIAL SAFEGUARDS ASSESSMENT

<table>
<tr><th colspan="2">ESS PLANNING AT PROJECT DESIGN</th></tr>
<tr><td>List any ESS issues identified at project design (e.g. SS 1.7, SS 2.3, etc.)[19]</td><td>Existing key issues were identified dung design phase, and project was designed to address them. Environmental and Social Safeguard is explained in section 3.11 of ProDoc.
<table>
<tr><th>Safeguard Standard Triggered by the Project</th><th>Impact of Risk[20] (1-5)</th><th>Probability of Risk (1-5)</th><th>Significance of Risk (L, M, H)</th></tr>
<tr><td>SS 1: Biodiversity, natural habitat and Sustainable Management of Living Resources</td><td>3</td><td>2</td><td>M</td></tr>
<tr><td>SS 2: Resource Efficiency, Pollution Prevention and Management of Chemicals and Wastes</td><td>2</td><td>1</td><td>L</td></tr>
<tr><td>SS 3: Safety of Dams</td><td>1</td><td>1</td><td>L</td></tr>
<tr><td>SS 4: Involuntary resettlement</td><td>1</td><td>1</td><td>L</td></tr>
<tr><td>SS 5: Indigenous peoples</td><td>1</td><td>1</td><td>L</td></tr>
<tr><td>SS 6: Labor and working conditions</td><td>1</td><td>1</td><td>L</td></tr>
<tr><td>SS 7: Cultural Heritage</td><td>1</td><td>1</td><td>L</td></tr>
<tr><td>SS 8: Gender equity</td><td>1</td><td>1</td><td>L</td></tr>
<tr><td>SS 9: Economic Sustainability</td><td>3</td><td>3</td><td>M</td></tr>
</table></td></tr>
<tr><td>For any ESS issues identified at project design, were <u>mitigation strategies</u> developed (Y/N)? (If yes, briefly describe)</td><td>Mitigation strategies were developed and is described in section 3.11 of ProDoc. Also in appendix 14, key issues are listed with mitigations. To address threat of entry of IAS from tourism and transport, mitigation for this was develop and implement a strategy to engage the private sector through awareness. To mitigate climate change related habitat shift, mitigation proposed was to increase study and surveillance of invasions, data collection and development of management plans to address problems. To address lack of regional Buy-in, the project mitigation measure was to take advantage of its communication strategy. No new environment or social issue was realized during project implementation phases.</td></tr>
<tr><td>Were any <u>gaps</u> in ESS issues identified at the evaluation inception phase (Y/N)? (If yes, briefly describe)</td><td>No.</td></tr>
</table>

[19] Select from the list of Environmental and Social Safeguards Risks in Table 1 below
[20] Refer to UN ENVIRONMENT Environment, Social and Economic Sustainability (ESES): Implementation Guidance Note to assign values to the Impact of Risk and the Probability of Risk to determine the overall significance of Risk (Low, Moderate or High).

ESS MONITORING AT PROJECT IMPLEMENTATION	
Is there evidence that the potential emergence of ESS issues was actively monitored during project implementation (Y/N)? [21] (If yes, briefly describe)	Yes. There was provision of monitoring risks also and revising risk status. No environmental or social risks identified during project implementation.
Is there a justification for the absence of ESS monitoring (Y/N)? (If yes, briefly describe[22])	**No**

MANAGEMENT RESPONSIVENESS DURING PROJECT IMPLEMENTATION	
Identify the ESS issues/events triggered [23] **by the project.**[24]	None of the ESS issues was triggered by the project. No new issues was observed during implementation. Also project
Describe consequences of ESS issues/events during project implementation.	No ESS issues/events was
Describe the management response and identify supporting documentation. [25, 26]	Since the project is to address the IAS related risks to biodiversity and socio-economic aspects is does not have any activities that could risk those areas. Moreover, as per ProDoc and periodic PIMs reports, precautions were taken to make sure that no harm would be made to social areas and environmental areas.
Were negative ESS effects offset by management response (Y/N)? (If yes, briefly describe)	No negative ESS effects offset by management response. The project rather address environmental and social problem related to IAS, e.g. addressed Green Monkey problem which was damaging farmers' crops.

[21] **Low risk:** Negative impacts minimal or negligible: no further study or impact management required.
Moderate risk: Potential negative impacts, but limited in scale, not unprecedented or irreversible and generally limited to programme/project area; impacts amenable to management using standard mitigation measures; limited environmental or social analysis may be required to develop an Environmental and Social Management Plan (ESMP). Straightforward application of good practice may be sufficient without additional study.
High risk: Potential for significant negative impacts (e.g. irreversible, unprecedented, cumulative, significant stakeholder concerns); Environmental and Social Impact Assessment (ESIA) (or Strategic Environmental and Social Assessment (SESA)) including a full impact assessment may be required, followed by an effective comprehensive safeguard management plan.
[22] For instance, during COVID, access to the field may have been restricted

[23] 'Triggered' refers to environmental or social issues/events that are caused or exacerbated—directly or indirectly—as a result of the project's activities, interventions, or presence.
[24] Select from the list of Environmental and Social Safeguards Risks in Table 1 below
[25] For most low-moderate risk projects, good practice approach may be sufficient. Project should demonstrate safeguard management approach in the project activities, budget, risks management, stakeholder engagement or/and monitoring segments of the project document to avoid or minimize the identified potential risks without preparing a separate safeguard management plan.
[26] E.g., GEF Project Implementation Report (PIR), Progress Report, Minutes, etc.

ANNEX VII. BRIEF CV OF THE EVALUATOR

Name:	Arun Rijal, PhD.
Profession	Senior International Consultants
Nationality	Nepalese
Country experience	• **Europe:** Germany, Netherlands, Denmark, Norway, Finland, Sweden. North Macedonia, • **Africa**: South Africa, Kenya, Uganda, Sierra Leone, Sudan, Gambia, Zambia, Lesotho, Botswana, Namibia, Tanzania • **Americas:** USA, Suriname, Uruguay, Colombia, Guatemala, • **Asia:** Nepal, India, Pakistan, Bangladesh, China, Cambodia, Laos, Thailand, Viet Nam, Cambodia, China, Bhutan, Indonesia, Singapore, Mongolia, Philippines, Uzbekistan, Kyrgyzstan, • **Middle East:** Lebanon, Qatar, UAE, Iran • **Oceania:** Cook Islands, Tonga, Papua New Guinea, East Timor, Marshal Islands, Federal States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Samoa, Solomon Islands, Tuvalu, Vanuatu.
Education	PhD (Forestry), MSc (Botany), MSc (Natural Resource Management)

SHORT BIOGRAPHY

Key specialties and capabilities cover:

Training: Project Monitoring and Evaluation Technique; Environmental Impact Assessment (EIA); PRA & RRA and other socio-economic studies tools; Laboratory methods to study Chemicals and Microorganism from air, water and soil; GIS Arcview and Camris.

Software Skills: MS Word, MS Excel, Minitab, Graphics, Quick stat, SAS, SPSS, Photo shop, GIS-software (CAMRIS and ARCVIEW).

Field of Expertise: Natural Resource Management /advocacy for policy and practices; Disaster Risk Reduction / Climate Risk Reduction; Protected area/Buffer Zone Management/watershed management; Climate Change: Adaptation/Mitigation; Project Monitoring and Evaluation; Ecosystem services and poverty reduction; Economic development for poverty alleviation; Biodiversity Conservation/Wetland management; Community forestry / participatory management/Forest and Natural Resource Policy; Non-Timber Forest Products (NTFP) and its socio-economic aspects; Invasive Species management; Environment Impact Assessment (EIA); Technical Review of manuscripts for international peer review journals; Project proposal development; Botanical studies/Biometrics/Ethnobotany

Peer Reviewer:

Journal of Medicinal Plant Research (Academic Journals) Science Publication, USA

Ethnobotany Research and Applications Journal, Department of Ethnobotany, Institute of Botany, Ilia State University.

Selected assignments and experiences

Independent reviews/evaluations:

Rijal A. Terminal Evaluation of UNDP Project "Combating poaching and illegal wildlife trade in Tanzania through an integrated approach". UNDP Tanzania 2025.

Rijal A. Terminal Evaluation of UNEP Project “Coherent Implementation of the Environmental Dimension of Sustainable Development goals at the regional and national Levels in the pan-European Region”, SMA ID 41008. UNEP 2025.

Rijal A. Mid-term Review of UNEP Project “Mainstreaming climate change and ecosystem-based approaches into the sustainable management of the Living Marine Resources of the WCPFC”, UNDP BRH, 2024.

Rijal A. Mid-term Review of UNDP/EU project “Resilience building through integrated water resource management, sustainable use and coastal ecosystem management”, UNDP Suriname 2022.

Rijal A. Terminal Evaluation of the UNDP/GEF project “Securing multiple ecosystems benefit through SLM in the productive but degraded landscape of South Africa”. UNDP South Africa 2022.

Rijal A. Terminal Evaluation of the FAO/GEF project “Climate Change Adaptation in Wetlands Areas (CAWA) in Lao PDR” FAO Lao PDR 2022.

Rijal A. Mid-term Review of the UNDP/GEF project “Support to the Orange-Senqu River Strategic Action Programme Implementation”. UNDP South Africa 2022.

Rijal, A. 2021. Mid-term Review of the project “Sustainable management of forests in Mountain and Valley areas in Uzbekistan “FAO Uzbekistan 2021.

Rijal, A. 2021. Final Evaluation of the project “Contribution to Restoration of Lake Urmia via Local Community Participation in Sustainable Agriculture and Biodiversity Conservation” and “Local community participation in sustainable agriculture and biodiversity conservation for Lake Urmia Restoration “, UNDP Iran 2021.

Rijal A. 2021. Terminal Evaluation of the project “Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin” UNDP Lesotho 2021.

Rijal A. Mid-term Review of GEF funded project “Biodiversity Conservation and Sustainable Land Management in the Soda Saline-Alkaline Wetlands and Agro-Pastoral Landscapes in Western Jilin. FAO China 2021.

Rijal A. Terminal Evaluation of UNDP/GEF project EPASS. UNDP CO Indonesia 2021.

Rijal A. The Evaluation of FAO contributions to the SDG13 (Climate Action) in Nepal and Vietnam. FAO Rome, 2020.

Rijal A., S. Mugabe, E. Bretan. The Final Evaluation of the UNDP/FAO project “Supporting developing countries to integrate the agricultural sector in National Adaptation Plans (NAPs) UNFA/GLO/616/UND (or NAP-Ag)”, FAO Rome 2020

Rijal A. Interim Evaluation of the UNDP/GCF project “Improving the resilience of vulnerable coastal communities to climate change related impacts in Viet Nam”. UNDP Vietnam 2019

Rijal A. Terminal Evaluation of the UNDP/GEF Project “Strengthening Community Resilience to Climate-induced Disasters in the Dili to Ainaro Road Development Corridor, Timor-Leste (DARDC)”, UNDP Timor Liste, 2019

Rijal A. Mid-term Review of the UNDP/GEF Project “Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh” UNDP Bangladesh 2019

Rijal, A. Mid-term Review Report of the Project “Energy Efficient Production and Utilisation of Charcoal through Innovative Technologies and Private Sector Involvement in Sierra Leone”, UNDP Sierra Leone 2018

Rijal, A. Terminal Evaluation Report of the project “Integrated Environment Management of the Fanfa’uta Lagoon Catchment”, Tonga, UNDP MCO Fiji 2018.

Rijal, A. Terminal Evaluation Report of the project “Strengthen the Resilience of our Island and our Communities to Climate Change (SRIC-CC)”, Cook Islands, UNDP MCO Samoa 2018.

Rijal, A. 2017. Project Concept Note of Ecosystem Based Adaptation project. UNDP, Mongolia, 2017. Rijal, A. 2017, Mid-term Review of the Project “Climate Risk Finance for Sustainable and Climate Resilient Rain-fed Farming and Pastoral Systems. UNDP Sudan 2017.

Rijal, A. 2017, Terminal Evaluation of “Ecosystem Based Adaptation Approach to Maintaining Water Security in Critical Water Catchment in Mongolia”. UNDP Mongolia 2017.

Rijal, A. 2017, Terminal Evaluation of the Project “Institutional Strengthening and Coherence for Integrated Natural Resources Management”, UNDP Iran 2017.

Rijal, A. 2016, Mid-term Review of the project “The Third National Communication to the United Nations Framework Convention on Climate Change”, UNDP Indonesia 2016.

Rijal, A. 2016, Monitoring and Evaluation Framework for the project entitle “Enhancing Sustainability and climate resilience of forest and agriculture landscape and community livelihoods in Bhutan.” UNDP Bhutan 2016.

Rijal, A. 2016. Terminal Evaluation of the project entitled “Enabling Environment for SLM to Overcome Land Degradation in the Uganda Cattle Corridor Districts of Uganda” UNDP Uganda 2016

Rijal. A. 2015. Terminal Evaluation of the project entitled “Reducing Risks & Vulnerabilities from Glacial Lake Outburst Floods in Northern Pakistan” UNDP Pakistan 2015.

Rijal, A. 2014. Terminal Evaluation of the project entitled “Capacity Building for Sustainable Land Management in Papua New Guinea”. UNDP CO Papua New Guinea.

Rijal, A. & Dickson, L. C. 2014. Terminal Evaluation of project entitled “Territorial Approach to Climate Change (TACC) Project for the Mbale Region of Uganda”. UNDP CO Uganda.

Rijal, A. & Try, T. 2013. Mid-Term Review of Strengthening Sustainable Forest Management and Bio- Energy Markets to Promote Environmental Sustainability and to Reduce Greenhouse Gas Emissions in Cambodia. UNDP Cambodia 2013.

Rijal, A. 2013. Terminal Evaluation Report of UNDP/GEF Project entitled “Mainstreaming Biodiversity Management into Medicinal and Aromatic Plants Production Processes in Lebanon Project”, UNDP CO Lebanon.

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ANNEX VIII. GEF PORTAL INPUTS

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Evaluation Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Table X: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7[27], these indicators will be identified retrospectively and comments on performance provided[28]).

Response

Project Core Indicators	Targets	Actual / Achievement
Improved management of landscapes and seascapes covering 300 million hectare	Antigua and Barbuda: 44,000 ha	114 ha directly covered
	Barbados: 43,100 ha	2,323.3 ha directly covered
	St. Kitts and Nevis: 26,100 ha	1,500 ha directly covered
	Total: 113,200 ha	**3,937.3 ha**
Development and sectoral planning frameworks integrate measurable targets drawn from the MEA in at least 10 countries	Number of Countries: 7	3
Functional environmental information systems are established to support decision-making in at least 10 countries	Number of Countries: 7	3

Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

Response: *Stakeholders other than the private sectors were engaged in the project. Private sector was only engaged in the project steering committee but not in any of the on the ground activities.*

Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).*

Response: Gender equity was maintained. *Project staffs and beneficiaries had greater participation of women. Some of the indicators were gender wise aggregated.*

Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal).*

Response: *Specific safeguard risks were identified in the SRIF/ESERN and were classified. For all risks, mitigation measures were provisioned and adopted during implementation. No social or Environmental risks identified during implementation. No complaints related to social and environmental impacts were received.*

Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform

[27] The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. .(i.e. not GEF projects approved before GEF-6)

[28] This is not applicable for Enabling Activities

development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval).*
Response: *The challenges and outcomes regarding the project's completed knowledge Management approach includes transfer of staff from points entry which created knowledge gaps. Tools developed were not in use. No assessment was carried out to assess impact of awareness activities. Some IAS strategy and action plans and legal documents were not approved/adopted by project closure.*
Question: What are the main findings of the evaluation?
Response: Project conducted 3 critical situation analysis to gather information on the baseline situation of IAS management which were used in developing the IAS strategic plan and Action Plans and Conservation and Environment Acts. These documents were submitted to the authority but were not approved yet. Awareness program conducted but no assessment conducted to measure the impact of the program. Capacity enhancement trainings conducted and also personnel from entry points were provided with tablets containing IAS Apps but trained staffs were transferred and Apps were not in use. Mongoose and Monkey management programs and Gecko programs were effective. Construction of bio-secure fence was not complete. Recovery of key species is observed in Redonda island. Cost recovery mechanism could not be established. Similarly, Trust fund created at regional level was not able to raise fund. Personnel were trained on Biosecurity protocol based on best practices.

ANNEX IX. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title: Terminal Evaluation of the UNEP/GEF Project : "Preventing COSTS of Invasive Alien Species (IAS) in Barbados and the OECS Countries" GEF ID: 9408 (2018-2025)

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
Section A: Executive Summary	Assessment	
1. Does the ***Executive Summary*** act as a concise, accurate standalone section, especially to inform decision-making? Consider how clearly and concisely the report presents: • a clear summary of the evaluation object • evaluation objectives, scope and methodology • the overall project evaluation rating • a summary of main evaluation findings, including key features of performance (strengths and weaknesses) • summary responses to key strategic evaluation questions • summary of main conclusions, lessons learned and recommendations	Coverage/omissions: The executive summary includes all the expected sections. Strengths/weaknesses: The executive summary presents a concise summary of the evaluation report and includes a concise description of the evaluand, evaluation objectives, scope, a summary of the findings, recommendations, lessons learned and the overall rating.	5
Section B: The Project	Assessment	
2. Does the report clearly describe the ***key parameters, scale and complexity of the evaluand***? Consider how well the report presents: • an overview of the main issue that the project is trying to address • timeline, including dates of project approval, duration and number of phases (where appropriate) • geographic coverage (regions/countries) • total secured budget and project financing, including a table with funding sources • implementing and funding partners • Institutional context (i.e. UNEP sub-programme, Division, Branch etc) • implementation structure with diagram • UNEP results frameworks to which it contributes (e.g. PoW Direct Outcome) • summary of results framework as stated in the ProDoc (or as officially revised) • stakeholder groups organised according to relevant common characteristics • whether the project has been evaluated in the past (e.g. mid-term, by an external agency, etc.) • substantive or significant changes in design during implementation	Coverage/omissions: All elements adequately addressed. Strengths/weaknesses: The report presents a comprehensive description of the key dimensions of the evaluand as expected.	6
Section C: Evaluation Methods and Theory of Change	Assessment	

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
3. Does the report present a clear, comprehensive and adequate description of the ***evaluation methodology***? Consider how well it presents the following elements, and their adequacy based on the scope of the evaluation: • statement of the purpose of the evaluation and the key intended audience for the evaluation findings • data collection methods and information sources • justification for methods used (e.g. electronic/face-to-face interviews, qualitative/quantitative analysis) • criteria and sampling strategies used to select stakeholders for consultations, and for sites/countries visited • number and types of respondents *(including in a table broken down by gender)* • strategies used to increase stakeholder engagement and response rate • methods used to include the voices/experiences of different and potentially excluded groups (e.g. women, marginalised) • data verification methods (e.g. triangulation) • data analysis methods (e.g. scoring, thematic analysis) • evaluation limitations and mitigation measures (e.g. how these were addressed by the evaluator) • consideration for ethics and human rights issues, including how anonymity and confidentiality were protected	Coverage/omissions: The evaluation methods section presents a detailed description of the evaluation process. All expected elements are included. Strengths/weaknesses: The evaluation methods section passes the reproducibility test. It explains in sufficient detail how the evaluation was conducted while highlighting challenges encountered and mitigation measures.	6
4. Does the report describe an assessment and reformulation of the ***Theory of Change***, and present an adequate articulation of the TOC causal pathways that were used to assess project performance (*narratively and diagrammatically)?* Consider how well the report presents: • whether the project design included a TOC • how the *TOC at Evaluation*[29] was designed (e.g. who was involved, etc) • confirmation/reconstruction of results in accordance with UNEP definitions (*including reformulation table, which may have initially been presented in the Inception Report and should appear in the Main Evaluation report.)* • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process	Coverage/omissions: All expected sections are included in the section on the project theory of change. Strengths/weaknesses: This section of the report presents a reconstructed theory of change (TOC at evaluation) in both diagrammatic and text form. The section also presents reconstruction of results in the prescribed format while providing justification for the reconstruction. The ToC also articulates the causal pathways and identifies the key assumptions, drivers and actors involved in the change process.	5
Section D: Evidence and Analysis	Assessment	
5. Is the report based on ***sufficient and adequate data*** and ***clear and credible evidence***? Consider how well the report presents: • sufficient evidence that is consistent throughout the report • evidence that is supported by data sources (e.g.	Strengths/weaknesses: The report provides sufficient evidence to support findings. Evidence has sufficiently been triangulated and gaps in evidence sufficiently explained.	5

[29] During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
quotes, reports, etc) • evidence that is explicitly triangulated, unless noted as having a single source • gaps in data are explained and justified • data sources that are reliable, adequate, sufficient for the scope of the evaluation		
6. Does the report include ***rigorous analysis*** and ***logical findings***? Consider the extent to which the findings are: • supported by clear analysis that is consistent with the evidence presented • logical, clear and coherent • aligned with UNEP's Criteria Ratings Matrix • aligned with the evaluation framework • more than descriptions and provide insights into 'how' and/or 'why' the project performed a certain way • balanced, presenting both successes and weaknesses	Strengths/weaknesses: The presents clear, coherent and logical findings. The ratings are also aligned with UNEP's Criteria Ratings Matrix.	5
Section E: Evaluation Findings	Assessment	
7. Does the report present evidence and analysis of project ***Strategic Relevance*** with respect to UNEP, partner and geographic policies and strategies at the time of project approval? Consider how well the report addresses: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation[30]), with other interventions addressing the needs of the same target groups.	Coverage/omissions: This section of the report tackles all the dimensions of strategic relevance as expected. Strengths/weaknesses: The evaluation report presents a detailed analysis of the relevance of the evaluand to the strategic priorities of UNEP, GEF and the Global, Regional, Sub-regional and national priories of the target countries. The report also includes an analysis of the complementarity of the evaluand with other existing interventions.	5
Does the report present a summary of the strengths and weaknesses of the ***Quality of Project Design***, based on the detailed assessment presented in the Inception Report?	Coverage/omissions: The evaluation report includes a section on Quality of Project Design as expected. Strengths/weaknesses: The quality of project design section presents a balanced critique of both the strengths and weaknesses in project design.	***NOT RATED**
Does the report recognise and describe, when appropriate, key features of the ***Nature of the External Context*** under which the project was implemented that limited the project's performance (e.g. conflict, natural disaster, political upheaval[31]), and how they affected performance?	Coverage/omissions: The evaluation report includes a section that analyses the nature of the external context. Strengths/weaknesses: The report presents an excellent analysis of the project implementation context that	****NOT RATED**

[30] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.
[31] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
	covers the negative externalities that affected project implementation. The analysis also includes an analysis of the effects of these negative externalities to project implementation.	
8. Does the report present a well-reasoned, complete and evidence-based assessment of the ***Availability of Outputs*** to the intended beneficiaries? Consider how well the report presents: • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: The report presents a section that analyses the availability of all planned project outputs. Strengths/weaknesses: The report presents an evidence-based and detailed analysis of the availability of outputs. Also included is the analysis is the quality, timeliness of the delivery of the outputs.	5
9. Does the report present a well-reasoned, complete and evidence-based assessment of the ***Achievement of Outcomes***, as a result of the uptake, adoption and/or implementation of outputs by the intended beneficiaries? This may include behaviour changes at an individual or collective level. Consider how well the report presents: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: The report presents a section that analyses the achievement of project outcomes. Strengths/weaknesses: The evaluation presents evidence-supported analysis on the achievement of project outcomes as compared to targets. The analysis also includes evidence of uptake of project outputs by the target beneficiaries.	5
10. Does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to ***Likelihood of Impact***? Consider how well the report presents: • an explanation of how causal pathways emerged and the resulting change processes • an explicit discussion of how drivers and assumptions played out • an explanation of roles played by key actors and change agents • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: The evaluation report includes a section on the analysis of the likelihood of impact. Strengths/weaknesses: The report includes a well-reasoned analysis of the likelihood of impact. The analysis also includes the actors, and analysis of the drivers and assumptions involved the change process.	5

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
11. Does the report present an integrated analysis of all dimensions evaluated under ***Financial Management*** and include a completed 'financial management' table? Consider how well the report addresses the following: • *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs and actual co-financing used and explanation of any variances between planned and actual expenditures	Coverage/omissions: The report includes a section that assesses quality of project financial management. Strengths/weaknesses: The evaluation report presents an analysis of the project financial management. The analysis adequately covers the two dimensions of financial management i.e. adherence to UNEP's financial policies and procedures, and completeness of financial information.	5
12. Does the report present an integrated analysis of all dimensions evaluated under ***Efficiency***? Consider how well the report presents: • cost-effective or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • implications of any delays and no cost extensions • discussion of making use, during project implementation, of/building on pre-existing institutions, partnerships and complementarities with other initiatives, programmes and projects etc. • the extent to which the management of the project minimised UNEP's environmental footprint.	Coverage/omissions: The report includes a section on measures by the project to ensure efficiency. Strengths/weaknesses: This section of the report presents an analysis of the two dimensions of efficiency i.e. time and cost effectiveness. The analysis includes the cost effectiveness measures put in place by the project key of which include leveraging pre-existing institutions, agreements and partnerships for synergy. Also included in the analysis are the effects of the project extension on project performance.	5
13. Does the report present a well-reasoned, complete and evidence-based assessment of the project's ***Monitoring and Reporting***? Consider how well the report addresses the following: • the quality of *monitoring of project implementation* (including use of monitoring data for adaptive management) • the quality of *project reporting* (e.g. PIMS and donor reports)	Coverage/omissions: A section of the quality pf monitoring and reporting is included in the evaluation report. Strengths/weaknesses: The evaluation report presents a detailed analysis of the performance of the project in relation to the two dimensions of monitoring and reporting i.e. quality of monitoring of project implementation and quality of project reporting. The report analyses project monitoring and reporting arrangements.	5
14. Does the report present an integrated analysis of all dimensions evaluated under ***Sustainability*** (i.e. the endurance of benefits achieved at outcome level)? Consider how well the report addresses the following: • socio-political sustainability • financial sustainability • institutional sustainability	Coverage/omissions: The report includes a section on the tree dimensions of sustainability. Strengths/weaknesses: The report presents a succinct analysis of the three dimensions	5

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
	of sustainability i.e. socio-political, financial and institutional sustainability.	
15. Does the report present a well-evidence analysis of the ***Factors Affecting Performance***, either in this section or in cross-referenced sections? *These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed, and that entry must be sufficient to justify the performance rating for these factors.* Consider how well the report addresses the following cross-cutting issues: • quality of project management and supervision[32] • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness	Coverage/omissions: The evaluation report includes a section that analyses each of the factors affecting project performance. Strengths/weaknesses: The evaluation report includes an excellent analysis of the factors affecting project performance. These include: quality of project management and supervision, stakeholder participation and co-operation, responsiveness to human rights and gender equality, environmental and social safeguards, country ownership and driven-ness, and communication and public awareness.	6
Section F: Conclusions, Lessons Learned and Recommendations	Assessment	
16. Do the ***Conclusions*** present a summative assessment of the evaluand as a whole, reflecting on prominent aspects of the project's performance? Consider how well the conclusions: • provide a compelling narrative and integrated assessment of project project's performance (i.e. achievements and limitations) • add deeper insights and analysis beyond the findings under each individual criterion • are derived from the synthesized analysis of evidence gathered during the evaluation process • provide clear and succinct response to the key strategic questions • address the human rights and gender dimensions of the intervention explicitly (e.g. how these dimensions were considered, addressed or impacted on) • provide lessons that are rooted in real project experiences, describe the context from which they are derived, and do not duplicate recommendations	Coverage/omissions: The evaluation report includes a conclusions section which includes summative statements on the performance of the evaluand. Strengths/weaknesses: The report presents concise summative statements on the performance of the evaluand as a whole. The report also includes human rights and gender dimensions of the intervention and clear and succinct responses to the key strategic questions.	5
17. Does the report present ***Recommendations*** for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? Consider how well the recommendations: • are clearly formulated and logically derived from the findings and/or conclusions	Coverage/omissions: The report includes recommendations aimed at addressing problems in project execution and proposed actions to ensure sustainability of project results. The recommendations are	5

[32] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
• are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. NOTES: **(i)** In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	also presented in the prescribed format. Strengths/weaknesses: The recommendations presented are actionable and are derived from actual project implementation challenges and desire to increase likelihood of sustainability of project results. The recommendation could have been strengthened with addition of more subject matter (IAS management) specific recommendations.	
Section G: Report Structure and Presentation	Assessment	
18. Is the report ***well-structured and complete***? Does it: • follow the Evaluation Office structure and formatting guidelines • include all required sections and annexes, as applicable • not exceed 50 pages in length from the Executive Summary to the end of the Conclusion Does the report ***present*** information clearly and appropriately? Is it written: • in clear and accessible language • largely free from grammar, spelling and punctuation errors • in an adequate and professional tone • with the use of visual aids, such as maps, graphs tables and photos	Coverage/omissions: The report is complete and follows the Evaluation Office structure and formatting guidelines. Strengths/weaknesses: The evaluation report is fairly well written in English language and uses visual aids (figures and tables) appropriately. The tone used in the report is professional as expected of such a document.	4
OVERALL REPORT QUALITY RATING	**Satisfactory**	**5**

A number rating 1-6 is used for each criterion, with half-point increments allowed (e.g., 3.5 or 4.5). Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall rating is based on a simple average of the ratings for each criterion.

* The Quality of Project Design criterion is not rated in this table because the majority of the analysis is presented in the Inception Report and the Final Terminal Evaluation report only contains a summary.

** The Nature of External Context is not rated in this table because it is not consistently applicable across all projects. Some evaluation reports will simply record that there was no unexpected unfavourable external factors, while others may have to describe critical external events.

Rating the Report Quality Criteria

Rating (1–6)	Description
6 (90 – 100%)	Provides all content with high quality. *(i.e. exemplary)*
5 (70 - 89%)	Provides all content with minor weaknesses.
4 (50 – 69%)	Provides most content with minor weaknesses.
3 (30 - 49%	Provides most content with significant weaknesses.
2 (11 – 29 %)	Omits substantive content with significant weaknesses.
1 (0 -10%)	Omits almost all content with major weaknesses.

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	Compliance	
	Yes	No
Consultant's independence:		
1. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	☒	
2. Was the Evaluation Consultant given direct access to identified external stakeholders?	☒	
3. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		☒
4. If Yes to Q3: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?	*Not Applicable*	
Project's engagement and support:		
5. Did the project make available all required/requested documents?	☒	
6. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?	☒	
7. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	☒	
8. Were the project team, relevant UNEP senior staff, partners and interviewed stakeholders given an opportunity to provide comments on key deliverables, as appropriate (e.g. Terms of Reference, Inception Report and Draft Evaluation Report)?	☒	
Quality assurance of key deliverables:		
9. Were the Terms of Reference peer-reviewed?	☒	
10. Was the inception report peer-reviewed, including the Theory of Change?	☒	
11. Were evaluation preliminary findings presented to the project team in a format allowing discussion, before drafting the report?	☒	
12. Was the draft report peer-reviewed?	☒	
Transparency and commenting:		
13. Was the inception report, including the (reconstructed) TOC, sent to the project team, relevant UNEP senior staff and partners, with a minimum of eight working days to comment?	☒	
14. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	☒	
15. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office	☒	
16. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?	☒	
17. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?	☒	
Financial Resources:		
18. Was the evaluation budget approved at project design available for the evaluation? If not, comment in the table below on the sufficiency of the funds made available.	☒	
19. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process? If not, comment in the table below.	☒	
Timeliness:		
20. If a Terminal Evaluation: Was the evaluation initiated within six months after project operational completion and not more than three months prior? (Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?)	☒	
21. Was the inception report delivered and reviewed/approved prior to commencing any travel?	☒	
22. Were all submission and commenting deadlines met as set by the Evaluation Manager and as far as unforeseen circumstances allowed? If not, comment in the table below on exceptional delays.	☒	

Provide comments / explanations / mitigating circumstances below for any non-compliant process issues.

Evaluation Process Criterion Number	Evaluation Office Comments