

**Validated Terminal Review of the UNEP/GEF Project
Strengthening Trinidad and Tobago's capacity in
transparency for climate change mitigation and
adaptation**

(GEF ID: 10596)

2021 – 2024



UNEP Latin America and Caribbean Office

Validation date: November 2025



This report has been prepared by an external consultant as part of a Terminal Review, which is a management-led process to assess performance at the project's operational completion. The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UN Environment Programme Senior Management.

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Strengthening Trinidad and Tobago's capacity in transparency for climate change
mitigation and adaptation
GEF ID: 10596
July 2025
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ACKNOWLEDGEMENTS

This Terminal Review was prepared for UNEP by Justin Goodwin (the 'Reviewer').

The Reviewer would like to express his gratitude to all persons met and who contributed to this review, as listed in Annex II.

The review consultant would like to thank the project team and in particular Ms. Diana Roopnarine-Lal (Chief Technical Advisor), Ms. Candice Skerrette (Project Administrative Assistant), Ms. Candice Clarence (Senior Project Officer, EMA), and Mr. Kishan Kumarsingh (Head of Multilateral Environmental Agreements, MPD) for their contribution and collaboration throughout the review process. Sincere appreciation is also expressed to the Steering Committee who took time to provide comments to the draft report. The evaluator would also like to thank the Environmental Management Authority and Ministry of Planning and Development.

The review consultant hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of a next phase and to the continuous improvement of similar projects in other countries and regions.

BRIEF EXTERNAL CONSULTANT(S) BIOGRAPHY

Justin Goodwin has 25 years of practical development and continuous review and improvement of MRV and transparency systems. This includes GHG and air pollutant inventories, projections and mitigation action statistics and data analysis. Justin has worked for over 17 years with parties under the UNFCCC on climate change MRV and/or climate policy and strategy. Through his activities as a Lead Reviewer Justin has become a highly active, innovative, well known and respected member of the UNFCCC's Lead Reviewer community. For the EU and through his work with the European Environment Agency (EEA), Justin has played leading roles in a number of capacity building projects for the EU Member States compliance with the GHG projections and policies and measures reporting. Justin also developed tools for emissions estimate gap-filling and inventory review processes used by the EEA and the Centre for Emissions Inventories and Projections as well as developed systems and tools for the gathering, analysis and reporting of Policies and Measures (climate and air pollution action), NDC tracking, and Paris Agreement enhanced transparency framework reporting.

ABOUT THE REVIEW

Joint Review: No

Report Language(s): English

Review Type: Terminal Review

Brief Description: This report is a Terminal Review of a UNEP/GEF Enabling Activities project titled 'Strengthening Trinidad and Tobago's capacity in transparency for climate change mitigation and adaptation' and implemented between 2021 and 2024. The project's overall development goal was to Strengthen Trinidad and Tobago's transparency systems to meet the requirements of the Enhanced Transparency Framework under the Paris Agreement on Climate Change. The review sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outputs, outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the relevant agencies of the project participating countries.

Key words¹: Small Island Developing States; SIDS; Paris Agreement; Climate Change; Transparency; Capacity Development; Climate Reporting; CBIT; GHG Inventory; NDC Tracking; Trinidad and Tobago.

Primary data collection period: 4 October 2024 – 21 March 2025, virtual.

Field mission dates: 11 – 13 March 2025

¹ Please provide maximum five key words, which are not already in the project title.

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LIST OF ACRONYMS

CBIT	Capacity-building Initiative for Transparency
CTA	Chief Technical Advisor
EA	Executing Agency
EMA	Environmental Management Authority
ETF	Enhanced Transparency Framework
GEF	Global Environment Facility
GHG	Greenhouse Gases
HYPR	Half Yearly Progress Report
IA	Implementing Agency
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MPD	Ministry of Planning and Development
MRV	Monitoring, Reporting and Verification
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
PIF	Project Identification Form
PIR	Project Implementation Report
PMU	Project Management Unit
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)
PSC	Project Steering Committee
QA/QC	Quality Assurance and Quality Control
SCTP	Sustainable Climate Training Programme
SDG	Sustainable Development Goals
SIDS	Small Island Developing States
T&T	Trinidad and Tobago
ToC	Theory of Change
ToR	Terms of Reference
TR	Terminal Review
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UWI	The University of the West Indies (St. Augustine Campus, Trinidad and Tobago)

PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

GEF Project ID:	10596	UNEP SMA ID ² :	91473
Implementing Agency (UNEP Division/Branch/Unit):	UNEP Climate Change Division	Executing Agency:	Environmental Management Authority (EMA)
Sources of Funding (Co-finance):	Trinidad and Tobago	Ministry of Planning and Development (Trinidad and Tobago Government Ministry) Environmental Management Authority (Trinidad and Tobago Government Statutory Authority)	
Relevant SDG(s):	<u>Goal 13. Take urgent action to combat climate change and its impacts</u> • Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. • Target 13.2: Integrate climate change measures into national policies, strategies and planning. • Indicator 13.2.1: Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications • Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. • Indicator 13.3.2: Number of countries that have communicated the strengthening of institutional, systemic and individual capacity building to implement adaptation, mitigation and technology transfer, and development actions. • Target 13.b: Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities. <u>Goal 5. Achieve gender equality and empower all women and girls.</u> • Target 5.1: End all forms of discrimination against all women and girls everywhere.		
MTS (at approval):	UNEP Medium Term Strategy 2018-2021	UNEP approval date:	4 October 2021
POW Output(s) number/reference <i>(applicable for projects approved pre-2022)</i>	1B,1C: 1.1;1.5; 1.3;1.6; 1.7; 1.8.	POW Expected Accomplishment(s) number/reference <i>(applicable for projects approved pre-2022):</i>	Strengthen Trinidad and Tobago's transparency systems to meet the requirements of the Enhanced Transparency Framework under the Paris Agreement on Climate Change

² SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.

Sub-programme:	Climate Change	Programme Coordination Project:	
UNEP approval date:	4 October 2021	GEF approval date:	12 July 2021
GEF Operational Programme #:	GEF-7: CCM-3-8	GEF Strategic Priority:	Climate Change Focal Area Objective 3: Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies.
Project type:	Medium-size Project	Focal Area(s):	Climate Change
Expected start date:	12 October 2021	Actual start date:	12 October 2021
Planned completion date:	30 September 2024	Actual operational completion date:	30 September 2024
Planned total project budget at approval:	\$1,446,072	Actual total expenditures reported as of 30 September 2024:	\$1,302,563
GEF grant allocation:	\$1,060,400	GEF grant expenditures reported as of 30 September 2024:	\$942,018
Expected Medium-Size Project/Full-Size Project co-financing:	<i>In-kind: \$385,672</i>	Secured Medium-Size Project/Full-Size Project co-financing:	<i>In-kind: \$385,672</i>
No. and dates of formal project revisions:	N/A	Date of last approved project revision:	N/A
No. of Steering Committee meetings:	8	Date of Last Steering Committee meeting:	19 August 2024
Mid-term Review/ Evaluation budgeted:	N/A	Mid-term Review/ Evaluation (actual date):	N/A
Terminal Evaluation (planned date):	October 2024	Terminal Evaluation (actual date):	November 2024
Coverage - Country(ies):	Trinidad and Tobago	Coverage - Region(s):	National
Dates of previous project phases:	N/A	Status of future project phases:	N/A

EXECUTIVE SUMMARY

Project background

1. The CBIT project's objective was to strengthen Trinidad and Tobago's transparency systems to meet the requirements of the Enhanced Transparency Framework under the Paris Agreement on Climate Change. The Project Results Framework identified two outcomes:
 - **Outcome 1A.** Trinidad and Tobago submits to the UNFCCC secretariat high quality Climate reports aligned with The Enhanced Transparency Framework under the Paris Agreement
 - **Outcome 1B.** Trinidad and Tobago Government stakeholders make decisions based on climate analysis and implement climate transparency activities.
2. These outcomes were comprised of three output components:
 - **Output 1:** Government officials and stakeholders have strengthened capacity and mechanisms to prepare Biennial Transparency Reports (BTR), including adaptation communications.
 - **Output 2:** The Cabinet has access to a proposal for institutional arrangements for implementing climate transparency activities.
 - **Output 3:** Government officials and stakeholders have strengthened capacity and procedures to incorporate climate analysis into decision-making processes for national planning.
3. The project took place between 12 October 2021 and 30 September 2024; it's intended completion date.

This Review

4. The Terminal Review (TR) was undertaken at operation completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outputs, outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The review has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, the GEF and the Executing Agency (EA).
5. The TR has been carried out using the following criteria: (A) Strategic Relevance, (B) Quality of Project Design, (C) Nature of External Context, (D) Effectiveness (including availability of outputs, achievement of outcomes, and likelihood of impact), (E) Financial Management, (F) Efficiency, (G) Monitoring and Reporting, (H) Sustainability and (I) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex II: Review Framework/Matrix for more details on each review criterion).
6. In addition, the TR addresses the following strategic questions:
 - *Strategic Question 1:* Do the State and non-State actors participating in the project report to the enhanced transparency framework arrangements under the Paris Agreement?
 - *Strategic Question 2:* Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting?
 - *Strategic Question 3:* Did the State and non-State actors participating in the project use the new tools and the capacities developed by the project (indicators,

templates, guides, process documents; capacity building trainings; and improvements to the National Transparency System).

7. In addition, the TR reviewed 5 topics of interest to the GEF: i) performance against GEF's Core Indicator Targets; ii) engagement of stakeholders; iii) gender-responsive measures and gender result areas; iv) implementation of management measures taken against the Safeguards Plan and v) challenges and outcomes regarding the project's completed Knowledge Management Approach. The response to these are provided within the Review Findings and collated in **Annex XI**.
8. The following tools and sources of information have been used to collect data:
 - **Desk review of project documents and reports** – including the Project Document (ProDoc) approved by GEF, progress monitoring reports (PIRs), financial reports and deliverables;
 - **Stakeholder survey** – providing initial qualitative feedback ahead of the interviews and group discussions;
 - **Individual interviews and focus group discussions** – built upon the initial results of the survey and gathered additional detail. These took place via online meetings ahead of the in-person mission, as well as in-person meetings during the mission in Port of Spain, Trinidad and Tobago.

Key findings

9. The project successfully delivered its intended outcomes and is a significant step forward in Trinidad and Tobago's ability to meet the requirements of ETF reporting under the Paris Agreement. The project deliverables and outputs are of a high quality and available to the intended stakeholders. As a direct result of the project, Trinidad and Tobago will be able to use climate data to inform national decision-making.
10. The project was well designed and executed efficiently and effectively, within the planned timeframe and to budget. It was responsive to GEF and UNEP priorities, as well as national and regional priorities. The project team received high praise from stakeholders on their effective project management and coordination skills, and ongoing and meaningful communication with stakeholders. The project team took considerable efforts to ensure comprehensive and impactful engagement with stakeholders at every stage of the project, which was corroborated by stakeholder feedback.
11. Under **Output 1**, gender-responsive NDC tracking indicators and Adaptation indicators for priority sectors were developed and validated, along with roadmaps for implementation. The NTS was expanded and operationalised and now includes the NDC Indicator Module to track mitigation efforts and the Adaptation Indicator Module to track progress against adaptation indicators for priority sectors. Stakeholders from a variety of sectors and organisations were trained on use of the NTS during a 5-day workshop.
12. A train-the-trainers program prepared UWI faculty to deliver the developed SCTP training for national stakeholders, ensuring that new stakeholders will receive capacity building training in addition to those that attended the capacity building workshops during the project.
13. A communication campaign targeted data suppliers and other stakeholders to enhance their understanding of the benefits of the improved NTS and other achievements of the CBIT project; and prepared media messaging for the broader public.

14. Under **Output 2**, a proposal for institutional arrangements for implementing climate transparency activities was prepared, validated and submitted for approval and adoption.
15. Under **Output 3**, climate risk and vulnerability assessments were conducted for the three priority sectors of agriculture, water resources, and health. Intervention actions were identified to reduce vulnerability to climate risk, and adaptation actions were identified that would have the highest national impact for the priority sectors.
16. Guidelines for ministries were developed which outline an approach to assessing, mitigating, and tracking climate risks in the priority sectors, in alignment with Trinidad and Tobago's National Adaptation Plan. The guidelines will help enable the integration of climate risks and resiliency actions into government ministries and organisations as part of the national adaptation process.
17. The objectives of the project were fully achieved and there is a demonstrated high level of ownership and commitment among key government and non-governmental stakeholders engaged in the project. However, there are some aspects of project sustainability which are uncertain including adequate financial resources to ensure complete progression to intermediate states, and the outcome of the legislative process underway which would provide a mandate for stakeholder adherence to NTS processes.
18. All reporting and other evidence supports adherence to UNEPs policies and procedures. Complete and high-quality documentation of project progress was available, provided at appropriate intervals, and disaggregated by gender where relevant.
19. The project also successfully answered the three Strategic Questions:
20. **Strategic Question 1: Do the State and non-State actors participating in the project report to the enhanced transparency framework arrangements under the Paris Agreement?** Yes. Trinidad and Tobago reports to the ETF, fulfilling reporting obligations through the institutional arrangements enhanced this project.
21. **Strategic Question 2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting?** Yes. The operationalisation of the NTS are significant improvements in Trinidad and Tobago's MRV system and will enable better tracking and reporting of GHGI data, and mitigation and adaptation actions, contributing to higher-quality reports under the ETF as well as for national purposes.
22. **Strategic Question 3: Did the State and non-State actors participating in the project use the new tools and the capacities developed by the project (indicators, templates, guides, process documents; capacity building trainings; and improvements to the National Transparency System)?** Yes. Under the project, the 28 user accounts on the KMS rose to 56 on the NTS. Stakeholders engaged during the Review also reported that the outputs are already in use and corroborate the reports which demonstrate clear capacity building. The deliverables were assessed by stakeholders as being of high quality, and able to provide actionable insights and tools that will contribute to strengthening national transparency.

Conclusions

23. Based on the findings from this review, the project demonstrates performance at the **'Highly Satisfactory'** level. A table of ratings against all review criteria is found in the Conclusions section, below. The project has demonstrated strong performance across most areas, including strategic relevance, achievement of project outcomes, efficiency, project management and financial management, and stakeholder engagement with equal gender participation.
24. Areas that would benefit from further attention are related to the sustainability of project outputs. As noted in the recommendations below, Trinidad and Tobago can build upon the success of this CBIT project to ensure the outputs are fully implemented and established within the country's climate transparency framework, and take advantage of the momentum produced by project engagement to achieve buy-in across all relevant stakeholders. These recommendations provide a strong foundation to develop a potential successor (CBIT II) project.

Lessons Learned

25. Lesson 1: CBIT project budgets at design stage need to ensure that local and regional consultants are not underestimated and ensure appropriate allocation alongside international consultant estimates.
26. Lesson 2: Sustainability of project outcomes is challenged by financial and other factors outside of the control of the Executing Agency, highlighting the need for ongoing stakeholder engagement and entrenchment of developed outputs.

Recommendations

27. Recommendation 1: Expansion of the NTS to include capabilities for tracking additional climate and sustainability data, to further expand the number and type of users committed to providing consistent data flows and to provide broader information for decision-makers at the national and sub-national level.
28. Recommendation 2: Further stakeholder engagement and capacity building activities to build upon the momentum of this project and ensure all relevant stakeholders are completely committed to the transparency activities required of them.
29. Recommendation 3: Testing and refinement of systems, tools and processes developed under this project, and targeted training to ensure adequate national capacity at all levels.

Validation

The report has been subject to an independent validation exercise performed by UNEP's Evaluation Office. The performance ratings for the "Strengthening Trinidad and Tobago's capacity in transparency for climate change mitigation and adaptation" project, set out in the [Conclusions and Recommendations](#) section, have been adjusted as a result. The overall project performance is validated at the **Highly Satisfactory** level. Moreover, the Evaluation Office has found the overall quality of the report to be Satisfactory (see Annex XIII).

I. INTRODUCTION

A. Institutional Context

30. The project was implemented in Trinidad and Tobago and was funded under the 7th Global Environment Facility (GEF) replenishment cycle. It was a medium-sized project under GEF's Capacity-Building Initiative for Transparency (CBIT) trust fund. The project falls within GEF's Climate Change Focal Area.
31. The relevant UNEP MTS sub-programme is Climate Change, under the objective "Countries increasingly transition to low-emission economic development and enhance their adaptation and resilience to climate change". The relevant expected accomplishment for this project is Climate Change (b): Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies.
32. The Implementing Agency was the United Nations Environment Programme (UNEP), specifically the Climate Change Division. The Executing Agency (EA) was the Environmental Management Authority (EMA), and in charge of the day-to-day execution of project activities.
33. The GEF CEO approved the project on 12 July 2021, and it was approved by UNEP on 4 October 2021. The planned project value was 1,446,072 USD, of which 1,060,400 USD was GEF financing, with an expected co-financing contribution from Trinidad and Tobago of 385,672 USD.
34. The project had an expected start date of 12 October 2021, and an actual start date of 12 October 2021. The project ran until 30 September 2024, its planned completion date, with all phases of the project completed.

B. Purpose of the Terminal Review

35. In line with the UNEP Evaluation Policy³ and the UNEP Programme Manual⁴, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The TR 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 among UNEP and project partners.
36. The TR involved beneficiary actors, as well as those responsible for the execution and implementation of the project indicated in the project document. The exercise addresses the following review criteria: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance and Cross-Cutting Issues.
37. This TR is the first review undertaken for the project. No Mid-Term Review was conducted during project implementation.

³ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

⁴ <https://wecollaborate.unep.org/>

C. Key Intended Audience of the Review Findings

38. The main intended users of the TR are the Secretariat of the GEF as the funding partner, as well as the Implementing Agency (UNEP), the Executing Agency (EMA), and the project partners.

II. REVIEW METHODS

A. UNEP's Review Model/ Approach

Definitions of Review Criteria

39. In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations, this TR has been carried out using a set of 9 commonly applied review 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: Review Framework/Matrix for more details on each review criterion).
40. Most review criteria are 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 from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

Matrix of Ratings Levels for Each Criterion

41. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each review criterion. The review team has considered all the evidence gathered during the review in relation to this matrix in order to generate review criteria performance ratings.

Strategic Questions

42. In addition to the nine review criteria outlined above, the TR addresses the following strategic questions, posed by the UNEP Evaluation Office in conjunction with members of the Project Team:
- Q1:** Do the State and non-State actors participating in the project report to the enhanced transparency framework arrangements under the Paris Agreement?
- Q2:** Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting?
- Q3:** Did the State and non-State actors participating in the project use the new tools and the capacities developed by the project (indicators, templates, guides, process documents; capacity building trainings; and improvements to the National Transparency System)?
43. To support this process, review findings related to the 5 topics of interest to the GEF are included in **Annex II**. The intended action/results on the 5 topics were described in the GEF CEO Endorsement and Approval documents. The 5 topics are: i) performance against GEF's Core Indicator Targets; ii) engagement of stakeholders; iii) gender-responsive measures and gender result areas; iv) implementation of management measures taken against the Safeguards Plan and v) challenges and outcomes regarding the project's completed Knowledge Management Approach. The response to these are provided within the Review Findings and collated in **Annex XI**.

B. Review Process

44. This review adopted a participatory approach, consulting with project team members, partners and beneficiaries at several stages throughout the process.

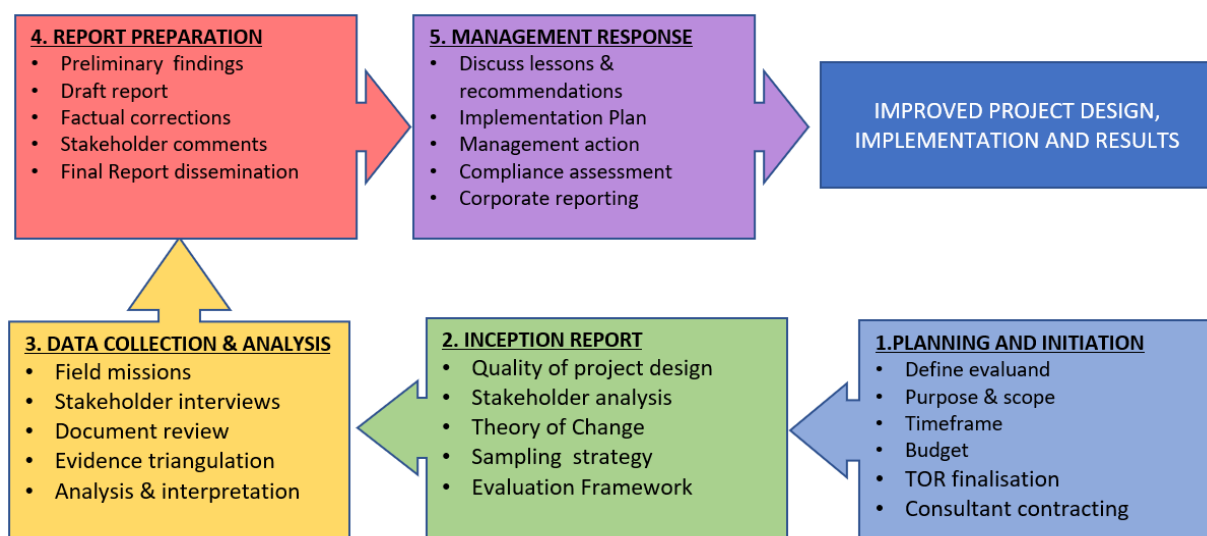


Figure 1: UNEP Review Process

45. The review analysed the project's Theory of Change to understand how the project intended to drive change and what contributing conditions ('assumptions' and 'drivers') would need to be in place to support such change. The final iteration of the Theory of Change is unchanged from that at project approval.

C. Data Collection

46. The review's inception phase, conducted in October – December 2024, laid the foundation for the data collection and analysis stage. It established the framework for the review (see **Annex II**) and detailed data collection. The quality of the project design was also assessed at this stage.

47. The following tools and sources of information have been used to collect data:

- **Desk review of project documents and reports** – the full list of documents is provided in **Annex IV**;
- **Stakeholder survey** – providing initial qualitative feedback ahead of the interviews and group discussions. The majority of responses were received prior to the interviews commencing, and all were received prior to the in-country mission. The survey results were disaggregated by gender and stakeholder category.
- **Individual interviews and focus group discussions** – built upon the initial results of the survey and gathered additional detail. These took place via online meetings ahead of the in-person mission, as well as in-person meetings during the mission. At the in-person meetings, participants were given the option to submit additional feedback using an online survey platform (Menti). The full list of people consulted is provided in **Annex III**.

48. Throughout this review process and in the compilation of the Final TR Report, efforts have been made to represent the views of both mainstream and more marginalised groups, primarily women. The questionnaire that was sent out to stakeholders had a gender split of responders that was 54.3% women, 44.3% men, and 1.4% who did not

specify. The questionnaire participants information was disaggregated by gender to allow the Reviewer to monitor responses received.

Sampling Strategy

49. The stakeholder list (**Annex III**) was provided by the Executing Agency, EMA. The stakeholders contacted during the review include representatives from national government, NGOs, the private sector, academic institutions, and project staff. This list took into account the willingness and availability of stakeholders to meet the International Reviewer. These stakeholders are well informed about the project, have participated at different stages and at different levels (e.g., attending PSC meetings, attending various training sessions, etc.).

Data Collection Tools

Desk-Based Review

50. In the first instance, the Reviewer consulted the project design documentation, including the ProDoc, progress monitoring reports, financial reports, legal agreements, and deliverables – see **Annex IV** for the complete list of documents consulted. This informed the contents of the questionnaire for targeted questions regarding the project's successes, challenges and next steps.

Questionnaire

51. The questionnaire type was an online Google form, sent to stakeholders via email. A draft questionnaire was sent to EMA and UNEP for peer review. Participants were informed about the study's purpose, their voluntary participation, and the confidentiality of their responses.
52. The questionnaire was designed with both quantitative and qualitative questions. The questionnaire comprised four sections. Before responding to the questionnaire, respondents could opt to read background information providing background on the importance of the climate change transparency data collection, analysis, and reporting as relating to Trinidad & Tobago's National Development Strategy 2016-2030 (Vision 2030) and international reporting. The four sections of the questionnaire were organised logically in the order of:
- General questions about the respondent, their organisation, and their view of the current transparency systems in Trinidad and Tobago.
 - Feedback on CBIT 1 outcomes.
 - Feedback on CBIT 1 project performance.
 - Priorities for CBIT 2 and the next 3-5 years of transparency capacity building in Trinidad and Tobago.
53. Results obtained from the questionnaire were collected and used to create visualisations using bar and pie charts within Google Sheets to represent the distribution of the data. Qualitative feedback was assessed individually for better understanding of the project performance, facilitating a more comprehensive analysis.
54. A total of 70 stakeholders completed the questionnaire, 54.3% of whom are female, 44.3% male, and 1.4% preferred not to say.

Webinar, Interviews and Visit

55. A webinar hosted by the MPD and EMA was held on 4 November 2024 to launch both the CBIT 1 Terminal Review and CBIT 2 project preparation process. The webinar was attended by 119 stakeholders. During the webinar a virtual poll asked attendees if they were willing to be interviewed as part of the CBIT 1 TR and CBIT 2 project preparation process. Those who responded positively were added to the list of stakeholders invited to interviews in December 2024.
56. Virtual interviews were held with stakeholders from 5-18 December 2024.
57. Between 11 – 14 March 2025, the Reviewer Justin Goodwin travelled to Port of Spain, Trinidad and Tobago, to conduct in-depth interviews with a variety of stakeholders including the project team, representatives of both national and municipal governments, and other stakeholders (**Annex III**).

Actions taken to increase response

58. EMA made the initial contact with the stakeholders at the start of the review, introducing the Reviewer and providing clear communications about the purpose and expectations of the review. EMA have built up a long running and trusting relationship with stakeholders. EMA also sent out the questionnaire and follow up correspondence to help increase responses and arranged the workshop invitations.
59. The link to the questionnaire was sent out on 28 October 2024 with an initial response deadline of 8 November 2024 to provide enough time to gather responses before the virtual interviews commenced in December 2024. The deadline was extended to 15 November 2024 in response to requests from stakeholders for more time to respond. EMA sent out reminders to complete the questionnaire on 4 November and 6 November, a reminder on 8 November alongside notification of the extended deadline for responding, and a final reminder on 14 November 2024. Flexibility to respond beyond the 15 November deadline was also granted to several stakeholders who inquired.
60. The interviews that took place ahead of the in-country mission were held online via video call to enable any interested participants to provide feedback.

Limitations and Mitigation Strategy

61. While 44 stakeholders were invited to attend online interviews in December 2024 after indicating interest, only 17 agreed to schedule an individual/group interview, and of those only 12 joined the meetings. However, the number and breadth of stakeholders that responded to the questionnaire and attended interviews is believed to have provided significant enough representation of perspectives that this is not considered a limiting factor.

III. THE PROJECT

A. Context

62. Trinidad and Tobago ratified the United Nations Framework Convention on Climate Change (UNFCCC) in June 1994 and its Kyoto Protocol (KP) in January 1999 and therefore is party to both the KP and the UNFCCC. It signed the Paris Agreement on 22nd April 2016 and ratified it on 22nd February 2018. Although the country falls among the SIDS, it is committed to complying to the highest possible degree with the Katowice Climate Package and to continuing pioneering transparency activities in the Caribbean region.
63. As a low-lying SIDS, Trinidad and Tobago is vulnerable to climate change impacts including temperature changes, changes in precipitation, increased frequency and intensity of tropical storms, and sea level rise. As a result, the country faces significant risk of impacts to coastal ecosystems and infrastructure, as well as to key sectors such as water resources, health, and agriculture and understands the urgency to address these risks. For human health specifically, threats include food and water insecurity, spread of water and vector-borne diseases, population displacement and heat stress.
64. Although Trinidad and Tobago has made significant progress in designing and implementing a transparency framework to respond to the challenges posed by climate change and has been a pioneer for transparency activities in the Caribbean region, the country still encounters challenges in developing and implementing a robust and ambitious transparency framework, compliant with the Katowice Climate Package. Trinidad and Tobago, like many developing countries, has limited resources and capacity to address competing urgent demands. The management of issues related to climate change, in particular climate change reporting, is an area which has remained under-budgeted and understaffed. The country also faces obstacles in increasing the public engagement and capacities related to climate change issues. Over the years, these constraints, together with a high-staff turnover, have led to a lack of qualified technical personnel to manage challenges arising from climate change. In turn, these factors have created a dependency on international support for technical assistance and financial resources needed for the implementation of transparency activities.
65. The main barriers preventing Trinidad and Tobago from complying with the Enhanced Transparency Framework and fully implementing the Paris agreement as validated by national stakeholders are summarised below:
- Limited technical capacities and inadequate tools and methods for the collection and management of climate data/information, to comply with requirements foreseen in the Biennial Transparency Reports (BTRs) and to prepare Adaptation Communications.
 - Inadequate institutional arrangements to enable the systematic collection of data/information required to comply with the Paris Agreement, including for preparing Adaptation Communications.
 - National stakeholders and institutions have inadequate capacity for integrating climate analysis in national decision-making and planning.

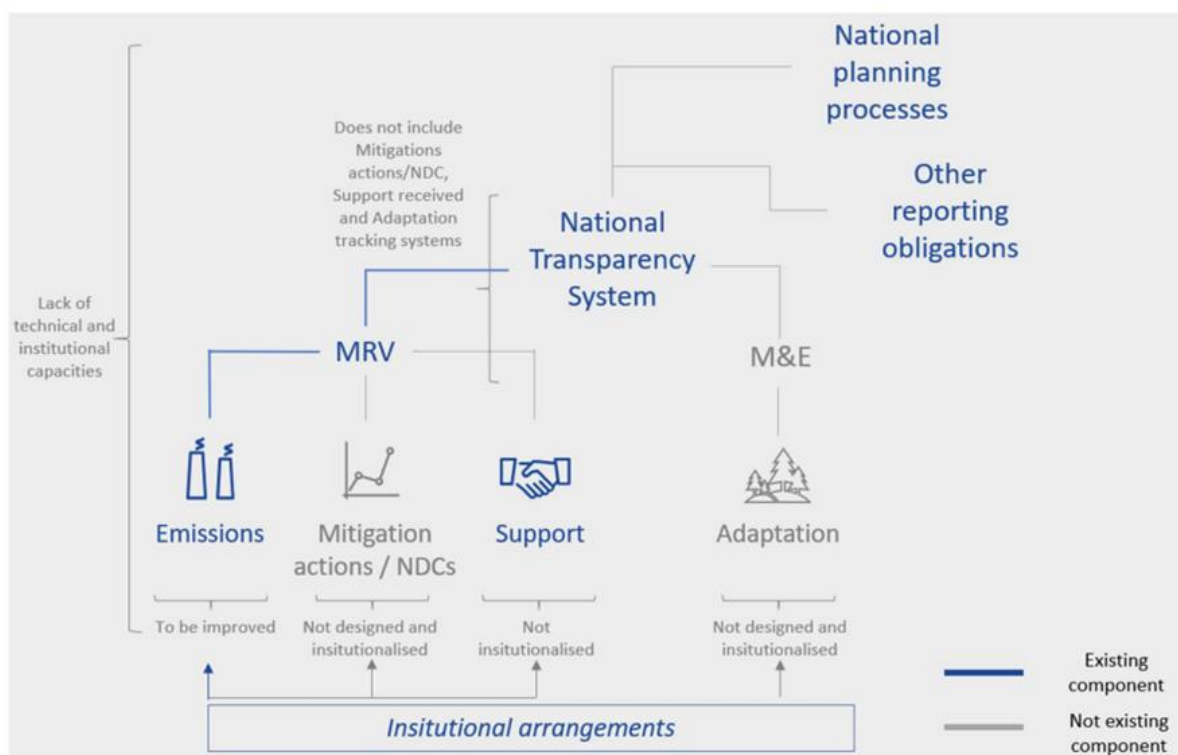


Figure 2: Gaps in Trinidad and Tobago's National Transparency System (source: CEO Project Document)

B. Objectives and components

66. The Project Objective was to: Strengthen Trinidad and Tobago's transparency systems to meet the requirements of the Enhanced Transparency Framework under the Paris Agreement on Climate Change.
67. The Project Results Framework identified two outcomes:
 - **Outcome 1A.** Trinidad and Tobago submits to the UNFCCC secretariat high quality Climate reports aligned with The Enhanced Transparency Framework under the Paris Agreement
 - **Outcome 1B.** Trinidad and Tobago Government stakeholders make decisions based on climate analysis and implement climate transparency activities.
68. During the Project Preparation Grant (PPG) Phase, the project was envisaged to have the following outputs:
 - **Output 1** would consist of indicators, templates, protocols and guides to support Trinidad and Tobago in tracking progress in implementing its mitigation (NDCs) and adaptation actions, and a roadmap to integrate them into the existing National Transparency System. The current transparency system would be improved to include data and indicators developed for the mitigation sectors and the tracking of adaptation efforts in three priority sectors. The process documents to support the use of the system (methodologies, templates, protocols, and guidelines, including for tracking support received) would also be developed. The National Transparency System, including functionalities on the GHG inventory, and tracking of mitigation and NDC actions, support received and adaptation actions, would be piloted and operationalized. Under Output 3 tools and trainings were expected to result in efficiency improvements, to allow Trinidad and Tobago to increase the frequency of its transparency reporting,

mainly but not limited to, the BTRs. Furthermore, the output would also consist of a capacity building system for climate transparency, operated by The University of West Indies, and would continue post-project to ensure short and long-term knowledge and capacity building and retention. Lastly, the output would consist of communication materials shared through national channels to enhance transparency and increase stakeholders and data suppliers' awareness, participation and support for the National Transparency System.

- **Output 2** would consist of a proposal for institutional arrangements to support the country in complying with ETF requirements. To develop this, the gaps would be assessed within the institutional arrangements for the collection and management of data to prepare BTRs, including adaptation communications. The proposal for complying with ETF requirements and preparing adaptation communications would be presented to the Cabinet for Approval. Output 2 would also consist of technical assistance to Cabinet to support it in undertaking the approval process and submission to the Ministry of Planning and Development for adoption. Technical assistance would be also provided to the second phase of formalisation. The development of institutional arrangements for transparency would facilitate the development of national and international reporting documents. The definition of roles, processes and mandates would clarify the division of responsibilities and the nature of collaboration between the different actors, to enable Trinidad and Tobago to increase the frequency and quality of reporting to the UNFCCC, including BTRs.
- **Output 3** would consist of training and guidelines to support government officials and stakeholders in incorporating climate analysis into national decision-making processes. The CBIT project would support them to assess the effectiveness of existing national planning processes, for adaptation and mitigation, as well as assessing climate vulnerability for the agriculture, water resource and health sectors and provide guidelines to standardize the process to integrate climate information in national planning to support efforts to adapt these sectors to climate change impacts and enhance their resilience. Guidelines would also be provided to continuously integrate into national planning the climate information, projections and scenarios which Trinidad and Tobago develops for mitigation, starting from the climate information generated under the TNC/BUR project. The output would also consist of training activities to build capacities of government officials and key stakeholders to use assessments, projections and scenarios to integrate climate considerations in adaptation national planning and mitigation national planning. This topic would also be included in the capacity building system developed under Output 1.

C. Stakeholders

69. Over the course of the CBIT project, 717 unique stakeholders were engaged across more than 150 organisations. Many of these stakeholders attended multiple workshops on climate vulnerability and adaptation, depending on their sector, as well as NDC tracking. Many of the government departments and agencies also attended workshops on capacity building for decision-making. The PMU kept a detailed list of every stakeholder and workshop/event attended. Stakeholder registration forms and surveys enabled the capture of gender-disaggregated data, with results showing strong participation of women – 53% of training participants in the “train-the-trainers” sessions and 58% of national stakeholders consulted for the consultation and validation workshops for developing the institutional arrangements proposal were women.

70. The stakeholder organisations engaged during the CBIT project can be grouped as follows:
71. **Central Government and Various Authorities** – including Ministries responsible for regulations, policies and governance of matters relating to their relevant sectors, and of collection of activity data for this sector.
72. **Research and Academic Institutions** – targeted institutions included researchers and data providers, such as the National Institute of Higher Education, Research, Science and Technology; and the University of the West Indies – which hosted CBIT capacity-building training.
73. **Civil Society, Non-Governmental Organisations, Not-for-Profits** – organisations engaged included those whose programming focuses on environmental and ecological issues, agriculture, youth, tourism, transport, and manufacturing.
74. **Gender-related Organisations** – organisations whose work centres around the advancement of women and related advocacy, such as the Caribbean Association for Feminist Research and Action Trinidad and Tobago, or Women Involved in Natural Resources.
75. **Financial Institutions** – including national institutions such as the Central Bank of Trinidad and Tobago, and development banks such as the Inter-American Development Bank and Caribbean Development Bank.
76. **International Organisations** – relevant organisations included the Food and Agriculture Organisation, the Delegation of the European Union to Trinidad and Tobago, and UNDP.
77. **Private Sector and Chamber Organisations** – data providers to the GHG inventory, the NDC tracking system, and support received sub-system. In addition, private actors were relevant for adaptation data for the agriculture, water management and health sector to inform the vulnerability assessment. Organisations represented key sectors of Trinidad and Tobago's economy, including oil & gas, transport, tourism, food & beverage, agriculture, and energy.

D. Project implementation structure and partners

78. UNEP is the GEF Implementing Agency (Climate Change Unit) and the Environmental Management Authority (EMA) was designated by the Recipient Government (Trinidad and Tobago) as the Project Executing Agency, as per the Programme Project Cooperation Agreement (PCA) signed 12 October 2021. As such, EMA were in charge of the day-to-day execution of all the project's activities. EMA was qualified to lead in the implementation of the CBIT because it has the requisite experience and competence to manage the project.
79. EMA hosted the CBIT Project Management Unit (PMU) headed by the Chief Technical Advisor (CTA). The CTA was in-charge of the day-to-day management of the CBIT project and ensured that reports were of high quality, and prepared and delivered on time. The CTA reported to the National Project Director in the Ministry of Planning and Development, who ensured coordination and communication with government stakeholders and initiatives.
80. An inter-institutional Project Steering Committee (PSC) was established to support effective institutional coordination, chaired by the Ministry of Planning and Development (MPD). The PSC included representatives from key Government Ministries and non-governmental organisations including the Council of Presidents for the Environment (COPE), a CSO representing 14 environmental organisations in

Trinidad and Tobago, and the University of the West Indies, the partner academic institution for the project's capacity building training.

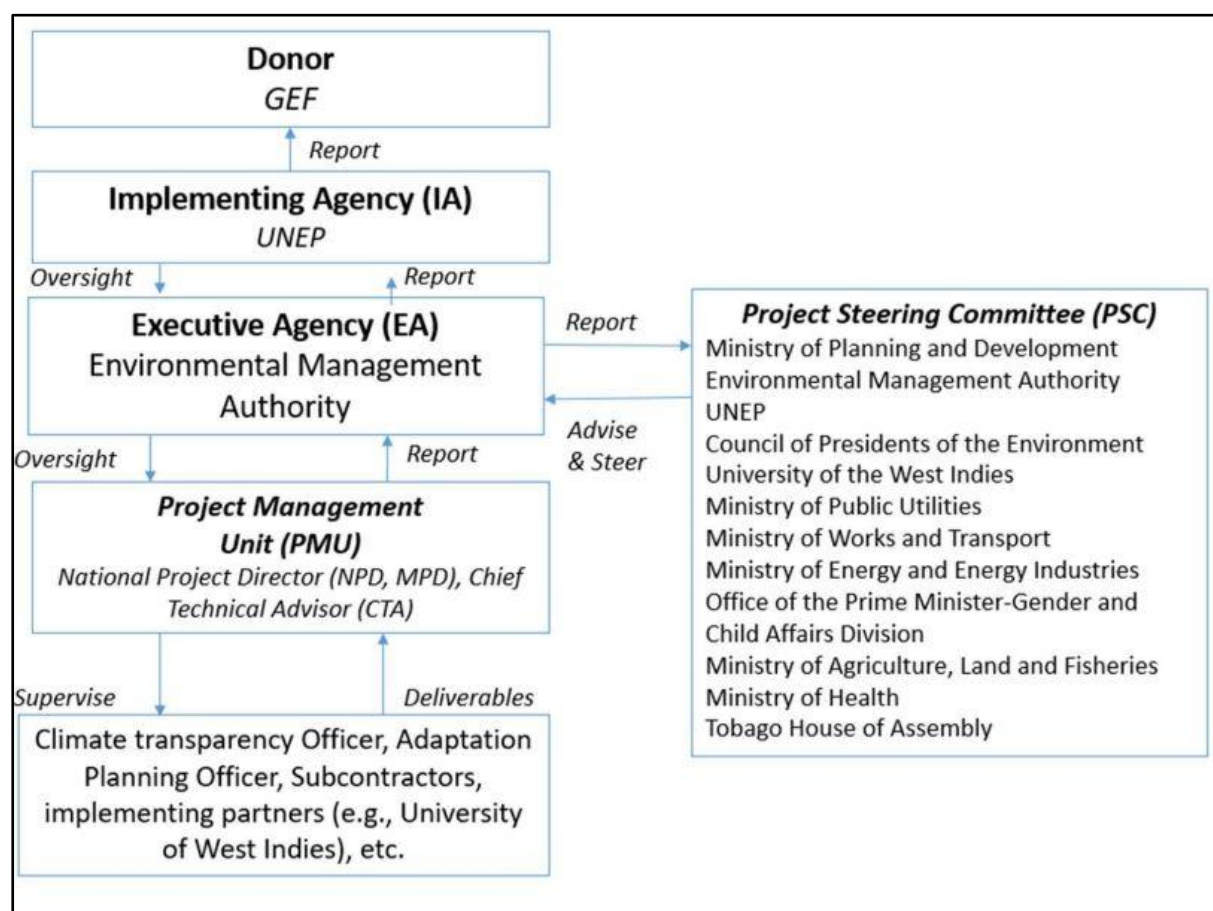


Figure 3: Organigram of the Project with key project stakeholders

E. Changes in design during implementation (including responses to mid-term assessments, where appropriate)

81. No mid-term review was conducted for the project. There was one revision to the project design during implementation, recorded for 3 June 2022.

F. Project financing

82. A table outlining planned and actual sources of funding/co-financing is provided in Annex VI.

Table 2: Expenditure by Outcome/Output

Component/sub-component/output <i>All figures as USD</i>	Estimated cost at design	Actual Cost/ expenditure	Expenditure ratio (actual/planned)
Strengthen Trinidad and Tobago's Transparency System	\$1,275,895 (of which \$927,800 is GEF Project Financing; \$348,095 is Co-financing)	\$1,224,839 (of which \$854,323 is GEF Project Financing; \$17,000 is from unspent PPG funds; and \$383,064 is Co-financing)	0.960
Monitoring and Evaluation	\$36,200 (all of which is GEF Project Financing; this includes funds budgeted for the Terminal Review)	\$6,000 (all of which is GEF Project Financing)	0.166
Project Management Costs	\$133,167 (of which \$96,400 is GEF Project Financing; \$36,767 is Co-financing)	\$71,724 (of which \$81,694 is GEF Project Financing)	0.539

IV. THEORY OF CHANGE AT REVIEW

The Theory of Change (ToC) developed at the GEF approval stage is shown in **Figure 4** below. The project's logical framework and results framework identified key assumptions and risks associated with the three project outcomes. During the TR, no evidence was found that required revisions of the ToC. As such, **Figure 4** also represents the ToC at review.

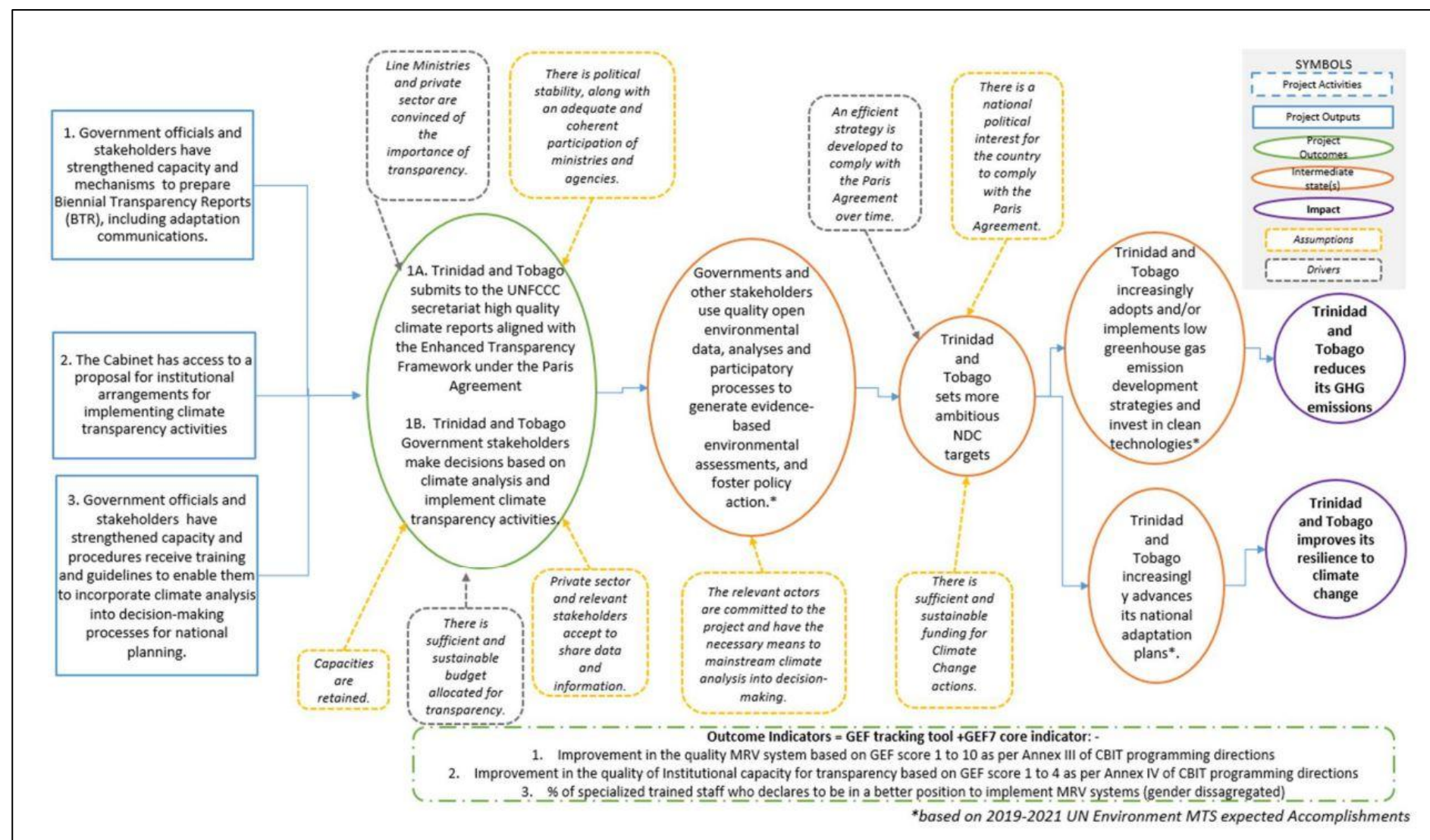


Figure 4: Project Theory of Change at GEF Approval Stage.

V. REVIEW FINDINGS

A. Strategic Relevance

Alignment to UNEP's UNEP Medium Term Strategy⁵ (MTS), Programme of Work (POW) and Strategic Priorities

83. The CBIT project aligned significantly with the MTS 2018-2021 and sub-programme PoW 2020-2021. The relevant current UNEP MTS (2022-2025) sub-programme is Climate Action, specifically Outcome 3 "State and non-state actors adopt the enhanced transparency framework arrangements under the Paris Agreement". The relevant 2022-2023 PoW indicator for this project is Climate Action subprogramme indicator iii. "Number of national, subnational and private sector actors reporting under the enhanced transparency arrangements of the Paris Agreement with UNEP support."
84. The project helped Trinidad and Tobago progress towards meeting their transparency and reporting obligations, and aligned with the MTS 2022-2025 critical aim of enhancing existing national arrangements and strengthening regulatory frameworks. The project's resources supported integral developments in Trinidad and Tobago's NTS and institutional capacity, contributing to the country's ability to track and report on climate actions. These NTS developments and capacity building for data providers directly benefit Trinidad and Tobago's National GHG Inventory and UNFCCC reporting, including BTR preparation.
85. The project developed tools, templates and guidance to support government officials and other stakeholders to incorporate climate analysis into national decision-making processes, supporting UNEP's objective of climate stability and effective national environmental governance, as well as UNEP's emphasis on evidence-based policymaking for climate action.
86. In addition, the project aligned with UNEP's capacity-building initiatives by providing extensive training and technical assistance, enhancing national capacities for climate action planning, GHG inventory, and MRV processes.

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

Alignment to GEF Strategic Priorities

87. The CBIT project aligns with the GEF-7 Climate Change Focal Area Strategy of supporting developing countries to shift toward low emission and climate-resilient pathways, under the third objective – to "Foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies", under the Capacity-building Initiative for Transparency (CBIT) to strengthen national institutions for transparency-related activities. The project's outcomes fully align with the strategic priorities of the GEF, as a core aspect of the project was building capacity for Trinidad and Tobago to submit high-quality reports aligned with the ETF,

⁵ UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>.

and enhancing government stakeholders' ability to make decisions based on climate analysis and implement climate transparency activities.

88. Output 1 of the project included indicators, templates and protocols to support Trinidad and Tobago in tracking progress in implementing its NDC and adaptation actions, in line with the GEF's strategic objectives on climate change mitigation and adaptation.
89. Additionally, the project engaged a wide range of stakeholders, including government entities, civil society organizations, and the private sector. This multi-stakeholder approach is consistent with the GEF's strategy of fostering broad-based engagement in environmental initiatives.
90. Gender is a key priority for GEF, reflecting the GEF's increasing focus on gender considerations in projects. This includes the aim that GEF interventions provide co-benefits in areas such as gender equality. The CBIT project included gender mainstreaming throughout, including in the gender split of stakeholders benefitting from the project, and gender is well-reported in progress monitoring.
91. Finally, due to Trinidad and Tobago's status as a SIDS, the project aligns with the GEF-7 strategic priority which includes enhancing the GEF's focus on the poorest and most vulnerable countries. The project also contributes to the GEF's mission to align support with SDG implementation, specifically to SDGs 5 and 13.

Rating for Alignment to Donor/GEF/Partners Strategic Priorities: Highly Satisfactory

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

92. The project strongly aligns with global agendas such as SDGs, in particular the project contributes directly to SDG 13 (Climate Action) by enhancing national capacities for climate action and transparent reporting. It also supports SDG 5 (Gender Equality) through the emphasis on capacity building training for women. The project also aligns with the broader objectives of Agenda 2030 by fostering sustainable development through environmental sustainability and climate action.
93. The CBIT project contributes to the Caribbean's regional priority of climate adaptation actions through the strengthening of the system and tools for tracking climate mitigation and adaptation efforts. Trinidad and Tobago's NTS and climate transparency activities put it at the forefront of climate action in the Caribbean, acting as an example of the kind of national transparency system which can be achieved in the region and enabling the country to share best-practice and learnings.
94. The project addresses Trinidad and Tobago's national environmental priorities by providing resources required to build-upon the country's existing NTS and strengthen capacity for tracking and reporting indicators aligned with the country's NDC and adaptation efforts in priority sectors. It provided the tools and guidance necessary to improve both the frequency and quality of transparency reporting and addressed identified gaps in institutional arrangements and capacity. Stakeholders engaged during the Terminal Review process strongly believed that the CBIT project responded well to the environmental concerns and needs of Trinidad and Tobago, in particular with regards to the improvement of the quality and quantity of data feeding into the NTS, the quality of outputs, and the broad stakeholder engagement which helped catalyse awareness of and buy-in for national environmental actions.

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

Complementarity with Existing Interventions/Coherence

95. The CBIT project closely aligned with Trinidad and Tobago's national strategies for climate change, including its commitments under the Paris Agreement. This ensured coherence with national climate policies and actions. It was complementary to previous interventions and other planned projects, with central activities continuing work already done to develop Trinidad and Tobago's NTS and capacity building efforts creating systems and knowledge which support a multitude of mitigation and adaptation actions and planned initiatives.
96. The project operated in collaboration with other national or regional initiatives. The project built upon another GEF-supported project (2016-2021) assisting Trinidad and Tobago in preparing and submitting its Third National Communication and First Biennial Update Report to the UNFCCC. The CBIT project incorporated the processes established in the TNC/BUR project as well as lessons learned. Additionally, the CBIT project responded to the institutional arrangements gaps identified as well as the vulnerability assessment carried out by the earlier project.
97. The CBIT project complemented a GEF-funded and UNDP-implemented project 'Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits'. This CCD project executed by the MPD included as an output Trinidad and Tobago's National Adaptation Plan. The CBIT project was designed to support the country's national objectives as outlined by the NAP, including enhancing capacity to analyse and understand climate change scenarios and risks, and monitoring and reporting adaptation efforts.
98. The NTS enhancements, institutional arrangements developed, and capacity building delivered in the CBIT project have been and will be utilised by Trinidad and Tobago in the preparation of the country's First and Second BTRs, activities supported by GEF-funding and UNEP implementation.

Rating for Complementarity with Existing Interventions/Coherence: Highly Satisfactory

Rating for Strategic Relevance:	Highly Satisfactory
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B. Quality of Project Design

99. This section presents a summary of the Project Design Quality. The full assessment is included the Inception Report.
100. **Operating context** – Satisfactory. The Project Document acknowledges risks and plans for their review during implementation. The Project Document did not identify the risk of on-going/high likelihood of conflict. It does not identify any on-going/high likelihood of natural disaster, although it did complete a climate risk assessment and identified some weather-related risks. The Project Document did not mention change in government, which could've been identified as a risk to political buy-in and stakeholder turnover.
101. **Project preparation** – Satisfactory. The Project Document demonstrates thorough problem and situation analyses. Gender equality and women's empowerment section exists, separated from stakeholder analysis. Stakeholder engagement workshops occurred, and a summary was submitted to the GEF alongside the project document.
102. **Strategic relevance** – Satisfactory. The Project Document demonstrates relevance and alignment with GEF priorities, but there is no clear reference to UNEP's strategic

priorities. The project outlines plans to complement national priorities, and ongoing efforts under other initiatives.

103. **Intended results and causality** – Satisfactory. The ToC identified the assumptions and drivers likely to impact the project outcomes and intermediate states. The likelihood of achievement of project outcomes is realistic with respect to the timeframe and scale of the intervention.
104. **Logical framework and monitoring** – Highly Satisfactory. The ToC closely mirrors the intervention logic and outlines key drivers and assumptions. SMART indicators for outcomes and objectives, with baseline and target values, are established. A comprehensive M&E plan is also presented.
105. **Governance and supervision arrangements** – Highly Satisfactory. The governance and supervision model is comprehensive, clear and appropriate. The section Project Implementation Arrangements of the project document is well-articulated and defines the roles of UNEP, the Environmental Management Authority (EMA), and the Project Steering Committee (PSC); Project Management Unit (PMU) and Chief Technical Advisor (CTA).
106. **Partnerships** – Satisfactory. The Project Document notes that UNEP conducted a capacity assessment for EMA, but evidence of this is omitted. The roles and responsibilities of external partners are properly specified.
107. **Learning, communication and outreach** – Highly Satisfactory. The project has a clear and adequate knowledge management approach. It also has appropriate methods for communication with key stakeholders.
108. **Financial planning / budgeting** – Satisfactory. Initial discussions note that the budgets were not adequate at design stage, with the cost for local and regional consultants underestimated. This will be discussed further during the Terminal Review. Co-financing contributions were well defined.
109. **Efficiency** – Satisfactory. The project built on the existing partnerships through its implementing agency, EMA. Discussions on how the project dealt with the shortcomings in budget will be held with the Project Team during the Terminal Review.
110. **Risk identification and social safeguards** – Satisfactory. Risks are well identified, although no measures were identified to reduce the potential carbon footprint of the project, e.g. through travel and workshops.
111. **Sustainability / replication and catalytic effects** – Highly Satisfactory. Project sustainability was thoroughly considered, including financial and institutional sustainability. Potential for scaling up was noted through the modular structure of the system, and potential for lessons learned and good practices to be shared with regional peer countries was considered.
112. **Project design weaknesses/gaps** – Satisfactory.

Table 3: Overall quality of project design score

	SECTION	RATING (1-6)	WEIGHTING	TOTAL (Rating x Weighting)
A	Operating Context	5	0.4	0.2
B	Project Preparation	5	1.2	0.6
C	Strategic Relevance	5	0.8	0.4
D	Intended Results and Causality	5	1.6	0.8
E	Logical Framework and Monitoring	6	0.8	0.48
F	Governance and Supervision Arrangements	6	0.4	0.24
G	Partnerships	5	0.8	0.4
H	Learning, Communication and Outreach	6	0.4	0.24
I	Financial Planning / Budgeting	5	0.4	0.2
J	Efficiency	6	0.8	0.48
K	Risk identification and Social Safeguards	5	0.8	0.4
L	Sustainability / Replication and Catalytic Effects	6	1.2	0.72
M	Identified Project Design Weaknesses/Gaps	5	0.4	0.2
			TOTAL SCORE:	5.36

1 (Highly Unsatisfactory)	< 1.83	4 (Moderately Satisfactory)	>=3.5 <=4.33
2 (Unsatisfactory)	>= 1.83 < 2.66	5 (Satisfactory)	>4.33 <= 5.16
3 (Moderately Unsatisfactory)	>=2.66 <3.5	6 (Highly Satisfactory)	> 5.16

Rating for Project Design: Highly Satisfactory

C. Nature of the External Context

113. The Project Implementation Report (PIR) and Half Yearly Progress Reports (HYPRs) indicated that risks/challenges remained at the level predicted. Updates to national procurement law occurred towards the onset of the project, but did not significantly impact the project.

114. The project design assumed political stability, which was the operating context in which the project was carried out. The project team successfully engaged stakeholders from various governmental and non-governmental bodies.

Rating for Nature of the external context: Favourable

D. Effectiveness

115. Project reports indicate that 100% of all output activities were completed, several indicators in the Project Results Framework were overachieved, and PSC Meeting minutes show consistent stakeholder participation throughout the project.

116. Stakeholders expressed praise for the project and the outputs, which are already in use. They agreed that the project outputs were high-quality and impactful, providing tools and capacity building that will significantly contribute to strengthening national transparency systems under the Paris Agreement. They also spoke highly of the

stakeholder engagement carried-out, which allowed for meaningful contributions from a large variety of participants and ensured outputs were comprehensive. Some stakeholders noted, however, that there is still work to be done in ensuring that the outputs are fully integrated into the systems and operations of relevant institutions.

Availability of Outputs

117. All project outputs were successfully delivered and available to the intended beneficiaries/users. Stakeholders praised the project activities and reported that the outputs are of a high quality and are already in use. They reported ongoing, meaningful engagement with a variety of stakeholders which enabled meaningful contributions from all participants and ensured that the final outputs were comprehensive and responsive to national circumstances. The developed indicators and tools will significantly contribute to strengthened national transparency systems and reporting under the ETF.

Output 1: Government officials and stakeholders have strengthened capacity and mechanisms to prepare Biennial Transparency Reports (BTR), including adaptation communications.

118. Output 1 was successfully delivered.
119. One external Consultant, Gauss, was contracted to support the majority of deliverables produced under this output (Deliverables 1.1-1.6; 1.8-1.10).
120. Two reports (Deliverable 1.1) were submitted by the Gauss in August 2022 and approved by the PSC in November 2022, one outlining existing national mitigation transparency activities and recommendations to comply with Paris Agreement MPGs and synergies between indicators and other international reporting obligations; and a second report assessing the same for national adaptation transparency activities.

121. NDC tracking indicators

122. Two stakeholder consultation workshops (Deliverable 1.2) were held in October 2022 for preparation of the NDC indicators in the priority sectors of power generation, transport, and industry. The first in Tobago on 3 October was combined with the workshop for adaptation indicator preparation. The second was in Trinidad on 4 October. Additionally, eight virtual and in-person bilateral meetings were conducted around the workshops to facilitate additional feedback from relevant stakeholders unable to participate in the workshop or wishing additional discussions. These bilateral meetings were combined with those for adaptation indicators. A workshop report was submitted for these workshops.
123. Two validation workshops (Deliverable 1.2) for the above developed indicators were held in March 2023, one in Trinidad from 7-8 March and one in Tobago on 9 March. A workshop report was submitted for these workshops. The CEO document specified two workshops total would be held, one for the NDC indicator consultation and one for validation however separate workshops were held for each purpose in both Trinidad and in Tobago.
124. A report with twenty-four gender-sensitive indicators, associated methodology and templates, protocols, and guides for collecting and managing data for tracking NDC implementation progress in the priority sectors in Trinidad and Tobago (Deliverable 1.3) was submitted by Gauss in February 2023 and approved by the PSC in May 2023. Four out of these twenty-four indicators were general indicators developed to specifically track progress in each of the priority sectors and support received for achieving NDC goals.

125. Adaptation indicators

126. Two stakeholder consultation workshops (Deliverable 1.4) were held in October 2022, one in Tobago on 3 October (combined with NDC indicator consultation workshop) and one in Trinidad on 5 October. These workshops facilitated participation and feedback of key stakeholders for designing and developing indicators to track progress for the three adaptation sectors of agriculture, water resources and health. Additionally, eight virtual and in-person bilateral meetings were conducted around the workshops to facilitate additional feedback from relevant stakeholders unable to participate in the workshop or wishing additional discussions. These bilateral meetings were combined with those for NDC indicators. A workshop report was submitted for these workshops.
127. Two validation workshops (Deliverable 1.4) for the above developed indicators were held in June 2022, one in Trinidad from 21-22 June and one in Tobago on 23 June. A workshop report was submitted for these workshops.
128. While the CEO document envisioned six total workshops be held as part of Deliverable 1.4, one consultation and one validation workshop for each sector, ultimately four workshops were held in which all sectors were covered at each workshop. This combining of sectors and hosting of separate, in-person workshops and bilateral meetings in Trinidad and Tobago is considered to fulfil the intended purposes of the workshops per the CEO document and enabled for in-person input from stakeholders in both Trinidad and Tobago.
129. A report with thirty-four gender-sensitive indicators, associated methodology and templates, protocols, and guides for collecting and managing data for tracking adaptation to climate change in the agriculture, water resources, and health sectors in Trinidad and Tobago (Deliverable 1.5) was submitted by Gauss in February 2023 and approved by the PSC in August 2023. Five of these thirty-four indicators were general indicators developed to track progress of the cross-cutting strategies to enable adaptation actions.

130. Roadmap for integration into NTS

131. A roadmap for integrating the developed indicators for tracking mitigation actions and support received related to Trinidad and Tobago's NDC Implementation Plan into the existing national transparency system was submitted by Gauss in May 2023 and approved by the PSC in June 2023. A second document which contains the combined roadmap (Deliverable 1.6) for NDC tracking indicator integration and adaptation indicator integration into the national transparency system was submitted in August 2023 and approved by the PSC in September 2023. The roadmap envisions that the activities as outlined in the roadmap will be implemented across 5 years beginning in June 2023, and that the activities will support the integration of the indicators as well as ensure that required policies and institutional capacities exist to allow for the sustainable tracking of the indicators.

132. NTS expansion

133. Another external consultant, AI Analytics Care, was engaged to provide the framework to enhance the current NTS and KMS and expand the NTS to include modules for NDC tracking and adaptation (Deliverable 1.7). An assessment of the existing NTS and KMS was carried out, and recommendations were made for hardware and software improvements and modifications which would better align the system with national priorities and international reporting requirements.
134. Based on the assessment and the work carried out for Deliverables 1.3 and 1.5, the NTS was expanded to include the NDC and Adaptation Indicator Tool consisting of

two modules. The NDC Indicator Module tracks mitigation efforts and progress towards achieving Trinidad and Tobago's NDC using the developed NDC indicators for priority sectors, as well as tracking support received. The Adaptation Indicator Module tracks progress against the developed adaptation indicators for priority sectors. Both Modules were designed to enable efficient data collection and management through defined data requirements and quality control, as well as features for monitoring and reporting on indicators and integrated mechanisms for stakeholder participation.

135. To meet the above requirements, the NTS was enhanced and upgraded using a cloud-based solution to allow for better scalability and agility, improve accessibility, and reduce costs/reliance on local infrastructure. This enhancement included the development of tailored, user-friendly webforms for data input and upgraded portal security measures.
136. After the NTS upgrades were tested and formalised, key EMA staff were trained on the use of the NTS and enhanced Modules, including such topics as data management, reporting, and communication tools. A Stakeholder User Guide was also developed to serve as the NTS User Manual.
137. A five-day NTS Stakeholder Desktop Manual Training Program workshop was held from 26-30 August 2024 to train a variety of stakeholders including from government, NGOs and the private sector on navigation and use of the NTS. Operationalisation of the NTS was completed in September 2024.

138. Capacity building

139. The Report of Technical Training Content for the capacity building training was submitted by the capacity building Consultant, Gauss, in March 2024, and the Instructional Training Materials were submitted in May 2024 (Deliverable 1.8). The Instructional Training Materials for the Sustainable Climate Training Programme (SCTP) are structured in two streams, Stream A and Stream B, which are envisioned to be taught across a 31-week syllabus.
140. Stream A is taught across seven modules and covers the international climate change reporting framework under the ETF, Trinidad and Tobago's NTS, climate change mitigation and NDC tracking, adaptation M&E fundamentals, sector-specific impacts and adaptation in priority sectors, and tracking of support received. Stream B consists of three modules which cover the integration climate change into national development processes, mitigation planning, and adaptation planning and is particularly relevant for national decision-makers.
141. As an integral component in the capacity-building programme, the 'train-the-trainers' phase, fourteen UWI faculty members and one volunteer from the MPD received training which provided them the necessary technical expertise to act as in-country, experienced instructors capable of teaching the SCTP curriculum to national stakeholders independently in the future (Deliverable 1.9). An initial capacity assessment was undertaken at the beginning of this programme to assess the participants' baseline knowledge and skills around the relevant SCTP topics.
142. The 'train-the-trainers' programme commenced with six weeks of online foundational training for the participants on relevant climate transparency concepts. This consisted of one instructor-led online training session per week on a key topic, as well as supplemental reading materials and homework assignments. The online training sessions had an average attendance of 75%, and exercises submitted after these sessions by the participants were deemed by the Gauss to show significant

improvement in the participants grasp of relevant subjects when compared to the initial capacity assessment.

143. These online sessions were followed by a five-day, in-country training session at UWI's St. Augustine Campus from 24-28 June, 2024, which went into more depth on each topic in the Sctp (Deliverable 1.9). Of the 14 UWI trainers, 9-10 took part in the sessions each day, and the MPD volunteer attended 3/5 days. This facilitated interactive and collaborative sessions that strengthened participants understanding of the materials and capacity to, in-turn, teach the material to future participants of the Sctp.
144. Upon completion of the in-person training, participants were asked to complete a mid-term capacity assessment which evaluated their progress in capacity development and identified any remaining gaps to be addressed. The results of this assessment showed significant progress when compared with the baseline assessment.
145. The in-person training was followed by another round of online training sessions which aimed to address the capacity gaps revealed by the mid-term capacity assessment, and to further strengthen participants ability to deliver the Sctp curriculum as teachers in preparation for the final phase of the train-the-trainers programme. The three sessions therefore touched-upon curriculum concepts, teaching techniques and adapting training materials for the participants' capacity level and teaching preferences. While the average attendance rate for these three sessions was 55%, the third session was targeted towards the seven UWI trainers that confirmed they would be able to co-deliver the in-country workshop and all seven were present.
146. The final phase of the train-the-trainers programme consisted of a pilot in-country, co-delivered workshop where the UWI faculty would transition from students of the material to trainers for national stakeholders in Trinidad and Tobago. The workshop took place over five days, 22-26 July 2024, and was designed to enable the UWI trainers to deliver the Sctp curriculum to a select group of national transparency system stakeholders while support from the capacity building Consultants was available.
147. The workshop also served to launch the capacity-building process for NTS stakeholders and data suppliers under Stream A of the Sctp, and national decision-makers under Stream B (Deliverable 1.10). The workshop did so by covering all 10 training modules under the Sctp curriculum, with different national stakeholders invited to participate in each day based on the relevancy of the topics covered.
148. Seven UWI trainers participated in the workshop, with 4-7 trainers participating each day. Between 44-83 NTS stakeholders (170 distinct stakeholders in total) attended each of the three days that delivered training on relevant Stream A topics including mitigation and NDC tracking, tracking support received, adaptation M&E, and sector-specific adaptation content for each of the priority adaptation sectors of Health, Water Resources, and Agriculture. 32 national decision-makers attended the day of the workshop which covered Stream B.
149. A final capacity assessment was conducted after the workshop. This assessment and feedback from the UWI trainers and Gauss collectively demonstrated that the UWI trainers were considered to have achieved an overall high level of technical and didactic skills for delivering the Sctp content to national stakeholders and other

future programme participants, and that the train-the-trainers capacity building programme was successfully delivered.

150. As part of the final report, the capacity building Consultant identified three areas where there remained some gaps in capacities of the UWI trainers which could benefit from additional improvement to elevate the overall trainer capacity from 'good-advanced' to 'advanced-in-depth' level. These are:

- Reinforcement of the technical specifics of the MPGs under the ETF, particularly the technical content and format considerations of each reporting requirement (e.g., flexibility provisions and "shall", "should", "may" requirements).
- Reinforcement of Modules B2 and B3, which due to timing constraints were first introduced during the final day of the co-delivered workshop, where only four UWI trainers were in attendance, and consequently these Modules scored lowest in terms of technical skill acquisition during the final capacity assessment.
- Further opportunities for the UWI trainers to practice delivering the SCTP curriculum in a controlled setting in order to build up their soft skills for presenting the material to a diverse range of stakeholders, and to further develop their in-depth technical knowledge of each module. This is in response to the fact that pre-established commitments forced 50% of the UWI trainers to be absent from the co-delivered workshop.

151. Separate to the above recommendations, the capacity building Consultant noted that during the co-delivered workshop, the 170+ NTS stakeholders and 30 national decision-makers gained a foundation-level knowledge of the relevant topics of the training curriculum over several intensive days. It was recommended that further reiterations of the workshop be delivered over longer periods of time to impart further technical knowledge to these stakeholders to better prepare them to participate in Trinidad and Tobago's climate transparency system.

152. The training materials developed for the SCTP were formally handed over to UWI in September 2024 (Deliverable 1.8).

153. Communication campaign

154. The Department of Literary, Cultural and Communication Studies at The University of the West Indies was engaged to develop and execute a communication campaign (Deliverable 1.11) targeted towards stakeholder and data suppliers to enhance their understanding of the benefits of the improved NTS and other achievements of the CBIT project, including the importance of the enhanced national capacity to track climate action using gender-responsive indicators. The Workplan and Communications Campaign Plan was submitted by the communication Consultant in May 2024 and approved by the PSC in July 2024.

155. A monitoring and evaluation (M&E) plan was developed as part of this consultancy to track the impact and effectiveness of the communication campaign, assessing for reach, engagement, awareness and message recall as a result of the various communication activities across such media as publications, television and radio.

156. The Media Outputs for the campaign were submitted by the communication Consultant in July 2024 and approved by the PSC in August 2024. These Communication Materials were disseminated in the media in September 2024.

157. Reporting

158. The 'Report on experiences, good practices and lessons learned' on executing deliverables 1.1-1.11 (Deliverable 1.12) was submitted by the EA Project Manager in September 2024. The report outlined the outcomes of the project against target indicators, with all indicators met or exceeded. The report also detailed the major accomplishments of the project, good practices, challenges and recommended improvements, and future considerations. The report is a thorough and useful contribution to CBIT knowledge-sharing for other projects in the region and beyond, as well as future work in Trinidad and Tobago.

Output 2: The Cabinet has access to a proposal for institutional arrangements for implementing climate transparency activities.

159. Output 2 was successfully delivered. An external Legal Consultant, Mr. Derrick Oderson, was engaged to support the deliverables produced under Output 2.
160. A Stakeholder Consultation Workshop was held from 9-10 August, 2023. The first day of the workshop was focused on the institutional arrangements for preparing and managing the GHG inventory, tracking of mitigation (NDC) actions and tracking support received. The second day of the workshop focused on institutional arrangements for tracking and reporting on adaptation actions (Deliverables 2.1 and 2.5). Workshop Reports were submitted by the Consultant for both days.
161. The stakeholders invited to participate were from public sector, private sector, NGOs, and academic institutions which are involved in some capacity with the collection and management of data required to prepare Trinidad and Tobago's BTRs.
162. The Legal Consultant prepared draft proposed recommendations for institutional arrangements based on findings from a desk review of existing arrangements and initial stakeholder consultation. This review looked at gaps and existing arrangements and the enabling environment across the Government, as well as the effectiveness and challenges of the existing framework. These draft recommendations were presented at the Consultation Workshop to stakeholders for their comments, which would be incorporated into the proposal for enhanced institutional arrangements to be later validated by the stakeholders at another workshop.
163. The outcomes of the Stakeholder Consultation Workshop also informed two reports submitted by the Legal Consultant. The first, titled 'Stakeholder Mapping Report, Mitigation (NDC)', provides an assessment of gaps and recommendations on institutional arrangements for collecting and managing data for the GHG Inventory, tracking of mitigation (NDC) actions, and tracking of support received (Deliverable 2.2). The second, titled 'Stakeholder Mapping Report, Adaptation', provides the assessment of the gaps and recommendations for the same related to collecting data and preparing adaptation communications (Deliverable 2.6).
164. A combined Stakeholder Validation Workshop (Deliverables 2.1 and 2.5) was held in from 15-16 November, 2023 regarding institutional arrangements for preparing and managing the GHG inventory, tracking of mitigation (NDC) actions, and tracking of support received; and institutional arrangements for tracking adaptation actions. The first day of the workshop comprised an in-person meeting with stakeholders from Trinidad, and the second day was held as a virtual meeting with stakeholders from Tobago.
165. Fifty-three stakeholders attended the Validation Workshop, most of whom also attended the initial Stakeholder Consultation Workshop in August 2023. The Legal Consultant proposed that the existing draft 'MRV Rules', legislation proposing legal and institutional arrangements for GHG reporting being considered at the time by the

Cabinet of Trinidad and Tobago, be revised and expanded to incorporate the required institutional arrangements for the other aspects of Trinidad and Tobago's climate transparency system in question.

166. This approach was considered preferable to drafting entirely new legislation for reasons including it already adequately addresses the GHG inventory arrangements, the practicality and efficiency of amending existing legislation, and that as the draft MRV Rules is subsidiary legislation it would be easier to update in the future as needed.
167. The stakeholders were presented with the existing draft 'MRV Rules' outlining institutional arrangements and proposed amendments to the draft MRV Rules for review and comment. There was consensus approval of the approach and proposed amendments, to be updated based on stakeholder comments.
168. A combined Workshop Report on the Validation Workshop was submitted by the Legal Consultant and approved by the PSC in March 2024.
169. The outputs of the Validation Workshop and Deliverables 2.2 and 2.6 were used to prepare the draft proposals for enhanced institutional arrangements implementing 'legal certainty' around the roles and responsibilities of those involved in each of the activities required for Trinidad and Tobago to meet its reporting requirements under the ETF MPGs:
170. The proposal of institutional arrangements for collecting and managing data for the GHG Inventory, tracking of mitigation (NDC) actions, and tracking of support received (Deliverable 2.3).
171. The proposal on institutional arrangements for collecting data and preparing adaptation communications (Deliverable 2.7).
172. Both proposals were submitted by the Legal Consultant in February 2024 as a combined proposal to be entitled "The Climate Change (Paris Agreement Enhanced Transparency Framework) Reporting Rules (20xx)". The proposal was approved by the PSC in March 2024. The Technical Brief for the proposal was submitted to the MPD in September 2024.
173. Technical assistance from the CTO to support the process to obtain approval of the proposal for institutional arrangements by the Cabinet and adoption by the MPD (Deliverables 2.4 and 2.8) commenced in April 2024 and culminated with the Technical Brief submitted to MPD in September 2024.

Output 3: Government officials and stakeholders have strengthened capacity and procedures to incorporate climate analysis into decision-making processes for national planning.

174. Output 3 was successfully delivered. An external Consultant, Global Factor, was engaged to support development of most deliverables under Output 3.
175. The Consultant first undertook a desk review of Trinidad and Tobago's regulatory framework and relevant documents; identified climate trends, and climate-related impacts in the priority sectors of agriculture, water resources and health; and identified gaps, needs and constraints that need to be addressed to improve vulnerability assessments and adaptation planning at the national and sectoral level. The Consultant also consulted key stakeholders in priority sectors for their input using an online survey, a Q&A session, and bilateral meetings. Based on the above activities, a Summary Report on Key Findings was prepared.
176. Following this, the Consultant conducted climate risk and vulnerability assessments for the whole country for each of the three priority sectors: agriculture, water

resources and health. This included conducting climate assessments, projections, and scenario analyses using a standardised methodology.

177. A virtual stakeholder consultation workshop (Deliverable 3.1) was held on 19 February, 2024 to validate the methodological approach to the climate risk and vulnerability assessments and obtained results, and to get input from stakeholders on any gaps and additional relevant data. More than 80 stakeholders attended.
178. The Vulnerability Assessment Report (Deliverable 3.2) was submitted by the Consultant in April 2024 and approved by the PSC in May 2024. The Report assessed the vulnerability for the three priority adaptation sectors in Trinidad and Tobago, supported by previous analyses such as those conducted under the Technical Assistance to the Environment Programme in Trinidad and Tobago (TAEP) and the Third National Communication (TNC). The vulnerability assessments included projections based on scenarios for rising temperatures, variations in precipitation, and sea-level rise.
179. Based on the identified risks, intervention actions were identified to reduce vulnerability to climate risk, and adaptation actions were identified that would have the highest national impact for the priority sectors. The measures for identifying addressing future climate risks were also elaborated into the Adaptation Action Plans (AAPs) document.
180. Guidelines for ministries (Deliverable 3.3) were drafted to outline an approach to assessing climate risks in the agriculture, water resources and health sectors. The guidelines align with the “pathways approach” previously defined in Trinidad and Tobago’s National Adaptation Plan, and formulate risk mitigation measures, and M&E processes. The aim of the guidelines, with three developed per priority sector, is to enable the integration of climate risks and resiliency actions into government ministries and organisations as part of the national adaptation process. The Guidelines were submitted by the Consultant in May 2024 and approved by the PSC in June 2024.
181. The SCTP curriculum material developed for the UWI capacity building programme (see paragraphs 119-133 regarding the capacity building consultancy under Output 1) under Steam B includes three modules that cover the integration of climate change into national development processes, mitigation planning, and adaptation planning. UWI faculty under the train-the-trainers programme were introduced to the material in June 2024 (Deliverable 3.4).
182. During the co-delivery workshop at the culmination of the train-the-trainers capacity building programme (see paragraphs 119-133 regarding the capacity building consultancy under Output 1), training sessions provided national decisionmakers with a foundational understanding of the training material covering the use of assessments, projections and scenarios to integrate climate considerations into adaptation and mitigation planning for Trinidad and Tobago (Deliverable 3.5).

Rating for Availability of Outputs: Highly Satisfactory

Achievement of Project Outcomes

183. All project outcomes were fully achieved based on successful meeting or exceeding of all indicator targets but one, with the unachieved indicator, Indicator 1.11, not being one that was a core measure of any Outcome.
184. ***The project objective level indicator A:*** Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (gender disaggregated) exceeded the target of 120 people, 50% of whom are women.

185. The project objective level indicator target was achieved. The final result was 202 stakeholders trained on various modules, with 61% being women. There were fifteen train-the-trainer participants, of whom 53% were women.
- 186. Outcome 1A. Trinidad and Tobago submits to the UNFCCC secretariat high quality climate reports aligned with the Enhanced Transparency Framework under the Paris Agreement**
187. **Indicator 1.1 (Outcome 1A):** Improvement in the quality MRV system based on GEF score 1-10, as per Annex III of CBIT programming directions. While this is a subjective rating, the guidance for the ratings provides direction for benchmarking the quality of the MRV system.
188. **Target:** The baseline for this indicator was a rating of five (5), with a target of eight (8).
189. **Result:** The target for this indicator has been achieved. By project end the rating was reported as eight (8), with an increase in user accounts rising from 28 under the MRV/KMS to 56 under the NTS. The Reviewer agrees with this scoring. The update of the KMS and operationalisation of the NTS are significant improvements in Trinidad and Tobago's MRV system. The improved MRV system will better enable the tracking of GHGI data, and mitigation and adaptation actions, contributing to higher-quality reports under the ETF.
190. **Indicator 1.3 (Output 1):** Number of relevant stakeholders and number of women trained under Output 1 declaring to be in a better position to use compiling GHG Inventory, track Mitigation actions/NDC, and Support received and Adaptation actions.
191. **Target:** At least 21 (70% of stakeholders participating in the training activities), whereof 10 are women (50%)
192. **Result:** The M&E Tool's Results Framework indicated that the target for this indicator was overachieved. 202 stakeholders were trained on various modules at the workshop, with 61% being women. The means of verification for this indicator as outlined at CEO approval was to be a survey/questionnaire to be completed by all stakeholders immediately after the development and training activities had been delivered and included in the workshop report. The Capacity Building Consultancy's Feedback Report notes that quizzes were conducted with all participants during the training sessions, though the results themselves were not available in the report.
193. The Consultant noted in the Feedback Report that of the 202 stakeholders at the workshop, 172 were NTS stakeholders trained on the modules relevant to this indicator. In addition to receiving access to the modules as part of the training curriculum, they were introduced to the most relevant concepts for their roles/sectors during the workshop days they attended, and therefore all were assessed to have acquired a foundational-level knowledge of the training curriculum. The Reviewer stipulates that it can be assumed that the majority of workshop participants will have increased their knowledge of relevant topics, and indeed the questionnaire provided to CBIT I participants during the course of the Terminal Review showed the vast majority reported exactly that. The Reviewer accepts that this indicator target was met, however this is based on findings which are exclusive of the intended means of verification.
194. **Indicator 1.4 (Output 1):** Number of gender-sensitive indicators for tracking progress on implementing the NDC and for tracking adaptation to climate change in the agriculture, water resources, and health sectors.

195.Target: 6

196.Result: The target for this indicator was overachieved with 9 indicators developed.

197.4 general, gender-sensitive indicators were developed in consultation with relevant stakeholders for tracking NDC implementation progress in the priority sectors, along with the associated methodology, templates, protocols and guides for collecting and managing data.

198.5 general, gender-sensitive indicators were developed in consultation with stakeholders for tracking adaptation to climate change in priority sectors, along with the associated methodology, templates, protocols and guides for tracking data.

199.The indicators were submitted by the engaged consultancy in February 2023 and approved by the PSC in August 2023.

200.**Indicator 1.5 (Output 1):** Number of capacity building systems with training institution for GHG Inventory, Mitigation Actions/NDC Tracking, Support Received Tracking, Adaptation Tracking.

201.Target: 1 capacity building system with training institution including modules on GHG Inventory, Mitigation Actions/NDC Tracking, Support Received Tracking, Adaptation Tracking.

202.Result: The target for this indicator was achieved. 1 capacity building programme including the above modules was developed and handed over to UWI. The training materials for the Sustainable Climate Training Programme include a course syllabus and all programme content for 10 modules across two main streams. Stream A covers an introduction to the NTS and ETF, NDC and Mitigation Tracking, Adaptation M&E Fundamentals, 1 Adaptation Tracking module each for the three priority sectors, and Tracking Support Received. Stream B covers the integration of climate change into national development processes, mitigation planning and adaptation planning.

203.In addition to the SCTP programme content, the capacity building programme, through the train-the-trainers approach, equipped fourteen faculty at UWI to deliver the SCTP training to stakeholders in the future.

204.Outcome 1B. Trinidad and Tobago Government stakeholders makes decisions based on climate analysis and implements climate transparency activities.

205.**Indicator 1.2 (Outcome 1B):** Number of Ministries which endorse the guidelines to standardize, implement and use on a continuous basis as part of national decision-making assessments, projections and scenarios related to the agriculture, water resources and health sectors into national planning processes to support efforts to adapt these sectors to climate change impacts and enhance their resilience.

206.Target: 9

207.Result: The target for this indicator was achieved with 9 Ministries endorsing. The Guidelines, developed based on stakeholder consultations, for relevant Ministries were developed under the Climate Vulnerability Consultancy and approved by the PSC in June 2024. At the PSC level, the following 9 Ministries were engaged and signed-off: MPD, EMA, Ministry of Public Utilities, Ministry of Works and Transport, Ministry of Energy and Energy Industries, Office of the Prime Minister-Gender and Child Affairs Division, Ministry of Agriculture Land and Fisheries, Ministry of Health, and the Tobago House of Assembly.

208.The completed Guidelines were submitted to the MPD as coordination body and disseminated to relevant Ministries. All Ministries have validated the guidelines, and MPD is coordinating further integration of the guidelines.

209. **Indicator 1.6 (Output 2):** Improvement in the quality of institutional capacity for transparency based on GEF score 1-4 as per Annex IV of CBIT programming directions.

210.Target: 4 (against a baseline of 2)

211. **Result:** The target set for this indicator was achieved, with a GEF score of 4 reported at the end of the project. The designated transparency institution has an organisation unit, EMA, with standing staff with some capacity to coordinate and implement transparency activities. The EMA has a clear mandate to coordinate activities under the ETF, and activities are integrated into national planning and budgeting activities. Stakeholders engaged in the course of activities under Outcome 1B actively participated in the group work sessions and were interested in continued engagement.

212. While Trinidad and Tobago's institutional capacity for transparency does meet the technical requirements for the score of 4, it should be noted that of Nineteen stakeholder responses to the Terminal Review stakeholder survey, only 3/19 stakeholders scored Trinidad and Tobago's system a 4 as per Annex IV of the CBIT programming directions. This discrepancy in scores might be explained by the variety of stakeholders who responded to the survey, with many respondents having only limited participation across the duration of the CBIT project.

213. Stakeholder feedback also indicated that while the work done on Trinidad and Tobago's institutional arrangements for transparency was impactful and exceeded initial expectations, gaps remain and further work is needed before the country can demonstrate a comprehensive and reliable transparency system. In particular, it was noted that while the institutional arrangements have been significantly progressed there is further work needed to fully connect all sectors and ensure consistency in data flows.

214. Additionally, this score may not be fully realised if the draft legislation being considered at the time of this Review is not enacted.

215. **Indicator 1.7 (Output 2):** Number of institutional arrangements proposals submitted to the Ministry of Planning and Development for adoption.

216.Target: 2

217. **Result:** The target set for this indicator was achieved, with 2 proposals on institutional arrangements for mitigation actions and adaptation efforts submitted to the MPD.

218. The first (Deliverable 7) was a proposal for institutional arrangements developed for collecting and managing data for the GHG Inventory, tracking of mitigation (NDC) actions, and tracking of support needed and received. The second (Deliverable 9) was a proposal for institutional arrangements for collecting data and preparing adaptation communications. Both proposals included arrangements for indicators and templates, protocols and guides based on the gap assessment conducted by the relevant Consultant and recommendations made.

219. **Indicator 1.8 (Output 2):** Number of national stakeholders consulted in consultation and validation workshops for developing the institutional arrangements proposal are women.

220. **Target:** 10 (50% of the 20 total national stakeholders targeted for participation in consultations and validation workshops for institutional arrangements)

221. **Result:** The target for this indicator was exceeded with 26 of the national stakeholders that participated in the consultation and validation workshops on

institutional arrangements being women, out of a total of 43 participants. This is indicative of a strong emphasis on equal gender participation throughout the project.

222. **Indicator 1.9 (Output 3):** Number of relevant stakeholders and number of women trained under Output 3 declaring to be in a better position to use assessments, projections and scenarios to integrate climate considerations in (i) adaptation measures national planning; (ii) mitigation national planning.
223. **Target:** 84 stakeholders (70% of the targeted 120 total trained stakeholders under Output 3), of which 42 are women (50% of the 84 stakeholders).
224. **Result:** As with Indicator 1.3, the M&E Tool's Results Framework indicated that the target for this indicator was overachieved. 202 stakeholders were trained on various modules at the workshop, with 61% being women. As with Indicator 1.3 the means of verification for this indicator as outlined at CEO approval was to be a survey/questionnaire to be completed by all stakeholders immediately after the development and training activities had been delivered and included in the workshop report. The Capacity Building Consultancy's Feedback Report notes that quizzes were conducted with all participants during the training sessions, though the results themselves were not available in the report.
225. The Consultant noted in the Feedback Report that the 202 stakeholders were introduced to the most relevant concepts for their roles/sectors during the workshop days they attended, and therefore all were assessed to have acquired a foundational-level knowledge of the training curriculum. As with Indicator 1.3 under Output 1, the Reviewer stipulates that it can be assumed that the majority of workshop participants will have increased their knowledge of relevant topics. The questionnaire provided to CBIT I participants during the course of the Terminal Review showed that of the 17 respondents who participated in the adaptation measures national planning sensitisation activities under Output 3, all 17 reported the activities to be 'moderately effective' or 'highly effective'; and of the 19 respondents who participated in the mitigation national planning sensitisation activities, 18 reported the activities to be 'moderately effective' or 'highly effective'. The Reviewer accepts that this indicator target was met, however this is based on findings which exclude the intended means of verification.
226. **Indicator 1.10 (Output 3):** Number of guidelines developed for each adaptation priority sector (Agriculture, Health, and Water Resources) to enable continuous decision making.
227. **Target:** 1 per sector, 3 in total
228. **Result:** The target for this indicator was achieved, with 1 guideline developed per sector, 3 in total. The guidelines covering the priority sectors developed by the Climate Vulnerability Consultancy provide a structured approach to assessing climate risks, including risk mitigation, M&E, and revisiting assessment. They are intended to allow for the integration of climate risks and resiliency-building into government ministries' planning and strategy.
229. **Additional Indicator**
230. **Indicator 1.11:** Number of knowledge products shared with the CBIT Global Platform.
231. **Target:** 6
232. **Result:** The target for this indicator was not achieved, with only 1 knowledge product, the Lessons Learned Report, shared with the CBIT Global Platform. However, there is

significant opportunity for learnings, recommendations and content from the Trinidad and Tobago CBIT project to be shared with other countries, particularly regionally.

Rating for Achievement of Project Outcomes: Highly Satisfactory

Likelihood of Impact

Table 4: Likelihood of impact

Impact	Likelihood	Justification
Drivers to support transition from Outputs to Project Outcomes are...	In place (L)	While Line Ministries and stakeholders from the private sector received effective sensitisation training that covered the importance of transparency and many are convinced of it, stakeholders have reported that ongoing work is needed to ensure that all relevant stakeholders within government and in the private sector are completely aware of the new/updated systems and have fully bought-in to the transparency activities required of them. Additionally, many stakeholders expressed some scepticism that there is a sufficient and sustainable budget allocated for transparency going forward.
Assumptions for the change process from Outputs to Project Outcome...	Hold (ML)	There is political stability, along with an adequate and coherent participation of ministries and agencies – though many report difficulties finding the time and resources to fulfil the transparency requirements in addition to other duties. But not all private sector and relevant stakeholders accept to share data and information. This was evidenced by stakeholder feedback, as well as the 2024 PIR in which it was noted that data collection under Climate Vulnerability Consultancy experienced delayed responses by regional data houses, in part due to a lack of formal agreement between the EA and data providers. Additionally, entrenchment of the sustainability framework and full operationalisation is dependent on the adoption of legislation which remains an outstanding factor.
Proportion of Project Outcomes fully or partially achieved?	Some (L)	It is acknowledged that the project has successfully met all outcome indicators set at project design by the project completion stage and marks a significant step forward and achievement for Trinidad and Tobago's climate transparency efforts. As a direct result of the CBIT project, Trinidad and Tobago has increased capacity to fulfil its international transparency obligations, and the improved KMS and operationalised NTS will help facilitate Government stakeholders to make decisions based on climate-related data and implement more-effective climate transparency activities. However, as discussed in Section H Sustainability, further work and stakeholder engagement is needed to fully embed the achievements into Trinidad and Tobago's climate transparency system. The improvements and processes established need to be tested and refined, particularly in the context of current/upcoming UNFCCC reporting cycles.
Which Project Outcomes? (the most important to attain)	The most important to attain intermediat	Both project outcomes need additional resources and continual efforts to ensure they are sustainably achieved. The use of the NTS and the developed tools, templates and processes need to be fully integrated and the necessary resources and data flows

Impact	Likelihood	Justification
intermediate states / impact or others)	e states / impact	established by all relevant stakeholders in order for the successes of the project to be fully realised.
Level of Project Outcome achievement?	Full (L)	Significant progress in outcome achievement has been made with initial capacity building and the development of the tools, templates and guidance. The operationalisation of the NTS is a laudable achievement and serves as an example for other countries in the region. Ongoing work is needed to fully embed these into Trinidad and Tobago's transparency system, supported by engaged stakeholders and all necessary data flows.
Drivers to support transition from Project Outcome(s) to Intermediate States are...	Partially in place (L)	Stakeholders expressed scepticism that adequate and sustainable budget is allocated to support the intended operation of the NTS and the improvements in reporting, including the number of personnel to sustainably manage the core work such as reporting.
Assumptions for the change process from Project Outcomes to Intermediate States...	Partially hold (ML)	Without the adoption and entrenchment of the legislation currently under consideration, the necessary data flows for full utilisation of the NTS are heavily dependent upon voluntary provision by key stakeholders.
Proportion of Intermediate States achieved?	Some (L)	Of the three Intermediate States, none can be considered fully achieved at this point, though the CBIT I project has contributed significantly towards their achievement.
Level of Intermediate State achievement?	Partial (L)	Government and stakeholders have started to use environmental data, analyses and participatory processes to generate environmental assessments and foster policy action, however there is still effort needed to ensure that the data is high-quality and comprehensive across all sectors/areas. The progress demonstrated at completion of the CBIT I project, and the frameworks, tools and capacity building implemented have positioned Trinidad and Tobago well to be able to achieve the Intermediate States, but continued momentum is needed to ensure the country sets more ambitious NDC targets and mitigates GHG emissions through development strategies and investment in clean technologies.
Drivers to support transition from Intermediate States to Impact are...	Partially in place (L)	It is not yet confirmed whether an efficient strategy has been fully elaborated to allow Trinidad and Tobago to comply with the Paris Agreement over time, including meeting more ambitious NDC targets, though the foundation for this has been laid.
Assumptions for the change process from Intermediate States to Impact	Partially hold (L)	Sufficient and sustainable funding has not yet been confirmed/demonstrated.

233. Strategic Questions

234. **Strategic Question 1:** Do the State and non-State actors participating in the project report to the enhanced transparency framework arrangements under the Paris Agreement?

235. Yes. Trinidad and Tobago reports to the ETF, fulfilling reporting obligations through the institutional arrangements enhanced this project.

236. **Strategic Question 2:** Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting?

237. Yes. The operationalisation of the NTS are significant improvements in Trinidad and Tobago's MRV system and will enable better tracking and reporting of GHGI data, and mitigation and adaptation actions, contributing to higher-quality reports under the ETF as well as for national purposes.

238. **Strategic Question 3:** Did the State and non-State actors participating in the project use the new tools and the capacities developed by the project (indicators, templates, guides, process documents; capacity building trainings; and improvements to the National Transparency System)?

239. Yes. Under the project, the 28 user accounts on the KMS rose to 56 on the NTS. Stakeholders engaged during the Review also reported that the outputs are already in use and corroborate the reports which demonstrate clear capacity building. The deliverables were assessed by stakeholders as being of high quality, and able to provide actionable insights and tools that will contribute to strengthening national transparency.

Achievement of Likelihood of Impact: Likely

Rating for Effectiveness: Highly Satisfactory

E. Financial Management

Adherence to UNEP's Financial Policies and Procedures

240. The CBIT project team adopted a proactive and systematic approach to financial oversight, including provision of quarterly expenditure reports to monitor real-time budgetary performance against the workplan. These reports also included projected expenditures for the upcoming 6 months. All cash advances reports were similarly accounted for.

241. PSC Minutes indicate ongoing communication around budgets and coordination with UNEP – for instance for approval to use un-utilised funds from other budget lines to bolster consultancy budget. This budget adjustment was also approved and documented as required.

242. Audits did not reveal any financial management issues and confirmed that expenditures were supported by adequate documentation. Co-financing contributions were well-defined in and reported annually in project documents.

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

Completeness of Financial Information

243. The Reviewer was able to obtain all applicable documents related to the financial management of the project. All reports were accounted for, including the detailed budget submitted and approved by the GEF, cash advance reports, co-financing reports detailing in-kind contributions, and quarterly expenditure reports.
244. The financial management of the project is considered comprehensive and complete. A detailed budget with expenditures per component was submitted and approved, and reporting of expenditures was aligned by budget line items and linked to specific deliverables where applicable. While the 'Outputs' column in the expenditure reports was not filled in, Budget Line Codes for each line item correspond to the detailed project budget which outlines the Outputs to which the expenditure corresponds, therefore the Reviewer considers this criteria has been fulfilled.
245. The planned total co-financing for the project in in-kind contributions was planned as \$385,672. The cumulative actual co-financing in in-kind contributions as of the final expenditure report for the period to 30 September 2024 was \$383,064, which is 99.32% of the total planned.

Rating for Completeness of Financial Information: Highly Satisfactory

Communication Between Finance and Project Management Staff

246. Proactive and comprehensive communication between Finance and Project Management Staff is evidenced in reports and PSC Minutes. Project stakeholders spoke highly of the financial management practices and overall project management practices carried out by the project team, in particular the Project Manager. Strong awareness of the current financial status of the project when financial disbursements were made is demonstrated in expenditure reports, as well as progress reports.
247. All narrative and financial reports were reviewed by finance and project staff members and signed-off. And there is evidence that good communication between financial and project staff has positively affected the project implementation, such as when un-utilised funds were proactively redistributed to bolster consultancy budget which was inadequate due to assumptions made about local consultancy costs at project design.

Rating for Communication Between Finance and Project Management Staff: Highly Satisfactory

Table 5: Financial Management Table

Financial management components:	Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:	HS	
Any evidence that indicates shortcomings in the project's adherence ⁶ to UNEP or donor policies, procedures or rules	No	No evidence was found that indicated any deviation from UNEP or donor policies or rules.
2. Completeness of project financial information⁷:		

⁶ If the review raises concerns over adherence with policies or standard procedures, a recommendation may be given to cover the topic in an upcoming audit, or similar financial oversight exercise.

⁷ See also document 'Criterion Rating Description' for reference

Financial management components:		Rating	Evidence/ Comments
Provision of key documents to the reviewer (based on the responses to A-H below)		HS	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Detailed budget with expenditures by Outcome across each project year. Less-detailed, separate table for in-kind co-finance.
B.	Revisions to the budget	Yes	Budget revisions are documented and explained in expenditure reports and PSC meeting minutes.
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	PCA and PCA Amendment documents were provided.
D.	Proof of fund transfers	Yes	Cash Advance Requests reports provided on a quarterly basis
E.	Proof of co-financing (cash and in-kind)	Yes	Co-Finance Reports produced on a quarterly basis
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Project expenditure reports produced on a quarterly basis and by budget lines, with current and cumulative totals. Including project expenditures for the upcoming 6 months.
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	Yes	Copies of three completed audits, for 2021-2022, 2023, and 2024 available.
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		HS	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		HS	Demonstrated in financial reports and progress reports
Fund Management Officer's knowledge of project progress/status when disbursements are done.		HS	Demonstrated by sign-off
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		HS	Demonstrated by financial documents and PSC Meeting minutes,
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		HS	Demonstrated by reports
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process		HS	
Overall rating		HS	

Rating for Financial Management: Highly Satisfactory

F. Efficiency

248. The project was implemented within the originally intended timeframe and to budget. No evidence was found to suggest that the project team at any point could have been more cost-effective. Indeed, the project team demonstrated efficiency of resources in adapting to budget constraints and delays related to consultancy procurement which were caused by changes to procurement processes within the government, as well as the undervaluing of national/regional consultants at the project design stage. The team utilised the network of other CBIT projects in the region as a resource in the procurement of consultants.
249. The team consistently displayed proactive and effective project management, particularly in communications. All stakeholders consulted for this Review agreed that the project was delivered in a timely manner, and all agreed that the project team engaged with them efficiently. They reported a high level of engagement and assistance from the team. Stakeholders across the project and IA spoke highly of the Project Manager's coordination approach, communication and planning.
250. The project management structure and oversight led to efficient development of the project outputs/outcomes. The order and approach to deliverables was coherent and well-executed, including using the same consultant to deliver related/overlapping workstreams where possible.
251. The project efficiently utilised existing frameworks and resources where possible, elaborating and updating the KMS/NTS and drawing upon guidance from key stakeholders/ministries early and often at PSC meetings to ensure approval and collaboration at each stage.

Rating for Efficiency: Highly Satisfactory

G. Monitoring and Reporting

Monitoring Design and Budgeting

252. The project included a detailed M&E Workplan at design stage, with assigned responsibility for each monitoring activity. The costs of ongoing M&E activities were included under the PM budget, while the Terminal Evaluation and additional funding for workshops related to M&E were budgeted separately. The budget included funding for a workshop/meeting regarding CBIT achievements and the launch of the NTS.
253. The Project Results Framework includes SMART indicators for each expected outcome and has end-of-project targets that are gender-disaggregated where appropriate. Means of verification of results against each indicator are clearly outlined. The indicators were relevant and appropriate, and tracked at project mid-term and end of project against a clear baseline.

Rating for Monitoring Design and Budgeting: Highly Satisfactory

Monitoring of Project Implementation

254. There was a clear structure for Monitoring and Evaluation of the project that was operational throughout the project implementation period. The project team were thorough and timely in project reports. Each PIR provides a detailed update of status on progress against core indicators including gender balance of project participants and stakeholder engagement. The GEF Tracking Tool was well-utilised and included a completed workplan with progress tracked on a quarterly basis.

255. The project gathered relevant baseline data to track indicators against. The project team tracked and reported results disaggregated by gender where relevant. Progress reports and PSC Minutes demonstrate that the information generated by the M&E system and stakeholder feedback was continuously assessed and used to steer/adapt project activities to ensure the project was progressing as efficiently and effectively as possible.
256. There was a specific media monitoring plan for Deliverable 4 to track the effectiveness and impact of the communication campaign; as well as consistent reporting provided by consultancies against deliverables.

GEF Portal question 1: What was the project's completion against Core Indicator Targets?

The Core Indicator Target was 'Number of direct beneficiaries disaggregated by gender as a co-benefit of GEF investment'. At CEO Endorsement stage, the target was a total of 120 direct beneficiaries, with 60 (50%) being women. The project ultimately exceeded this target, with a total of 202 stakeholders directly trained on various modules, with 123 (61%) being women.

Rating for Monitoring of Project Implementation: Highly Satisfactory

Project Reporting

257. Complete and high-quality documentation of project progress was available, provided at appropriate intervals. Collaboration and communication between project team and relevant UNEP colleagues was effective and timely.
258. Reported data was disaggregated by gender where relevant/expected. The reporting adequately reflects the project scope of work and elaborates progress against necessary metrics. The project reporting supports outcome level results. Reports fully match available evidence.

Rating for Project Reporting: Highly Satisfactory

Rating for Monitoring and Reporting: Highly Satisfactory

H. Sustainability

Socio-political Sustainability

259. There is a demonstrated high level of ownership and commitment among key government and non-governmental stakeholders engaged in the project. Stakeholders expressed their strong interest in continuing to engage with the project outputs, and many had constructive ideas for how to further integrate the transparency system and build capacity in their sectors. Ministry representatives were active and committed participants at consultation and validation sessions and trainings. It was noted that there is further stakeholder engagement and training planned around data collection to ensure continued momentum and adoption of processes.
260. There is very clear interest, ownership and commitment among EMA/MPD and the continuation and elaboration of the project impacts and outcomes was considered throughout activities. There is only a small possibility that this ownership diminishes with future government changes.

261. The practical operationalisation of the NTS and planned use for ETF reporting are strong indications of the sustainability of key aspects of the outputs. The EA is already continuing and building-upon the work done under the CBIT project and has a clear plan and priorities for testing and refining the NTS, and further embedding the developed tools, templates and indicators.
262. The number of stakeholders trained and the gender ratio of those stakeholders exceeded targets, bolstering the impact of the program. The capacity building programme is under the ownership of UWI and is integrated into ongoing training activities. A communication campaign has helped convey the existence and improvements in the transparency system beyond just those involved in the project.
263. As Trinidad and Tobago is a signatory to the Paris Agreement, there is an ongoing need to adhere to the requirements of the ETF. Additionally, as a SIDS, Trinidad and Tobago is particularly vulnerable to the impacts of climate change and is motivated socially and politically to implement mitigation and adaptation actions, and to continue to strengthen the national climate transparency system. However, lack of funding/commitment to bolstering personnel for key transparency activities such as ETF reporting might indicate a potential lack of buy-in from broader government mechanisms which might negatively impact the socio-political sustainability of the project benefits.

Rating for Socio-political Sustainability: Likely

Financial Sustainability

264. The project team has demonstrated the ability to efficiently and effectively utilise available funding for transparency activities and are actively engaged in securing future funding for further work and to ensure that the NTS and processes established in the CBIT project are fully implemented.
265. However, the project outcomes are dependent on future funding in order to persist and fully translate into intermediate states and impact. While excellent work was done by the project team to ensure the tools and resources developed can continue to be implemented as seamlessly as possible, the full and effective utilisation of the NTS for reporting and decision-making involves the commitment of resources by a wide variety of stakeholder across government and the private sector – whether it be for supplying data, attending trainings, adopting processes, or reporting – and many of these stakeholders face financial constraints which are not easily overcome. The clear commitment from EMA, MPD and other Ministries goes a long way towards counteracting these pressures, however the proper commitment of resources to climate transparency efforts is dependent upon financial factors over which they may not exert much control.
266. Some stakeholders were unsure whether there were financial mechanisms that would ensure the continuation of project benefits, with mention that there might need to be creative financing solutions considered. While stakeholders saw in the workshops a willingness and motivation to comply with processes, they worried that stakeholders would lose interest in maintaining the system if there wasn't effective follow-up due to economic pressures.

Rating for Financial Sustainability: Moderately Likely

Institutional Sustainability

267. The successes of the CBIT project have ensured that the outputs and impacts have permeated across the Government of Trinidad and Tobago. Actions have been taken by the project team to ensure as much as possible the continued institutionalisation of project outcomes and necessary implementation of climate transparency activities. Capacity building efforts were positively received by stakeholders and will be ongoing.
268. Stakeholder feedback indicated that while the work done on Trinidad and Tobago's institutional arrangements for transparency was impactful and exceeded initial expectations, gaps remain and further work is needed before the country can demonstrate a comprehensive and reliable transparency system. In particular, it was noted that while the institutional arrangements have been significantly progressed there is further work needed to fully connect all sectors and ensure consistency in data flows. Stakeholders commented upon several other risks to long-term sustainability of the project, including stretched personnel resources and staff turnover hampering institutional capacity.
269. It is noted that project sustainability is currently dependent on support from government institutions without the weight of a formal directive, and voluntary participation from private organisations – though the process to remedy these risks has already been initiated in the form of legislation and continued engagement/training for private sector stakeholders. However, while the NTS is already operationalised practically, as stakeholders are using it on a voluntary basis, the only guarantee for ongoing and expanded operationalisation is legislation mandating stakeholder use. This legislative process is underway, and out of the control of the EMA/MPD.

Rating for Institutional Sustainability: Likely

Rating for Sustainability (Likelihood):	Likely
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I. Factors Affecting Performance and Cross-Cutting Issues

Preparation and Readiness

270. No significant weaknesses in project design were identified during the project preparation phase. The project team thoroughly implemented all appropriate measures as outlined in the ProDoc between project approval and first disbursement, including holding an inception meeting and reviewing the workplan. Initial staffing and financing arrangements were timely and appropriate.
271. There was evidence of thorough, ongoing engagement with a significant number and variety of stakeholders throughout the project. This was made possible by the significant planning done by the team before and around project kick-off, including stakeholder mapping.
272. The PSC with appropriate representation was established quickly, with the first PSC Meeting taking place within three months of project implementation. The first disbursement took place less than 6 months after project approval.

Rating for Preparation and Readiness: Highly Satisfactory

Quality of Project Management and Supervision

273. Stakeholders repeatedly commented on the quality of organisation and engagement demonstrated by the project team and EA, with their efforts integral to the success of the project. All stakeholders surveyed as part of the TR indicated that the project team created conditions that maximised the chances that project goals would be successfully achieved. In particular, the CTA was commended by stakeholders and IA representatives for their outstanding leadership, project management skills and communication.
274. Regular and constructive information exchange occurred between the project team and UNEP colleagues in both directions. UNEP fulfilled all expected requirements, including providing support when needed and assisting with reporting.
275. The project team ensured detailed, ongoing coordination with all project partners in the delivery of outputs. This was crucial to the effective implementation of the project within the expected timeframe and budget. An example of this was challenges related to procurement of the intended partner under the Consultancy for Capacity Building System Development, due to budget constraints, factors on the partner's side and a necessitated modified scope of works. The project team was able to determine a way forward through discussions with relevant parties and the PSC, and worked with the intended partner until alignment and an approved proposal were finalised.
276. The project team also facilitated bilateral meetings between relevant consultancies, as well as between consultancies and government stakeholders to ensure knowledge sharing was timely and ongoing. A data sharing agreement was signed with the PDC to ensure the requirements of the Climate Vulnerability Consultancy were met, and data was shared by the Caribbean Community Climate Change Centre (CCCCC). This was indicative of the responsiveness of the project team to adapt to the needs of the project as they arose.
277. The PSC held regular, productive meetings which included all appropriate stakeholders to ensure comprehensive and impactful guidance and approvals. The PSC Meetings were thoroughly documented and show consistently relevant discussions took place with timely decisions made.
278. The project team responded, quickly, appropriately and effectively to feedback from the PSC and other stakeholders, as well as any potential issues throughout the project – such as unexpected delays to procurement processes.

Rating for Quality of Project Management and Supervision: Highly Satisfactory

Stakeholders Participation and Cooperation

279. The project team took considerable efforts to ensure comprehensive and impactful engagement with stakeholders at every stage of the project. An excellent analysis of stakeholder groups relevant to the project was undertaken before implementation, and consistent, appropriate representation was reported at workshops, meetings, capacity building activities, and validation sessions.
280. Stakeholders reported that the project's engagement was inclusive, allowing for meaningful contributions from all participants representing the variety of Ministries, Agencies, NGOs, private sector and other stakeholders involved in Trinidad and Tobago's climate transparency system in different capacities. Progress monitoring and other reporting recorded the high levels of stakeholder participation, with strong performance on equality of gender representation. A mix of virtual and in-person

activities helped facilitate participation of those that might be constrained by in-person requirements.

281. Participants noted that workshops were interactive, with break-out groups used to encourage discussions took place across sectoral/ministerial areas, and to ensure that all views were captured. They said how much they benefitted from this collaboration among peers, particularly in their improved understanding of cross-sectoral linkages.

282. Feedback from stakeholders was repeatedly sought and taken on-board at every step of project implementation. There were significant efforts made to design engagement so that stakeholders were convinced of their important role in national transparency activities, and strong interest from participants in continuing their involvement beyond the CBIT project indicated success of these measures.

283. **GEF Portal question 2:** What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR?

284. A Mid-Term Review was not conducted for this project. High levels of stakeholder participation were evident throughout the project.

Rating for Stakeholders Participation and Cooperation: Highly Satisfactory

Responsiveness to Human Rights and Gender Equality

285. Human rights and gender considerations were demonstrated during project implementation, including through monitoring and evaluation, and reporting.

286. All workshops had stakeholder information disaggregated by sex. This included pre-registration forms as well as post-workshop surveys. Women were well represented at all stakeholder workshop and trainings, with representation often exceeding targets.

287. Gender was well mainstreamed throughout the project. At the NDC and Adaptation Validation Workshops held in 2023, gender responsiveness was incorporated as a key validation component for the indicator validation exercise.

288. The project team is commended for their responsiveness and willingness to incorporate feedback into the project. Gender experts from NGOs and the public sector were invited and consulted for both the NDC and Adaptation Validation Workshops in 2023. Based on stakeholder comments during the NDC Validation Workshop, the answer options for workshop registration were expanded to include "male", "female", and "other" with the option for a write-in response, and the option "prefer not to answer".

289. **GEF Portal question 3:** Were the completed gender-responsive measures and, if applicable, actual gender result areas?

290. Yes, the project developed and implemented a Gender Action Plan, and a gender-sensitive indicator and sex-disaggregated indicators were included in the project results framework. Gender-responsive measures included ensuring equal gender participation at workshops and capacity-building activities. The PSC included a representative from the Gender and Child Affairs Division to ensure that gender was integrated into decision-making and project activities.

Rating for Responsiveness to Human Rights and Gender Equality: Highly Satisfactory

Environmental and Social Safeguards

291. The project team followed all safeguarding considerations and UNEP requirements for identifying, mitigating and reporting on environmental and social safeguarding risks. Risks were well documented and reviewed throughout the project. HYPRs and PIRs included detailed analysis on identified risks and measures taken to mitigate them.
292. **GEF Portal question 4:** 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.
293. A safeguard action plan was not required for the project, but the ESS Risk classification was carried out at approval stage and identified management measures were fully implemented. Risk mitigation strategies and safeguards were reviewed regularly and reported in detail, with the risks identified at approval stage updated and elaborated with relevant potential or occurring challenges and all steps taken to mitigate them – including responsibilities and progress. Measures taken were appropriate and effective.

Rating for Environmental and Social Safeguards: Highly Satisfactory

Country Ownership and Driven-ness

294. Stakeholder responses indicated that there is a high level of country ownership and demonstrable driven-ness. It is clearly apparent that the EMA and MPD are committed to ensuring that outputs are sustained and continued progress is made towards fully achieving the project outcomes and moving towards intermediate states. This is additionally evidenced by the significant in-kind financing contributions towards the project by both the EMA and MPD, and commitment of their future resources towards follow-on activities and operational expenditures related towards maintaining project outputs. The EMA has demonstrated complete ownership of every aspect of practical NTS operation.
295. The active participation of PSC members from key Ministries is indicative of an understanding at high levels of the importance of the project's activities which has been beneficial in ensuring buy-in from others in their respective Ministries. Deliberate engagement by the EMA with project stakeholders and communication with those not involved directly with project activities has helped with the establishment of the NTS and transparency activities into the institutional arrangements within and outside of the Government.
296. The train-the-trainers programme and establishment of the Sustainable Climate Training Programme at UWI ensures that capacity building will continue to benefit new and existing stakeholders beyond the end of the CBIT project and further contribute towards Trinidad and Tobago's national climate transparency capabilities.

Rating for Country Ownership and Driven-ness: Highly Satisfactory

Communication and Public Awareness

297. Stakeholders indicated that the communication campaign was effective in stakeholders' and data suppliers' awareness of the benefits of the improved NTS, and the increased national capacity to track climate action that takes gender issues into consideration. They noted that direct engagement activities with project stakeholders

did a good job of informing people with little background knowledge on climate change, and succeeded in helping participants be able to apply the information and resources to their specific work.

298. Broader public awareness was strengthened by the communication campaign's media components targeted towards the general public. A monitoring plan for the communication campaign was developed to accurately understand the effectiveness of the campaign.

299. Communications channels throughout the project flowed both ways, ensuring that stakeholder feedback and input was captured and informed decision-making. PSC Meetings provided a regular platform for discussion among key stakeholders and ensured transfer of knowledge among decision-makers.

300. **GEF Portal question 5:** What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g., website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions?

301. All of the main knowledge management elements as outlined at project approval were implemented. This primarily included the various capacity building workshops, as well as communication materials.

302. In addition to those elements, one of the project's core activities was building upon Trinidad and Tobago's existing Knowledge Management System, with the enhanced NTS as a key deliverable. This and the associated developed tools and guidelines have improved the sharing of data among T&T's climate transparency stakeholders. An increasing number of stakeholders are being trained on the NTS.

303. The project team produced the Report on Experiences, Good Practices and Lessons Learned which has been shared with the CBIT Global Coordination Platform. T&T is an active participant in regional climate transparency initiatives.

Rating for Communication and Public Awareness: Highly Satisfactory

Rating for Factors Affecting Performance: Highly Satisfactory

VI. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

304. The project successfully delivered its intended outcomes and is a significant step forward in Trinidad and Tobago's ability to meet the requirements of ETF reporting under the Paris Agreement. The project deliverables and outputs are of a high quality and available to the intended stakeholders. As a direct result of the project, Trinidad and Tobago will be able to use climate data to inform national decision-making.
305. The project was well designed and executed efficiently and effectively, within the planned timeframe and to budget. It was responsive to GEF and UNEP priorities, as well as national and regional priorities. The project team received high praise from stakeholders on their effective project management and coordination skills, and ongoing and meaningful communication with stakeholders. The project team took considerable efforts to ensure comprehensive and impactful engagement with stakeholders at every stage of the project, which was corroborated by stakeholder feedback.
306. Under **Output 1**, gender-responsive NDC tracking indicators and Adaptation indicators for priority sectors were developed and validated, along with roadmaps for implementation. The NTS was expanded and operationalised and now includes the NDC Indicator Module to track mitigation efforts and the Adaptation Indicator Module to track progress against adaptation indicators for priority sectors. Stakeholders from a variety of sectors and organisations were trained on use of the NTS during a 5-day workshop.
307. A train-the-trainers program prepared UWI faculty to deliver the developed SCTP training for national stakeholders, ensuring that new stakeholders will receive capacity building training in addition to those that attended the capacity building workshops during the project.
308. A communication campaign targeted data suppliers and other stakeholders to enhance their understanding of the benefits of the improved NTS and other achievements of the CBIT project; and prepared media messaging for the broader public.
309. Under **Output 2**, a proposal for institutional arrangements for implementing climate transparency activities was prepared, validated and submitted for approval and adoption.
310. Under **Output 3**, climate risk and vulnerability assessments were conducted for the three priority sectors of agriculture, water resources, and health. Intervention actions were identified to reduce vulnerability to climate risk, and adaptation actions were identified that would have the highest national impact for the priority sectors.
311. Guidelines for ministries were developed which outline an approach to assessing, mitigating, and tracking climate risks in the priority sectors, in alignment with Trinidad and Tobago's National Adaptation Plan. The guidelines will help enable the integration of climate risks and resiliency actions into government ministries and organisations as part of the national adaptation process.
312. The objectives of the project were fully achieved and there is a demonstrated high level of ownership and commitment among key government and non-governmental stakeholders engaged in the project. However, there are some aspects of project sustainability which are uncertain including adequate financial resources to ensure complete progression to intermediate states, and the outcome of the legislative

process underway which would provide a mandate for stakeholder adherence to NTS processes.

313. All reporting and other evidence supports adherence to UNEPs policies and procedures. Complete and high-quality documentation of project progress was available, provided at appropriate intervals, and disaggregated by gender where relevant.
314. The project also successfully answered the three Strategic Questions:
315. **Strategic Question 1: Do the State and non-State actors participating in the project report to the enhanced transparency framework arrangements under the Paris Agreement?** Yes. Trinidad and Tobago reports to the ETF, fulfilling reporting obligations through the institutional arrangements enhanced this project.
316. **Strategic Question 2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting?** Yes. The operationalisation of the NTS are significant improvements in Trinidad and Tobago's MRV system and will enable better tracking and reporting of GHGI data, and mitigation and adaptation actions, contributing to higher-quality reports under the ETF as well as for national purposes.
317. **Strategic Question 3: Did the State and non-State actors participating in the project use the new tools and the capacities developed by the project (indicators, templates, guides, process documents; capacity building trainings; and improvements to the National Transparency System)?** Yes. Under the project, the 28 user accounts on the KMS rose to 56 on the NTS. Stakeholders engaged during the Review also reported that the outputs are already in use and corroborate the reports which demonstrate clear capacity building. The deliverables were assessed by stakeholders as being of high quality, and able to provide actionable insights and tools that will contribute to strengthening national transparency.

B. Summary of project findings and ratings

318. The table below provides a summary of the ratings and finding discussed in Chapter V. Overall, the project demonstrates a rating of **'Highly Satisfactory'**.

UNEP Evaluation Office Validation of Performance Ratings:

The UNEP Evaluation Office formally quality assesses (see Annex XIII) management led Terminal Review reports and validates the performance ratings therein by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations.

The Evaluation Office assesses a Terminal Review report in the same way as it assesses the initial draft of a Terminal Evaluation report. It applies the following assumptions in its validation process:

- That what is being assessed is the contents of the report and the extent to which it makes a consistent and justifiable case for the performance ratings it records.
- That the consultant has, within the report, presented all the evidence that was made available to them.
- That the Review has been based on a robust Theory of Change, reconstructed where necessary, which reflects UNEP's definitions at all levels of results.
- That the project team and key stakeholders have already reviewed a draft version of the report and provided substantive comments and made factual corrections to the Review Consultant, who has responded to them. The Evaluation Office assumes, therefore, that it has received the Final (revised) version of the report.

In this instance the Evaluation Office assesses the quality of the Report at the 'Satisfactory' level and validates the overall project performance rating at the **'Highly Satisfactory'** level.

Table 6: Summary of project findings and ratings⁸

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
Strategic Relevance		Highly Satisfactory	The rating is validated	HS
1. Alignment to UNEP MTS, POW and strategic priorities	The project is well-aligned to UNEP MTS, POW and strategic priorities in building Trinidad and Tobago's capacity to meet reporting obligations under the ETF.	Highly Satisfactory	The rating is validated	HS
2. Alignment to Donor/Partner strategic priorities	The project's outcomes fully align with the strategic priorities of the GEF, including strengthening capacity to report under the ETF, enhancing decision-making based on climate analysis, and engaging a variety of stakeholders with a focus on gender considerations.	Highly Satisfactory	The rating is validated	HS
3. Relevance to global, regional, sub-regional and national environmental priorities	The project is aligned with global agendas such as the SDGs, contributes to the Caribbean regional priority of climate adaptation actions, and addresses national priorities by enhancing the NTS for use in decision-making and national/international reporting.	Highly Satisfactory	The rating is validated	HS
4. Complementarity with relevant existing interventions/coherence	The project operated in collaboration with other national and regional initiatives and built upon previous projects, such as the project producing T&T's NAP as an output.	Highly Satisfactory	The rating is validated	HS
Quality of Project Design	The project had an overall high quality of project design, with all aspects rated as Satisfactory or Highly Satisfactory.	Highly Satisfactory	The rating is validated	HS
Nature of External Context	Reporting indicated that project risks/challenges remained at the level predicted, with no significant negative impacts.	Favourable	Rating adjusted to Highly Favourable There were no reported occurrences of climatic /security / political events, or any other external situation that have affected project operations	HF
Effectiveness		Highly Satisfactory	The rating is validated .	HS

⁸ 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	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
1. Availability of outputs	All project outputs were successfully delivered to a high quality and are available to the intended beneficiaries/users.	Highly Satisfactory	The rating is validated	HS
2. Achievement of project outcomes	All project were fully achieved based on successful meeting or exceeding of all indicator targets but one, with the unachieved indicator, Indicator 1.11, not being one that was a core measure of any Outcome.	Highly Satisfactory	The rating is validated .	HS
3. Likelihood of impact	The objectives of the project were fully achieved, however there are some aspects of project sustainability which are uncertain.	Likely	The rating is validated	L
Financial Management		Highly Satisfactory	The rating is validated	HS
1. Adherence to UNEP's financial policies and procedures	All reporting and other evidence supports adherence to UNEPs policies and procedures.	Highly Satisfactory	The rating is validated	HS
2. Completeness of project financial information	Financial reports and other documents were comprehensive, timely and available.	Highly Satisfactory	The rating is validated	HS
3. Communication between finance and project management staff	Evidence of required communication was demonstrated in financial and progress reports and PSC Meeting minutes.	Highly Satisfactory	This criterion has been discontinued (ref. Tool#15 https://communities.unep.org/spaces/EOU/pages/70320228/MANAGEMENT-LED+REVIEW+TOOLS)	Not rated
Efficiency	The project was implemented within the originally intended timeframe and to budget. No evidence was found to suggest that the project team at any point could have been more cost-effective.	Highly Satisfactory	The rating is validated	HS
Monitoring and Reporting		Highly Satisfactory	The rating is validated with reservations. With a rather broad analysis, but lacking in concrete evidence, it is not possible to validate the rating conclusively.	HS
1. Monitoring design and budgeting	The project included a detailed M&E Workplan at design stage, with appropriate budgeting, and a Project Results Framework with SMART indicators.	Highly Satisfactory	This criterion has been discontinued (ref. Tool#15 https://communities.unep.org/spaces/EOU/pages/70320228/MANAGEMENT-LED+REVIEW+TOOLS)	Not rated

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2. Monitoring of project implementation	There was a clear structure for Monitoring and Evaluation of the project that was operational throughout the project implementation period.	Highly Satisfactory	The rating is validated with reservations (see above).	HS
3. Project reporting	Complete and high-quality documentation of project progress was available, provided at appropriate intervals, and disaggregated by gender where relevant.	Highly Satisfactory	The rating is validated with reservations See above).	HS
Sustainability		Likely	The rating is adjusted to ML (Moderately Likely) Sustainability sub-categories are aggregated to the lowest rating, as they are considered to be mutually limiting factors.	ML
1. Socio-political sustainability	There is a demonstrated high level of ownership and commitment among key government and non-governmental stakeholders engaged in the project.	Likely	The rating is validated	L
2. Financial sustainability	Complete progression from project outputs to intermediate states is dependent upon financial/resourcing factors which are not guaranteed.	Moderately Likely	The rating is validated	ML
3. Institutional sustainability	Actions have been taken by the project team to ensure as much as possible the continued institutionalisation of project outcomes and necessary implementation of climate transparency activities, but while a legislative process is underway to mandate stakeholder adherence to NTS processes it is yet to be realised	Likely	The rating is validated	L
Factors Affecting Performance		Highly Satisfactory	The rating is validated	HS
1. Preparation and readiness	No significant weaknesses in project design were identified during the project preparation phase and all relevant activities were carried out.	Highly Satisfactory	This criterion has been discontinued (ref. Tool#15 https://communities.unep.org/spaces/EOU/pages/70320228/MANAGEMENT-LED+REVIEW+TOOLS)	Not rated
2. Quality of project management and supervision	There was a very high level of project management and supervision by the project team, significantly contributing to project successes.	Highly Satisfactory	The rating is validated	HS
2.1 UNEP/Implementing Agency:	UNEP fulfilled expected role in supporting the project team and implementing required processes.	Highly Satisfactory	The rating is validated	HS

Criterion	Summary assessment	Rating	Justification for any ratings' changes due to validation (to be completed by the UNEP Evaluation Office – EOU)	EOU Validated Rating
2.2 Partners/Executing Agency:	The project team received significant positive feedback from stakeholders on their effective project management and coordination skills, and ongoing and meaningful communication.	Highly Satisfactory	The rating is validated	HS
3. Stakeholders' participation and cooperation	The project team took considerable efforts to ensure comprehensive and impactful engagement with stakeholders at every stage of the project, which was corroborated by stakeholder feedback.	Highly Satisfactory	The rating is validated	HS
4. Responsiveness to human rights and gender equality	Human rights and gender considerations were demonstrated during project implementation, and appropriately monitored. Gender was mainstreamed and gender-disaggregated data tracked and reported.	Highly Satisfactory	The rating is validated with reservations. The review would have benefited from going beyond quantitative data (e.g. headcounts), to more insights/ examples on the qualitative aspects of the project's Gender Action Plan.	HS
5. Environmental and social safeguards	The ESS Risk classification was carried out and identified risk management measures were implemented as planned, actively reviewed and well-documented.	Highly Satisfactory	The rating is validated	HS
6. Country ownership and driven-ness	Stakeholder responses indicated that there is a high level of country ownership and demonstrable driven-ness to sustaining project outputs.	Highly Satisfactory	The rating is adjusted to S (Satisfactory) The review does not fully support a 'HS' rating. Table 4 and para 269, for instance, reveal existing challenges with private sector buy-in and their engagement in a more meaningful and regulated manner.	S
7. Communication and public awareness	The project implemented communication initiatives to raise awareness among the stakeholders directly involved in transparency activities, as well as the general public.	Highly Satisfactory	The rating is validated	HS
Overall Project Performance Rating		Highly Satisfactory	The rating is validated	HS

C. Lessons learned

Lesson Learned #1:	CBIT project budgets at design stage need to ensure that local and regional consultants are not underestimated and ensure appropriate allocation alongside international consultant estimates.
Context/comment:	During the procurement process for the consultancy for Capacity Building System Development the project team experienced challenges due to insufficient budget allocation to carry out the intended scope of works. International consultants were assigned adequate estimated budget, while local consultants were underestimated. This was identified by the project team in a PIR as being an ongoing issue and has troubling implications for the CBIT funder/implementing agency priorities related to national capacity building and knowledge management. The project team in the 2023 PIR report also identified the importance of open discussions at the PPG phase with intended implementing partners to ensure that the budget as designed is adequate for the intended scope of works per the partner's benchmark range.
Lesson Learned #2:	Sustainability of project outcomes is challenged by financial and other factors outside of the control of the Executing Agency, highlighting the need for ongoing stakeholder engagement and entrenchment of developed outputs.
Context/comment:	The successes of a CBIT project can face sustainability challenges despite the best efforts of a proactive and impactful project team and high-quality outputs. While excellent work was done by the project team to ensure the tools and resources developed can continue to be implemented as seamlessly as possible, the full and effective utilisation of the NTS for reporting and decision-making involves the commitment of resources by a wide variety of stakeholder across government and the private sector facing their own financial constraints. The clear commitment from EMA, MPD and other Ministries goes a long way towards counteracting these pressures and ensuring continued momentum among stakeholders, however the proper commitment of resources to climate transparency efforts is dependent upon financial factors over which they may not exert much control. Trinidad and Tobago may need to consider creative/alternative financing solutions if national funding mechanisms that ensure continuation of project benefits are not secured.

D. Recommendations

Recommendation #1:	Expansion of the NTS to include capabilities for tracking additional climate and sustainability data, to further expand the number and type of users committed to providing consistent data flows and to provide broader information for decision-makers at the national and sub-national level.
Challenge/problem to be addressed by the recommendation:	Stakeholder feedback indicated that while the work done on Trinidad and Tobago's institutional arrangements for transparency was impactful and exceeded initial expectations, gaps remain and further work is needed before the country can demonstrate a comprehensive and reliable transparency system. In particular, it was noted that while the institutional arrangements have been significantly progressed there is further work needed to fully connect all sectors and ensure consistency in data flows. Additionally, not all private sector and relevant stakeholders accept to share data and information. Expanding the NTS to include additional data flows for topics beyond those currently included would not only build upon the successes of the NTS operationalisation during this project, but also expand the number and type of stakeholders who see the NTS as a tool which directly benefits their work and therefore are invested in ensuring complete and accurate data flows.
Priority Level:	High
Type of Recommendation	Project Level
Responsibility:	EMA and MPD
Proposed implementation time-frame:	During the design and implementation phase of a potential successor CBIT project.

319. Cross-reference(s) to rationale and supporting discussions:

- Section H: Sustainability

Recommendation #2:	Further stakeholder engagement and capacity building activities to build upon the momentum of this project and ensure all relevant stakeholders are completely committed to the transparency activities required of them.
Challenge/problem to be addressed by the recommendation:	While Line Ministries and stakeholders from the private sector received effective sensitisation training that covered the importance of transparency and many are convinced of it, stakeholders have reported that ongoing work is needed to ensure that all relevant stakeholders within government and in the private sector are completely aware of the new/updated systems and have fully bought-in to the transparency activities required of them. Additionally, many stakeholders expressed some scepticism that there is a sufficient and sustainable budget allocated for transparency going forward. Continued, significant engagement could allay those

	concerns and demonstrate the commitment of the Government to full implementation of climate transparency systems and impacts. These activities could include further/remedial training of the UWI trainers, as recommended by the Capacity Building Consultant, to solidify learnings and ensure the SCTP curriculum reflects any further developments in T&T's climate transparency efforts.
Priority Level:	High
Type of Recommendation	Project level
Responsibility:	EMA and MPD
Proposed implementation time-frame:	During the design and implementation phase of a potential successor CBIT project.

320. Cross-reference(s) to rationale and supporting discussions:

- Section D: Effectiveness. Paragraph 213; Paragraphs 151-152
- Section H: Sustainability

Recommendation #3:	Testing and refinement of systems, tools and processes developed under this project, and targeted training to ensure adequate national capacity at all levels.
Challenge/problem to be addressed by the recommendation:	Government and stakeholders have started to use environmental data, analyses and participatory processes to generate environmental assessments and foster policy action, however there is still effort needed to ensure that the data is high-quality and comprehensive across all sectors/areas, and that internal capacity is adequate for all required reporting. The progress demonstrated at completion of the CBIT I project, and the frameworks, tools and capacity building implemented have positioned Trinidad and Tobago well to be able to achieve the Intermediate States, but the improvements and processes established need to be tested and refined, particularly in the context of current/upcoming UNFCCC reporting cycles. Stakeholders indicated the need for further capacity building on GHG projections, as well as targeted training for personnel involved in priority sectors such as agriculture for improved contribution to national and international reporting related to the GHG inventory, mitigation and adaptation, as well as to decision-making.
Priority Level:	High
Type of Recommendation	Project level
Responsibility:	EMA and MPD
Proposed implementation time-frame:	During the design and implementation phase of a potential successor CBIT project.

321. Cross-reference(s) to rationale and supporting discussions:

- Section H: Sustainability

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 7: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Reviewer Response
9	Uncertain of the source for the figure \$38,694. Note that the Final Audit Report for CBIT Project states \$38,945 for 'Payables for goods and services after September 2024'.	The former figure was from an expense report. Text has been updated to reflect figure from Final Audit Report.
19	Are your referring to the National Development Strategy 2016-2030 (Vision 2030)	Text has been updated per comment.
20	Email reminder was also sent on 4 November	Text has been updated per comment.
41	Uploaded to folder (Folder: Technical Brief D2.4 and D2.8)	Uploaded documents have been noted and considered.
41	Approved by PSC in May 2024.	Text has been updated per comment.
42	Missing text after 'All project'	Text has been updated per comment.
43	The Capacity Building Consultancy's Feedback Report (page 70) mentions that during these training sessions, that 'Q&A sessions, quizzes... were led and moderated by GAUSS consultants'. These Mentimeter quizzes were conducted with all participants during and not after the training.	Text has been updated per comment.
46	The Capacity Building Consultancy's Feedback Report (page 70) mentions that during these training sessions, that 'Q&A sessions, quizzes... were led and moderated by GAUSS consultants'. These Mentimeter quizzes were conducted with all participants during and not after the training.	Text has been updated per comment.

ANNEX II. REVIEW FRAMEWORK/MATRIX

Table 8: Review Framework/Matrix

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
Criterion A: Strategic Relevance			
A.1. Alignment to the UNEP's Medium-Term Strategy^[1] (MTS), Programme of Work (POW) and Strategic Priorities			
To what extent the project was aligned to the MTS and POW under which it was approved?	Extent to which the project was aligned to the MTS and POW at approval.	Project Document, Progress Reports, PIRs, UNEP staff	Desk review, Interviews, Triangulation
To what extent the project was aligned to the Bali Strategic Plan for Technology Support and Capacity Building?	Extent to which the project was aligned to the Bali Strategic Plan for Technology Support and Capacity Building.	Project Document, Progress Reports, PIRs, UNEP staff	Desk review, Interviews, Triangulation
To what extent the project was aligned to the UNEP Strategy for South-South and Triangular Cooperation?	Extent to which the project was aligned to the UNEP Strategy for South-South and Triangular Cooperation.	Project Document, Progress Reports, PIRs, UNEP staff	Desk review, Interviews, Triangulation
A.2. Alignment to GEF Priorities			
To what extent is the project suited to, or responding to, donor priorities?	Extent to which the project is suited to, or responding to, donor priorities.	Project Document, Progress Reports, PIRs	Desk review, Triangulation
A.3. Relevance to regional, sub-regional and national environmental priorities			
To what extent is the project aligned with the global priorities such as the SDGs and Agenda 2030?	Extent the project is suited, or responding to, the environmental concerns and needs of Trinidad and Tobago	Project Document, Progress Reports, PIRs, National policies and programmes, UNEP staff, project staff, project partners and beneficiaries	Desk review, Interviews, Focus group discussions, Triangulation
To what extent is the project suited, or responding to the environmental concerns and needs of the Trinidad and Tobago?	Extent the project is suited, or responding to, the environmental concerns and needs of Trinidad and Tobago	Project Document, Progress Reports, PIRs, National policies and programmes, project partners and beneficiaries	Desk review, Interviews, Focus group discussions, Triangulation

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
A.4. Complementarity with existing interventions			
To what extent has the project explored and built complementarity with other existing initiatives that address similar needs of the same target groups and are implemented by UNEP, national entities or other organizations?	Evidence and extent of complementarities	Project Document, Progress Reports, PIRs, National policies and programmes, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
Criterion B. Quality of Project Design			
As per inception report.			
Criterion C: Nature of External Context			
Was the implementation of the project responsive to political, legal, economic, institutional, etc., changes in the country occurred during its implementation period?	Identification of political, legal, economic, institutional changes in the country and extent to which the project was appropriately responsive to them	Project Document, Progress Reports, PIRs, National policies and programmes, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
Criterion D: Effectiveness			
D.1. Availability of Outputs			
Was the project successful in delivering its outputs as per its Results Framework included in the project document?	Indicators included in the Results Framework at output level	Project Document, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff, project deliverables	Desk review, Interviews, Focus group discussions, Triangulation
Did the outputs delivered meet expected quality standards?	Level of satisfaction of stakeholders involved in the delivery of outputs	Project Document, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff, project deliverables	Desk review, Interviews, Focus group discussions, Triangulation
Was the project successful in delivering the planned outputs in a timely manner? In case of delays, what were the reasons behind?	Identification of delays	Project Document, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff,	Desk review, Interviews, Focus group discussions, Triangulation

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
		project staff, project deliverables	
What were the reasons behind any failures/successes of the project in delivering its outputs?	Identification of reasons for failures/successes	Project Document, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff, project deliverables	Desk review, Interviews, Focus group discussions, Triangulation
Were stakeholders appropriately involved in delivering programmed outputs?	Extent of stakeholders' participation	Project Document, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff, project deliverables	Desk review, Interviews, Focus group discussions, Triangulation
D.2. Achievement of Project Outcomes			
To what extent have the targets of outcome indicators been achieved?	Indicators included in the Results Framework at outcome level	Project Document, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
What are the areas in which the project had the greatest and fewest achievements? And what were the contributing/hindering factors?	Identification of contributing and hindering factors	Project Document, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
D.3. Likelihood of impact			
Is there evidence that the objective of the project has been achieved?	Identification of evidence	Project Document, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
Strategic Question 1: Do the State and non-State actors participating in the project report to the enhanced transparency framework arrangements under the Paris Agreement?	Identification of State and non-State actors adopting the enhanced transparency framework arrangements	Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
Strategic Question 2: Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting	Identification of strengthening elements of the transparency mechanisms of national institutions for domestic and UN conventions reporting and brief explanation	Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
Strategic Question 3: Did the State and non-State actors participating in the project use the new tools and the capacities developed by the project (Municipal Development Coordination Platform (MDCP), improved National GHG inventory system and NDC tracking system)?	Extent of adoption of the new tools and identification of adoption contributing or preventing factors	Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
Criterion E: Financial Management			
<i>E.1. Adherence to UNEP's policies and procedures</i>			
How did the financial reporting and management adhere to the policies and procedures of UNEP?	Extent of adherence of financial reporting and management to the policies and procedures of UNEP	Contracts, financial reports, UNEP staff, project staff.	Desk review, Interviews, Triangulation
<i>E.2. Completeness of financial information 21. What is the level of completeness of</i>			
What is the level of completeness of financial information?	Level of completeness of financial information	Contracts, financial reports, UNEP staff, project staff.	Desk review, Interviews, Triangulation
How sound was the budget planning and execution? Did expenditures match the approved budget / work-plan? What were the reasons for under/overspent budget, if any?	Identification of difference between planned and executed budget and identification of reasons behind	Contracts, financial reports, UNEP staff, project staff.	Desk review, Interviews, Triangulation
To what extent did the financial management issues affect the timely delivery of the project or the quality of its performance?	Identification of elements of financial management issues that affected the timely delivery of the project or the quality of its performance	Contracts, financial reports, UNEP staff, project staff.	Desk review, Interviews, Triangulation

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
What levels of co-financing did the project obtain (percent of planned)?	Evidence of co-financing and identification of reasons behind discrepancies obtained vs planned	Project Document, Progress Reports, PIRs, co-financing documents, project partners and beneficiaries, project staff	Desk review, Interviews, Triangulation
E.3. Communication between financial and project management staff			
To what extent did the communication issues between financial and project management staff affect the timely delivery of the project or the quality of its performance?	Identification of elements of communication issues that affected the timely delivery of the project or the quality of its performance	Contracts, financial reports, UNEP staff, project staff, Project Document, Progress Reports, PIRs, project partners and beneficiaries	Desk review, Interviews, Focus group discussions, Triangulation
Criterion F: Efficiency			
Was the use of financial and human resources and strategic allocation of resources (funds, human resources, time, expertise, etc.) to achieve outcomes of efficient and economical?	Extent to which there was an efficient and economical use of financial and human resources and strategic allocation of resources (funds, human resources, time, expertise, etc.) to achieve outcomes	Contracts, financial reports, UNEP staff, project staff, Project Document, Progress Reports, PIRs, project partners and beneficiaries	Desk review, Interviews, Focus group discussions, Triangulation
Was the project management structure as outlined in the project document efficient in generating the expected results?	Extent to which the project management structure as outlined in the project document was efficient in generating the expected results	Contracts, financial reports, UNEP staff, project staff, Project Document, Progress Reports, PIRs, project partners and beneficiaries	Desk review, Interviews, Focus group discussions, Triangulation
Were project funds and activities delivered in a timely manner?	Extent to which project funds and activities were delivered in a timely manner	Contracts, financial reports, UNEP staff, project staff, Project Document, Progress Reports, PIRs, project partners and beneficiaries	Desk review, Interviews, Focus group discussions, Triangulation
Were there any cost-effectiveness strategies in place to deliver project funds and activities?	Identification of cost-effectiveness strategies	Contracts, financial reports, UNEP staff, project staff, Project Document, Progress Reports, PIRs, project partners and beneficiaries	Desk review, Interviews, Focus group discussions, Triangulation

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
Was the project extension necessary?	Extent to which a project extension could have been avoided (if any was approved) and identification of reason supporting the need for extensions	Contracts, financial reports, UNEP staff, project staff, Project Document, Progress Reports, PIRs, project partners and beneficiaries	Desk review, Interviews, Focus group discussions, Triangulation
Criterion G: Monitoring and Reporting			
G.1. Monitoring Design and Budgeting			
Was an M&E system in place for project monitoring?	Identification of M&E tools and procedures and assessment of their appropriateness	M&E system, Progress Reports, PIRs, UNEP staff, project staff	Desk review, Interviews, Triangulation
Were M&E activities organized and budgeted in a conducive way to achieve project's results?	Extent to which the organization and the budgeting of monitoring activities were conducive to achieve project's results and identification of budget gaps	M&E system, financial reports, Progress Reports, PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Triangulation
G.2. Monitoring of Project Implementation			
Was the M&E system effectively used to guide project implementation?	Identification of evidence	M&E system, Progress Reports, PIRs, UNEP staff, project staff	Desk review, Interviews, Triangulation
Was the M&E budget spent in accordance with M&E needs?	Identification of evidence	M&E system, Progress Reports, PIRs, UNEP staff, project staff	Desk review, Interviews, Triangulation
GEF Portal question 1: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided).	Core Indicator Targets identified retrospectively	M&E system, Progress Reports, PIRs, UNEP staff, project staff	Desk review, Interviews, Triangulation
G.3. Project reporting			
To what extent UNEP and donor reporting commitments have been fulfilled	Extent to which both UNEP and donor reporting commitments have been fulfilled	M&E system, financial reports, Progress Reports, PIRs	Desk review, Interviews, Triangulation
Criterion H: Sustainability			
H.1. Socio-political sustainability			

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
Are there any social or political factors that may influence positively or negatively the sustenance of project results and progress towards impact?	Identification of social or political factors that may influence positively or negatively the sustenance of project results and progress towards impact	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
What is the risk that the level of stakeholder ownership and capacities will be insufficient to allow for the project outcomes/benefits to be sustained?	Identification of the risk that the level of stakeholder ownership and capacities will be insufficient to allow for the project outcomes/benefits to be sustained	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?	Identification of stakeholders' interest and perception of it	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
Is there sufficient public/ stakeholder awareness in support of the long-term objectives of the project?	Extent to which public/ stakeholder awareness in support of the long-term objectives of the project exist	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
H.2. Financial sustainability			
To what extent project outcomes are dependent on future funding for the benefits they bring to be sustained?	Extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
What is the likelihood that financial resources will be available once the GEF assistance ends to support the continuation of benefits?	Evidence of the likelihood that financial resources will be available once the GEF assistance ends to support the continuation of benefits	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
H.3. Institutional sustainability			
To what extent has the project put in place frameworks, policies, governance structures and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure?	Extent to which project put in place frameworks, policies, governance structures and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure	PIRs, project partners and beneficiaries, UNEP staff, project staff, project deliverables	Desk review, Interviews, Focus group discussions, Triangulation

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
To what extent has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date?	Extent to which project developed appropriate institutional capacity that will be self-sufficient after the project closure date	PIRs, project partners and beneficiaries, UNEP staff, project staff, project deliverables	Desk review, Interviews, Focus group discussions, Triangulation
Has the project achieved stakeholders' (including government stakeholders') consensus regarding courses of action on project activities after the project's closure date?	Identification of defined courses of action on project activities after the project's closure date	PIRs, project partners and beneficiaries, UNEP staff, project staff, project deliverables	Desk review, Interviews, Focus group discussions, Triangulation
What is the likelihood that gender and human rights issues promoted by the project will be supported after the project's closure date?	Identification of gender and human rights issues promoted by the project and identification of evidence of likelihood of support after project's closure date	PIRs, project partners and beneficiaries, UNEP staff, project staff, project deliverables	Desk review, Interviews, Focus group discussions, Triangulation
I. Factors Affecting Project Performance and Cross-cutting Issues			
<i>I.1. Preparation and readiness (included in design)</i>			
Were appropriate measures taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilization?	Evidence of appropriate measures taken to address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilization	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
What was the extent and quality of engagement of the project team with all the relevant stakeholder groups?	Quality and extent to which project team engage effectively with all relevant stakeholder groups	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
<i>I.2. Quality of Project Management and Supervision</i>			
To which extent the flow of information within project staff, PSC, project partners was conducive to achieve project results?	Extent to which the flow of information within project staff, PSC, and project partners was conducive to achieve project results	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
To what extent was the role of the implementing agency and the executive agency conducive to achieving project	Extent to which the role of the two agencies was conducive to achieve project results	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
results? Were the efforts put in place by the two agencies relevant?			
Did PSC provide effective leadership to achieve project results?	Evidence of PSC leadership	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
Were adaptive management measures necessary and appropriate to achieve project results?	Identification of adaptive management measures	PIRs, UNEP staff, project staff	Desk review, Interviews, Triangulation
<i>1.3. Stakeholder Participation and Cooperation</i>			
To which extent the project developed and leveraged the necessary and appropriate partnerships with stakeholders to achieve project results?	Extent to which the project developed and leveraged the necessary and appropriate partnerships with stakeholders to achieve project results	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
To which extent the project developed national government stakeholders supported the objectives of the project?	Extent to which the project developed local and national government stakeholders supported the objectives of the project	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
GEF Portal question 2: 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)	Identification of progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR	PIRs, project partners and beneficiaries, UNEP staff, project staff Note: the question, included in the ToRs, is not relevant as no MTR was carried out. Therefore, the review will investigate the question from the beginning of the implementation.	Desk review, Interviews, Focus group discussions, Triangulation
<i>1.4. Responsiveness to Human Rights and Gender Equity</i>			
To which extent cross cutting issues including human rights and gender equality were adequately considered in project design and implementation?	Extent to which cross cutting issues including human rights and gender equality were adequately considered in project design and implementation	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
GEF Portal question 3: 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)	Identification of gender-responsive measures and gender result areas	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
<i>1.5. Environmental and social safeguards</i>			
To what extent did the project adhere to the environmental and social safeguards laid out in UNEP policy?	Extent to which project adhered to the environmental and social safeguards laid out in UNEP policy	PIRs, UNEP staff, project staff	Desk review, Interviews, Triangulation
GEF Portal question 4: 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)	Identification of measures implemented against the Safeguards Plan submitted at CEO Approval	PIRs, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
<i>1.6. Country ownership and drivenness/championship</i>			
Have project partners and/or other relevant parties been building on project achievements?	Evidence of activities that build on project achievement	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
<i>1.7. Communication and Public Awareness</i>			

Main Review Criteria/ Questions	Review Indicators	Source of Data	Methods
Where project communication and public awareness tools relevant and effective to support the achievement of project results?	Evidence of relevance and effectiveness of project communication and public awareness tools	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
To what extent did the communication and public awareness affect project delivery or the quality of its performance?	Extent to which the communication and public awareness affected project delivery or the quality of its performance	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation
GEF Portal question 5: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g., website/platform 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)	Identification of challenges and outcomes	PIRs, project partners and beneficiaries, UNEP staff, project staff	Desk review, Interviews, Focus group discussions, Triangulation

¹¹ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

ANNEX III. PEOPLE CONSULTED DURING THE REVIEW

Table 6: People consulted during the Review

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
EMA	Diana Roopnarine-Lal	Chief Technical Advisor – CBIT Project	Project Manager	<i>CBIT Project Team</i>	Female
EMA	Candice Clarence	Senior Project Officer, Project Management Unit	Senior Project Officer – CBIT Project Team; PSC Member	<i>CBIT Project Team</i>	Female
EMA	Candice Skerrette	Administrative Officer, Project Management Unit	Project Administrative Assistant – CBIT Project Team	<i>CBIT Project Team</i>	Female
MPD	Kishan Kumarsingh	Head of Multilateral Environmental Agreements	National Project Director – CBIT Project Team; Chair of PSC	<i>CBIT Project Team</i>	Male
MPD	Aditi Bisramsingh	Climate Change Specialist, Multilateral Environmental Agreements Unit	PSC Member	<i>CBIT Project Team</i>	Female
UNEP	Federico Alejandro Geli	GEF Mitigation Expert, Industry and Economy Division	UNEP representative	<i>CBIT/TR UEEP representative</i>	Male
	Aarti Sookraj			Questionnaire	Female
National Gas Company of Trinidad and Tobago Limited	Abiola McCree	HSE Advisor, HSSE Division	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Caribbean Association for Feminist Research and Action (CAFRA TT)	Adeola Young	Member, Trinidad and Tobago Chapter	Stakeholder trained during project implementation	Virtual Interview	Female
Point Lisas Nitrogen Limited	Alicia Ramkumar	Senior Process Engineer, Tech Services	Attended Inception Workshop for NDC and Adaptation Consultancies; Stakeholder Consultation and Validation Workshops related to NDC Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers	Stakeholder Workshop (Day 1 – In-Country Visit)	Female

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Desalination Company of Trinidad and Tobago	Alvis Peayarlal	Senior Process Engineer, Process and operations	Attended Stakeholder Consultation and Validation Workshops related to NDC and Adaptation, and Climate Vulnerability Consultancies (Water sector); Inception Workshop for Climate Vulnerability Consultancy; Water Bilateral Meeting related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Male
Ministry of Labour	Amanda Ramlogan-Gangabisssoon	Senior Research Specialist, International Affairs Unit	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
NWRHA	Ancil Bonair	Disaster Coordinator/Climate Change Agent	Attended Stakeholder Consultation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Male
Environmental Management Authority	Anil Badoo	Environmental Programme Officer II, Certificate of Environmental Clearance Unit	Attended NTS Training for EMA staff in July 2024; Capacity Training for data suppliers in Trinidad; NTS Training Programme for EMA Staff in August 2024;	Questionnaire	Male
Environmental Management Authority	Anna Lisa Arlen-Benjamin	Programme Manager, Project Management Unit	Attended Capacity Trainings for data suppliers in Trinidad and data suppliers in Tobago;	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Caribbean Airlines Limited	Anthony Thomas	Operations Assistant, Systems Operations Control	Attended Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers	Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Male
Trinidad and Tobago Civil Aviation Authority	Areefa Khan-Labban	Health Safety Security & Environment Specialist, Civil Aviation	Attended Inception Workshop for CBIT Project; Stakeholder Consultation and Validation Workshops related to NDC Consultancy and Legal Consultancy; Capacity Training for data suppliers in Trinidad	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Environmental Management Authority	Ayanna La Forest	Project Officer, Strategy & Research	Attended NTS Training Programme for EMA Staff	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Ministry of Agriculture, Land and Fisheries	Ms. Beena Ramkissoon	Planning Officer III – Agricultural Planning Division	Attended Stakeholder Consultation Workshop related to Adaptation Consultancy; Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy; Inception Workshop for Climate Vulnerability Consultancy; Agriculture Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Agri Sector) related to Climate Vulnerability Consultancy;	Questionnaire	Female

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
The University of the West Indies	Bheshem Ramlal	Engineering	Attended Train-the-Trainers training session in June 2024;	Questionnaire	Male
Central Statistical Office	Brian Persad	Statistician II (Ag.), Central Statistical Office (Census and Surveys Unit)	Attended Stakeholder Consultation Workshop (Water Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for EMA Staff in August 2024;	Questionnaire	Male
Ministry of Planning and Development	Camille Charles	Planning Officer II (Ag), Socio-Economic Policy and Planning Division	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Female
Touchstone Exploration	Candace Ramdhan			Questionnaire	Female
Caribbean Natural Resources Institute	Candice Ramkissoon	Senior Technical Officer, Resilience Programme	Attended Stakeholder Validation Workshop related to Climate Vulnerability Consultancy; Water Bilateral Meeting related to Climate Vulnerability Consultancy	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Tobago House of Assembly	Carlos Hazel	Technical Advisor, Division of Finance, Trade and the Economy	Attended Inception Workshop for NDC and Adaptation, and Climate Vulnerability Consultancies; Stakeholder Consultation Workshop related to NDC and Adaptation Consultancies; Tobago Bilateral Meeting related to Climate Vulnerability Consultancy; Stakeholder Consultation and Validation Workshops (Tobago) for NDC and Adaptation Actions related to Legal Consultancy	Stakeholder Workshop (Day 1 – In-Country Visit)	Male
Caribbean Association for Feminist Research and Action (CAFRA TT)	Dr. Caroline Allen	Member, Trinidad and Tobago Chapter	Attended Capacity Training for data suppliers in Trinidad	Virtual Interview; Questionnaire	Female
EOG Resources Trinidad Limited	Christine Omadath	EHS Coordinator I, EH&S	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Power Generation Company of Trinidad and Tobago	Cindy Prime	Environmental Specialist, HSE	Attended Inception Workshop for NDC and Adaptation Consultancies	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Carbon Zero Institute of Trinidad & Tobago (CZITT)	Claudette Pustam	Project Manager, Marketing	Attended Stakeholder Consultation Workshop related to NDC Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Female

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Regulated Industries Commission	Connel Mottley	Standards Engineer, Technical Operations	Attended Stakeholder Consultation and Validation Workshops related to NDC Consultancy and Legal Consultancy; Capacity Training for data suppliers in Trinidad	Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Male
FAO	Crystal Dasent	Lead Technical Specialist, Project Management Unit	Attended Capacity Training for data suppliers in Trinidad; Agriculture Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshops (Agri and Water Sectors) related to Climate Vulnerability Consultancy;	Questionnaire	Female
Office of the Chief Secretary	Crystal Lawrence	Director Climate and Environmental Change, Department of Environment, Climate Change and Energy	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
The Crystal Clear Initiative of Trinidad and Tobago	Crystal Roberts		Attended Inception Workshop for CBIT Project; Inception Workshop for NDC and Adaptation Consultancies;	Questionnaire	Female
Office of Disaster Preparedness and Management	Curmira Gulston	Hazard Mitigation Specialist, Mitigation Planning and Research	Attended Inception Workshop for CBIT Project; Inception Workshop for NDC and Adaptation Consultancies; Health and ODPM Bilateral Meetings related to Climate Vulnerability Consultancy; Stakeholder Validation Workshops related to Adaptation Consultancy and Climate Vulnerability Consultancy	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
University of Trinidad and Tobago	Curtis Boodoo	Assistant Professor, Utilities and Sustainable Engineering	Attended Stakeholder Consultation and Validation Workshops related to NDC Consultancy and Adaptation related to Legal Consultancy; Inception Workshop for Climate Vulnerability Consultancy; Agriculture Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Water Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Agri Sector) related to Climate Vulnerability Consultancy;	Questionnaire	Male
Angostura Holdings Limited	Damian Clarke	HSSE Specialist , HSSE	Attended Inception Workshop for CBIT Project; Stakeholder Consultation and Validation Workshops related to NDC Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers;	Stakeholder Workshop (Day 1 – In-Country Visit)	Male

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Department of Environment, Climate Change and Energy, THA	Damika Marshall	Environmental Officer II, Department of Environment	Attended Stakeholder Validation Workshop related to NDC Consultancy; Stakeholder Validation Workshop for NDC and Adaptation Actions related to Legal Consultancy; Stakeholder Consultation Workshop for NDC Actions related to Legal Consultancy; Inception Workshop for Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Tobago) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Water Sector) related to Climate Vulnerability Consultancy;	Questionnaire	Female
Environmental Management Authority	Danielle Mayers	Technical Officer II, Office of the Managing Director	Attended Water Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; NTS Training Programme for EMA Staff in August 2024	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Ministry of Agriculture, Land and Fisheries	Darren Manick	Statistician I, Agricultural Planning Division	Attended Stakeholder Validation Workshop related to Adaptation Consultancy; Stakeholder Consultation Workshop for NDC Actions related to Legal Consultancy; Stakeholder Validation Workshop for NDC and Adaptation Actions related to Legal Consultancy; Stakeholder Consultation Workshop (Agri Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers	Questionnaire	Male
University of the West Indies	Denise Beckles	Senior Lecturer, Chemistry	PSC Member; Completed the Train-the-Trainer capacity building programme as nominated UWI faculty; Inception Workshop for CBIT Project; Inception Workshop for NDC and Adaptation Consultancies; Stakeholder Validation Workshop related to Adaptation Consultancy; Inception Meeting under Consultancy for Capacity Building Systems Development	Virtual Interview	Female
Rio Claro Cocoa and Coffee Cooperative Society	Denise Simon-Sullivan	Manager, Marketing	Attended Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy; Stakeholder Validation Workshop (Agri Sector) related to Climate Vulnerability Consultancy;	Questionnaire	Female

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
University of Trinidad and Tobago	Derrick Balladin	Associate Professor – Mechanical, Manufacturing and Entrepreneurship Unit	Attended Stakeholder Consultation and Validation Workshops related to NDC and Adaptation Consultancies; Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy; Inception Workshop for Climate Vulnerability Consultancy; Agriculture, Health and Water Bilateral Meetings in 2023 related to Climate; Stakeholder Validation Workshop for NDC and Adaptation Actions related to Legal Consultancy; Health Bilateral Meeting in 2024 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Male
Unipet	Derval Barzey	Sustainability Team Lead- ESG, Sustainability	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Ministry of Agriculture, Land and Fisheries	Donnamarie Alexander	Agricultural Officer I – Regional Administration South	Attended Inception Workshop for Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Agri Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers	Questionnaire	Female
Trinidad and Tobago Meteorological Service	Ean Wallace	Meteorologist I – Climate Section; Trinidad and Tobago Meteorological Services Division	Attended Stakeholder Validation Workshops (Agri, Water Sectors) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Male
University of Trinidad and Tobago	Ejae John	Associate Professor, Process Engineering, Process Engineering	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Ministry of Health	Esther Latchman	Chief Public Inspector (Ag.), Public Health Inspectorate	PSC Member; Attended Inception Workshop for NDC and Adaptation Consultancies; Stakeholder Consultation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad; Capacity Training for national decision makers	Virtual Interview; Stakeholder Workshop (Day 1 – In-Country Visit)	Female
ERHA	Farah Mohammed	Manager, OSH – Occupational Safety & Health (OSH)	Attended Stakeholder Validation Workshop related to Adaptation Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Health Sector) related to Climate Vulnerability Consultancy;	Questionnaire	Female

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Fondes Amandes Community Reforestation Project	Fondes Amandes Community Reforestation Project (Anonymous)			Questionnaire	Prefer not to say
Ministry of Public Utilities	Gary Benjamin	Meteorologist, Climate and Communications, Trinidad and Tobago Meteorological Services	Attended Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy	Stakeholder Workshop (Day 1 – In-Country Visit)	Male
BP Trinidad and Tobago	Glenn Goddard	Discipline Lead - Environment and Social , HSE & Carbon	Attended Inception Workshop for CBIT Project; Inception Workshop for NDC and Adaptation Consultancies	Stakeholder Workshop (Day 1 – In-Country Visit)	Male
Ministry of Agriculture, Land and Fisheries	Hansley Durbal	Director (Ag.) Regional Administration South Division	Attended Inception Workshop for Climate Vulnerability Consultancy; Agriculture Bilateral Meetings related to Climate Vulnerability Consultancy; Stakeholder Consultation and Validation Workshops (Agriculture sector) related to Climate Vulnerability Consultancy	Virtual Interview; Questionnaire	Male
Port Authority of Trinidad and Tobago	Jabari Edwards	Safety Warden – Health, Safety and Environment	Attended Stakeholder Validation Workshop related to NDC Consultancy	Questionnaire	Male
EarthMedic and EarthNurse Foundation for Planetary Health	James Hospedales	Executive Director	Attended Stakeholder Consultation Workshop (Health Sector) related to Climate Vulnerability Consultancy	Questionnaire	Male
Tobago House of Assembly	Jasiyah Ibrahiim	Project Engineer - Public Health, Division of Health, Wellness and Social Protection	Attended Inception Workshop for NDC and Adaptation Consultancies; Capacity Training for Data Suppliers in Tobago; NTS Training Programme for Data Suppliers	Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Female
Chaguaramas Development Authority	Jason Pantin	Environmental Health Safety Officer	Attended Stakeholder Consultation Workshop for NDC Actions related to Legal Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Male
Paria Fuel Trading Company	Joel Lutchmansingh	HSSE Quality Coordinator, HSEQ	Attended Stakeholder Validation Workshop related to NDC Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers	Stakeholder Workshop (Day 1 – In-Country Visit)	Male

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
University of the West Indies	Joyelle Cameron-Bascombe	Programme Officer, Special Initiatives - Office of the Pro Vice Chancellor and Principal; Continuing and Professional Education Department	Completed the Train-the-Trainer capacity building programme as nominated UWI faculty	Virtual Interview; Questionnaire	Female
University of West Indies	Julia Kotzebue	Lecturer Urban and Regional Planning , Department of Geomatics Engineering and Land Management	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Ministry of Social Development	Kadeen Dass	M&E Specialist – M&E Division	Attended Inception Workshop for NDC and Adaptation Consultancies; Stakeholder Consultation Workshop related to Adaptation Consultancy; Stakeholder Validation Workshop related to Adaptation Consultancy; Stakeholder Consultation Workshop for NDC Actions related to Legal Consultancy; Inception Workshop for Climate Vulnerability Consultancy; Stakeholder Validation Workshop for NDC and Adaptation Actions related to Legal Consultancy; Stakeholder Validation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Male
Touchstone Exploration Limited	Kafi Francis	HSE Officer, HSE	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Ministry of Works and Transport	Katherine Badloo Doerga	Director of Drainage – Drainage Division	Attended Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy; Water Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop for NDC and Adaptation Actions related to Legal Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Water Sector) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Water Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Female
Tobago Agricultural Society	Kelly Peterkin	Member, Tobago Division	Attended Capacity Training for data suppliers in Tobago;	Questionnaire	Female

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Ministry of Agriculture, Land and Fisheries	Keron Kerwood	Survey Project Manager – Geographic Information Systems Unit	Attended Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Agri Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Male
Trinidad Generation Unlimited	Kirsten Meighu	HSE Team Leader	Attended Inception Workshop for CBIT Project	Questionnaire	Female
Institute of Marine Affairs	Lester Doodnath	Project Officer, Directorate	Attended Agriculture, Health, and Water Bilateral Meetings related to Climate Vulnerability Consultancy; Stakeholder Consultation and Validation Workshops (Water Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Virtual Interview; Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Male
Ministry of Rural Development and Local Government - Point Fortin Borough Corporation	Lila Khan	Disaster Management Coordinator	Attended Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy	Questionnaire	Female
Ministry of Agriculture, Land and Fisheries	Lloyd Ramlogan	Agricultural Assistant III	Attended Stakeholder Consultation Workshop (Agri Sector) related to Climate Vulnerability Consultancy	Questionnaire	Male
Caribbean Gas Chemical Limited	Lyandra Ramsamooj	Environmental Supervisor	Attended NTS Training Programme for Data Suppliers	Questionnaire	Female
The University of the West Indies	Malini Maharaj	Economics	Attended Inception Meeting under Consultancy for Capacity Building Systems Development; Train-the-Trainers training session in June 2024; Train-the-Trainers in July 2024; Capacity Training for data suppliers in Trinidad; Capacity Training for data suppliers in Tobago;	Questionnaire	Female
Environmental Management Authority	Marcia Tinto	Senior People, Public and Private (3P) Officer/ACE National Focal Point, Public Education Unit	Attended NTS Training for EMA staff in July 2024	Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Female
NGC	Mario Singh	Assistant Manager, Sustainability	Attended Inception Workshop for Climate Vulnerability Consultancy	Questionnaire	Male
Ministry of Works and Transport	Marissa Regis-Theodore	Documentalist, Maritime Services Division	Attended Stakeholder Consultation Workshop for NDC Actions related to Legal Consultancy	Questionnaire	Female

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Cocoa Research Centre	Marvin Lewis	Geoinformatics Unit; Cocoa Research Centre	Attended Stakeholder Validation Workshop related to Adaptation Consultancy; Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy; Inception Workshop for Climate Vulnerability Consultancy; Agriculture Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Agri Sector) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Agri Sector) related to Climate Vulnerability Consultancy; NTS Training Programme for Data Suppliers	Questionnaire	Male
Ministry of Housing and Urban Development	Misha Ali	Senior Planning Officer (Ag.) - Economic Research and Planning Unit	Attended Capacity Training for national decision makers	Questionnaire	Female
Central Bank of Trinidad and Tobago	Nicholas Forgenie	Economic Analyst, Statistics	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Male
Network of NGOs of Trinidad and Tobago for the Advancement of Women	Nicole Hendrickson	Member	Attended Stakeholder Validation Workshops related to NDC and Adaptation Consultancies	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
NGC Green Company Ltd.	Nneka Sheppard	Green Graduate Trainee	Attended NTS Training Programme for Data Suppliers	Questionnaire	Female
Hydrocarb Trinidad Limited	Onella Gunness	QHSE Coordinator	Attended NTS Training Programme for Data Suppliers	Questionnaire	Female
Council of Presidents of the Environment	Patricia McGaw	Secretary	PSC Member	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Alrports Authority of Trinidad and Tobago	Paul Mayers	Team Lead HSE, Operations/HSE	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Male

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Office of Disaster Preparedness and Management	Peter Kalicharan	Mitigation Manager – Mitigation, Planning and Research Unit	Attended Stakeholder Consultation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Disaster Preparedness Bilateral Meeting in 2024 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad; Capacity Training for national decision makers;	Questionnaire	Male
Ministry of Finance	Raphael John	Project Manager, Strategic Management & Execution Office	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Male
Ministry of Finance, Budget Division	Reena Ali	Budget Manager (Ag.)	Attended Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Finance Biliateral Meeting in 2024 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Agri Sector) related to Climate Vulnerability Consultancy;	Questionnaire	Female
NAMDEVCO	Reggie Durgasingh	Head, Farmers' Market Unit (Ag)	Attended Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Agri Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Male
Ministry of Agriculture Land and Fisheries, Regional Administration North Division	Reishma Sankar	Deputy Director – Regional Administration North	Attended Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy; Inception Workshop for Climate Vulnerability Consultancy; Agriculture Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Agriculture Bilateral Meeting in 2024 related to Climate Vulnerability Consultancy;	Questionnaire	Female
Ministry of Works and Transport	Renelle Bernard-Brown	Shoreline Management Specialist, Coastal Protection Unit	Attended Capacity Training for data suppliers in Trinidad	Virtual Interview; Questionnaire	Female
Division of Education, Research and Technology	Rianne Moses-Peters	Curriculum Officer (Science) - Curriculum Planning and Development Unit	Attended Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Tobago) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Capacity Training for Data Suppliers in Tobago;	Questionnaire	Male
Ministry of Energy and Energy Industries	Roger Carrington	Senior Environmental Officer , Petroleum Operations Management Division	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Male

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
COPE	Ryan S. Mohammed	Vice President/Aquatic Ecologist & COPE Council Member	Attended Agriculture Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Agri Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Questionnaire	Male
Public Transport Service Corporation	Sally Heeralal-Ramjass	Environmental Officer, Occupational Safety and Health Department	Attended NTS Training Programme for Data Suppliers	Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Female
Ministry of Planning and Development	Shainna Tikasingh	Land Use Planner	Attended Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy; Stakeholder Consultation Workshops (Agri, Water Sectors) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshops (Agri, Water, Health Sectors) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers;	Questionnaire	Female
Ministry of Rural Development and Local Government	Shanice Toyer	Administrative Support Officer, Disaster Management Unit	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Environmental Management Authority	Shanta Crooks	Technical Officer 1 – Tobago Unit	Attended Stakeholder Validation Workshop related to Adaptation Consultancy; Capacity Training for data suppliers in Tobago;	Questionnaire	Female
Methanex (Trinidad) Ltd.	Shanta Pirmal	Coordinador, Environmental and Occupational Hygiene, Responsible Care	Attended Stakeholder Validation Workshop related to NDC Consultancy; NTS Training Programme for Data Suppliers;	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Water and Sewerage Authority	Sharon Archie	Team Lead, Water Resources (Ag.), Water Resources Agency	Attended Inception Workshop for CBIT Project; Inception Workshop for NDC and Adaptation Consultancies; Stakeholder Consultation and Validation Workshops related to Adaptation, Legal, and Climate Vulnerability Consultancies; Water Bilateral Meeting related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad;	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Recycling Waste and Logistics Ltd (RWL)	Shawn C. Roberts	Managing Director	Attended Tobago Bilateral Meeting related to Climate Vulnerability Consultancy	Questionnaire	Male
Ministry of Tourism, Culture and the Arts	Siddiqua Mondol	Tourism Advisor I	Attended Inception Workshop for CBIT Project; Inception Workshop for NDC and Adaptation Consultancies; Stakeholder Consultation Workshop related to NDC Consultancy; Capacity Training for data suppliers in Trinidad; Capacity Training for national decision makers;	Questionnaire	Female

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Trinidad and Tobago Red Cross Society	Stephan Kishore	Crisis Management Coordinator	Attended Stakeholder Consultation Workshop for Adaptation Actions related to Legal Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Health Sector) related to Climate Vulnerability Consultancy; Health Biliateral Meeting in 2024 related to Climate Vulnerability Consultancy;	Questionnaire	Male
Atlantic LNG	Sulana Chunilal	Carbon & Energy Engineer, HSSE/Environment & Carbon	Attended Capacity Training for data suppliers in Trinidad	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
National Institute of Higher Education, Research, Science and Technology (NIHERST)	Tahira Khan	Research Assistant, Science and Technology	Attended Inception Workshop for Climate Vulnerability Consultancy; Water Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy;	Virtual Interview; Questionnaire	Female
Environmental Management Authority	Treina Dinoo Ramlochan	Senior Environmental Officer, Air Unit	PSC Member; BTR prep team, GHG Inventory Expertise; Attended all stakeholder consultation and validation workshops, as well as NTS Training and other capacity building training	Virtual Interview; Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Female
Ministry of Agriculture, Land and Fisheries	Tricia Melville	Senior Land Information Officer	Capacity Training for data suppliers in Trinidad;	Questionnaire	Female
Perenco T&T	Tricia Persad	HSE Advisor, QHSE	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
EHSU MOWT	Troy Mendoza	Environmental Occupational Health and Safety Inspector	Attended Inception Workshop for Climate Vulnerability Consultancy; Water Bilateral Meeting in 2023 related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Consultation Workshop (Water Sector) related to Climate Vulnerability Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers	Questionnaire	Male

Organisation	Name	Position	Role in the project	Review Activity Participation	Gender
Ministry of Energy and Energy Industries	Usef Aziz	Senior Planning Officer (Ag.) , Renewable Energy Division	Attended Stakeholder Consultation Workshop for NDC Actions related to Legal Consultancy; Stakeholder Validation Workshop related to NDC Consultancy; Stakeholder Validation workshop for NDC and Adaptation Actions related to Legal Consultancy; Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers	Virtual Interview; Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Male
Trinidad & Tobago National Petroleum Marketing Company Limited	Valene Robertson	Manager Business Intelligence, Office of the Chief Executive Officer	Stakeholder trained during project implementation	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
Proman	Vanita Ramharack	Senior Process Engineer, Technical Services	Attended Capacity Training for data suppliers in Trinidad; NTS Training Programme for Data Suppliers	Stakeholder Workshop (Day 1 – In-Country Visit)	Female
ContourGlobal Trinity Power Limited	Varsha Ramharrack	Regional HSE Lead, Operations & Maintenance	Attended Inception Workshop for CBIT Project; Inception Workshop for NDC and Adaptation Consultancies; Stakeholder Validation Workshop related to NDC Consultancy; Capacity Training for data suppliers in Trinidad	Virtual Interview; Stakeholder Workshop (Day 1 – In-Country Visit); Questionnaire	Female
National Energy	Videsh Arjoonsingh	HSSE Graduate Trainee	Attended NTS Training Programme for Data Suppliers	Questionnaire	Male
Tobago Tourism Agency Ltd	Wendell Walker	Director, Product Development and Destination Management	Attended Inception Workshop for Climate Vulnerability Consultancy; Tobago Bilateral Meeting related to Climate Vulnerability Consultancy; Stakeholder Validation Workshop (Climate Vulnerability & Risk Assessments) related to Climate Vulnerability Consultancy; Stakeholder Validation Workshops (Agri, Water, Health Sectors) related to Climate Vulnerability Consultancy; Capacity Training for Data Suppliers in Tobago;	Questionnaire	Male

Total Review participants: 111

Gender disaggregation of Review participants:

Female: 68 (61%)

Male: 42 (38%)

Prefer not to say: 1 (1%)

ANNEX IV. KEY DOCUMENTS CONSULTED

Project planning and reporting documents

- Project Implementation Reports: 2023; 2024
- Half Yearly Progress Reports: Jan-Jun 2022; Jul-Dec 2022; July-Dec 2023
- Steering Committee Meeting Minutes: 8 SCM between Feb 2022-Aug 2024
- GEF Tracking Tool
- List of Stakeholders during project implementation

Financial Reports

- Independent Audits: 2021-2022; 2023; 2024
- Expenditure reports: 2022 Q1, Q2, Q3, Q4; 2023 Q1, Q2, Q3, Q4; 2024 Q1, Q2, Q3
- Co-finance Reports: Oct 2021-Jun 2022; Jul 2022-Jun 2023; Jul 2023-Jun 2024; Jul 2024-Sept 2024
- Cash advances: 2022 Q3; 2023 Q1, Q2, Q3, Q4; 2024 Q1, Q2

Project outputs work package 1: Government officials and stakeholders have strengthened capacity and mechanisms to prepare Biennial Transparency Reports (BTR), including adaptation communications.

- Deliverable 1.1: NDC Work Plan and Methodology; NDC Review Report; Adaptation Work Plan and Methodology; Adaptation Review Report
- Deliverable 1.2: NDC Stakeholder Feedback Report; Validation Workshop Report
- Deliverable 1.3: NDC Indicator Report
- Deliverable 1.4: Adaptation Stakeholder Feedback Report; Adaptation Validation Workshop Report
- Deliverable 1.5: Adaptation Indicator Report
- Deliverable 1.6: NDC Indicator Integration Roadmap; Adaptation Indicator Integration Roadmap
- Deliverable 1.7: Software Entitlement Certificate; Stakeholder NTS User Guide; Stakeholder Workshop Report-NTS Training Programme
- Deliverable 1.8: SCTP Comprehensive Capacity Assessment; SCTP Glossary; SCTP Syllabus; Module documents for Modules A1, A2, A3, A4, A5, A6, A7, B1, B2, B3
- Deliverables 1.9-1.10: Capacity Building Consultancy Workplan; Report for Training Curriculum Outline; Technical Content Initial Outline; Feedback Report
- Deliverable 1.11: Communication Consultancy Inception Report; Communication Campaign Plan; Media Outputs; Monitoring and Evaluation Plan
- Deliverable 1.12: Report on experiences, good practices and lessons learned on executing deliverables D1.1-1.11

Project outputs work package 2: The Cabinet has access to a proposal for institutional arrangements for implementing climate transparency activities.

- Deliverables 2.1 and 2.5: Stakeholder Consultation Report (NDC Actions); Stakeholder Consultation Report (Adaptation Actions); Stakeholder Validation Workshop Report (NDC and Adaptation Actions)
- Deliverable 2.2: Gap Assessment Report (NDC Actions)
- Deliverables 2.3 and 2.7: Proposal of Institutional Arrangements (Draft Climate Change (PA ETF) Reporting Rules); Proposals on Institutional Arrangements (NDC and Adaptation)
- Deliverables 2.4 and 2.8: Legal Consultancy Workplan and Methodology
- Deliverable 2.6: Gap Assessment Report (Adaptation Actions)

Project outputs work package 3: Government officials and stakeholders have strengthened capacity and procedures to incorporate climate analysis into decision-making processes for national planning.

- Deliverable 3.1: Climate Vulnerability Stakeholder Consultation Workshop Report
- Deliverable 3.2: Climate Vulnerability Consultancy Inception Report; Climate Vulnerability Summary Report on Key Findings; Climate Vulnerability Assessment Report; Adaptation Actions Plan
- Deliverable 3.3: Guidelines for Ministries on implementing climate assessments into adaptation and mitigation planning
- Deliverables 3.4 and 3.5: SCTP Comprehensive Capacity Assessment; SCTP Glossary; SCTP Syllabus; Module documents for Modules A1, A2, A3, A4, A5, A6, A7, B1, B2, B3; Capacity Building Consultancy Workplan; Report for Training Curriculum Outline; Technical Content Initial Outline; Feedback Report

Reference documents

- Project Document (ProDoc) approved by GEF
- UNEP Project Cooperation Agreement (PCA) and PCA Amendment

ANNEX V. REVIEW ITINERARY

Agenda – Trinidad and Tobago In-country Visit

Itinerary for activities related to CBIT 1 Terminal Review

March 11, 2025. Port of Spain, Trinidad and Tobago.

DAY 1 – MARCH 11 TH		
Morning Workshop		
Agenda	Venue	Attendees
CBIT 1 8:30 – 9:30 1. Welcome 2. What is the CBIT mission a. A reminder on the Paris Agreement, GEF, UNEP and background/context on CBIT 1 3. CBIT 1 Trinidad and Tobago a. Refresh on what was achieved 4. CBIT 1 Terminal review findings a. Key findings and lessons learned 5. Q&A, discussion and feedback Including Menti capturing responses	EMA Offices	CBIT Team and active wider stakeholders from CBIT 1 <i>[See Annex III for complete list]</i>

ANNEX VI. PROJECT BUDGET AND EXPENDITURES

Table 7: Project Funding Sources Table

Funding source	Planned funding	% of planned funding	Secured funding	% of secured funding
All figures as USD				
Cash				
Funds from the Environment Fund	\$1,060,400	73.33%	\$919,499	70.59%
Funds from the Regular Budget				
Extra-budgetary funding (listed per donor):				
Sub-total: Cash contributions	\$1,060,400	73.33%	\$919,499	70.59%
In-kind				
Environment Fund staff-post costs				
Regular Budget staff-post costs				
Extra-budgetary funding for staff-posts (listed per donor)				
Sub-total: In-kind contributions				
Co-financing*				
Co-financing cash contribution				
Co-financing in-kind contribution	\$385,672	26.67%	\$383,064	29.41%
Sub-total: Co-financing contributions	\$385,672	26.67%	\$383,064	29.41%
Total	\$1,446,072	100%	\$1,302,563	100%

*Funding from a donor to a partner which is not received into UNEP accounts, but is used by a UNEP partner or collaborating centre to deliver the results in a UNEP – approved project.

Table 8: Expenditure by Outcome/Output

Component/sub-component/output All figures as USD	Estimated cost at design	Actual Cost/ expenditure
Strengthen Trinidad and Tobago's Transparency System	\$1,275,895 (of which \$927,800 is GEF Project Financing; \$348,095 is Co-financing)	\$1,224,839 (of which \$824,775 is GEF Project Financing; \$17,000 is from unspent PPG funds; and \$383,064 is Co-financing)
Monitoring and Evaluation	\$36,200 (all of which is GEF Project Financing; this includes funds budgeted for the Terminal Review)	\$6,000 (all of which is GEF Project Financing)
Project Management Costs	\$133,167 (of which \$96,400 is GEF Project Financing; \$36,767 is Co-financing)	\$71,724 (of which \$71,724 is GEF Project Financing)

ANNEX VII. FINANCIAL MANAGEMENT

Expenditure by Outcome/Output Table and Financial Management Table already included elsewhere in the report.

ANNEX VIII. COMMUNICATION AND OUTREACH TOOLS

A video on the CBIT 1 project results was recorded during the CBIT I project closure workshop which included participation from the Minister of Planning and Development and private sector stakeholders, amongst others. The video was uploaded to UNEP's YouTube channel, and used by GEF to highlight project achievements.

The video can be found here: <https://www.youtube.com/watch?v=jlpJskTPFAw>

ANNEX IX. BRIEF CV OF THE REVIEWER

Justin Goodwin

Profession	Director and Principal Environmental Consultant
Nationality	British
Country experience	- Europe: UK, EU, Luxembourg, Malta, Montenegro, Macedonia - Americas: United States, Mexico, Barbados, Saint Lucia, Antigua and Barbuda, Grenada - Africa: Mauritius, eSwatini, South Africa, Angola, Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Equatorial Guinea, Gabon, Republic of Congo, Rwanda, São Tomé and Príncipe - Asia: Azerbaijan, Malaysia
Education	- UNFCCC training: BUR, National Inventories Review (IPPU, General, Kyoto Protocol reporting), LULUCF 3.3 and 3.4 activities - BSc in Environmental Science and Technology - Diploma in Industrial Studies

Key specialties and capabilities cover:

- MRV and transparency
- IPCC guidelines for national inventories
- Innovation and digital solutions

Justin Goodwin is a director at Aether, focussing on product and service development and technical innovation in MRV and transparency solutions in the field of climate and air pollution action. This work involves a wide range of innovative development on online systems and tools for data collection, analysis and communication as well as approaches to stakeholder engagement, learning and capacity building. Lead Reviewer and generalist, LULUCF and industrial processes expert for UNFCCC annual inventories, Kyoto Protocol and EU Effort Sharing Decision reviews. Lead reviewer for European Union Member State air pollution projections 2019 and 2021. Author for Consultative Group of Experts "Handbook on institutional arrangements to support MRV/transparency of climate action and support" June 2020. Author for the EEA/EMEP Air Pollutant Inventories guidebook (2019). Development of international guidance including 2006 IPCC and its 2019 Refinement. Designing reporting and review processes, guidance and management systems for the UNFCCC, EU under the Effort Sharing Decision and the National Emissions Ceilings Directive. Supporting data gathering, compilation, QA/QC and reporting by EU Member State and a range of developing countries on GHG and air pollutant inventories, Policies and Measures and projections.

Selected assignments and experiences

Independent reviews/evaluations:

- Georgia CBIT 1 Terminal Review
- Dominican Republic CBIT 1 Terminal Review

ANNEX X. REVIEW TORS (WITHOUT ANNEXES)

TERMS OF REFERENCE

Terminal Review of the UNEP project

“Strengthening Trinidad and Tobago's capacity in transparency for climate change mitigation and adaptation” GEF ID 10596

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

UNEP PIMS/SMA ¹ ID:	PS Project ID: SB-	SMA ID:
Donor ID:	GEFID 10596	
Implementing Partners:	Environmental Management Authority (EMA)	
SDG(s) and indicator(s)	SDG 13: Take urgent action to combat climate change and its impacts. Target 13.2: Integrate climate change measures into national policies, strategies and planning. Indicator 13.2.1: Number of countries with nationally determined contributions, long-term strategies, national adaptation plans, strategies as reported in adaptation communications and national communications Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. Indicator 13.3.2: Number of countries that have communicated the strengthening of institutional, systemic and individual capacity building to implement adaptation, mitigation and technology transfer, and development actions.	
Sub-programme:	Climate change	Expected Accomplishment(s): Strengthen Trinidad and Tobago's transparency systems to meet the requirements of the Enhanced Transparency Framework under the Paris Agreement on Climate Change
UNEP approval date:	4 October 2021	Programme of Work Output(s): 1B,1C: 1.1;1.5; 1.3;1.6; 1.7; 1.8.
Expected start date:	12 October 2021	Actual start date: 12 October 2021
Planned operational completion date:	30 Sep 2024	Actual operational completion date: 30 Sep 2024
Planned total project budget at approval (show breakdown of individual sources/grants):	US\$ 1,060,400	Actual total expenditures reported: To be confirmed by Finance Team
Expected co-financing:	\$385,672	Secured co-financing²: \$385,672
First disbursement:	2 Nov 2021	Planned date of financial closure: 30 Sep 2025
No. of project revisions:	1	Date of last approved project revision: 23 July 2023
No. of Steering Committee meetings:	8	Date of last/next Steering Committee meeting: Last: 19 Aug 2024 Next: N/A

Mid-term Review/ Evaluation³ (planned date):	N/A	Mid-term Review/ Evaluation (actual date):	N/A
Terminal Review (planned date):	Oct 2024	Terminal Review (actual date):	Nov 2024
Coverage - Country(ies):	Trinidad and Tobago	Coverage - Region(s):	National
Dates of previous project phases:	N/A	Status of future project phases:	N/A

2. Project Rationale⁴

The objective of the CBIT project is to support Trinidad and Tobago in strengthening its National Transparency System to meet the requirements of the Enhanced Transparency Framework under the Paris Agreement. This will be achieved through three outputs, through which the project will contribute to the overcoming of existing barriers identified in Section 1. Primarily, the project aims to support the country in increasing coordination and capacity of institutions that participate in the preparation of national reports and in achieving its climate commitments expressed in its NDC and national policies such as the Climate Change Policy and the NAP. The CBIT project will enhance the country's ability to meet the provisions of Article 13 of the Paris Agreement. The three outputs will intervene in the different areas as described below and shown in Figure 8.

Concretely, the CBIT project aims to refine the existing National Transparency System through improving the existing systems for preparing and managing the GHG Inventory and tracking support received. The CBIT project will also develop an MRV system to track NDC progress and a monitoring and evaluation framework for tracking and identifying adaptation action. The work on these includes developing indicators, templates, protocols, and guides for NDC and adaptation tracking, and reviewing and adjusting indicators, templates, protocols, and guides for preparing and managing the GHG inventory and tracking support received. The project will also design and propose institutional arrangements for data collection and the management of the four systems and will build the technical capacity of key stakeholders and national institutions to use the National Transparency System and implement transparency activities, including the integration of adaptation and mitigation considerations in national planning.

Output 1 consists of indicators, templates, protocols and guides to support Trinidad and Tobago in tracking progress in implementing its mitigation (NDCs) and adaptation actions. It will also consist of a roadmap to integrate them into the existing National Transparency System. The current transparency system will be improved to include data and indicators developed for the mitigation sectors and the tracking of adaptation efforts in three priority sectors. The process documents to support the use of the system (methodologies, templates, protocols, and guidelines, including for tracking support received) will also be developed. The National Transparency System, including functionalities on the GHG inventory, and tracking of mitigation and NDC actions, support received and adaptation actions, will be piloted and operationalized. Under Output 3 tools and trainings that are expected to result in efficiency improvements are provided, which will allow Trinidad and Tobago to increase the frequency of its transparency reporting, mainly but not limited to, the BTRs. Furthermore, the output will also consist of a capacity building system for climate transparency, which will be operated by The University of West Indies and will continue post-project to ensure short and long-term knowledge and capacity building and retention. Lastly, the output will consist of communication materials that will be developed and shared through national channels to enhance transparency and increase stakeholders and data suppliers' awareness, participation and support for the National Transparency System.

Output 2 consists of a proposal for institutional arrangements to support the country in complying with ETF requirements. To develop this, the gaps will be assessed within the institutional arrangements for the collection and management of data to prepare BTRs, including adaptation communications. The proposal for complying with ETF requirements and prepare adaptation communications will be presented to the Cabinet for Approval. Output 2 will also consist of technical assistance to Cabinet to support it in undertaking the approval process and submission to the Ministry of Planning and Development for adoption. Technical assistance will be also provided to the second phase of formalisation. The development of institutional arrangements for transparency will facilitate the development of national and international reporting documents. The definition of roles,

processes and mandates will clarify the division of responsibilities and the nature of collaboration between the different actors. This will enable Trinidad and Tobago to increase the frequency and quality of reporting to the UNFCCC, including BTRs.

Output 3 consists of training and guidelines to support government officials and stakeholders in incorporating climate analysis into national decision-making processes. The CBIT project will support them to assess the effectiveness of existing national planning processes, for adaptation and mitigation. It will also support them to assess climate vulnerability for the agriculture, water resource and health sectors and provide guidelines to standardize the process to integrate climate information in national planning to support efforts to adapt these sectors to climate change impacts and enhance their resilience. The guidelines will also be provided to continuously integrate into national planning the climate information, projections and scenarios which Trinidad and Tobago develops for mitigation, starting from the climate information generated under the TNC/BUR project. The output will also consist of training activities to build capacities of government officials and key stakeholders to use assessments, projections and scenarios to integrate climate considerations in adaptation national planning and mitigation national planning. This topic will also be included in the capacity building system developed under Output 1.

3. Project Results Framework

Project Objective	Objective level indicators	Baseline	Mid-Term project Target	End of project Target	Means of Verification	Risks (Analysed in section 6 of CBD Endorsement request document)	UN Environment MT 3 reference
Strengthen Trinidad and Tobago's transparency systems to meet the requirements of the Enhanced Transparency Framework under the Paris Agreement on Climate Change	Indicator A: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment (gender disaggregated).	Baseline A: 0	Project mid-term target A: 10 training participants for the "train-the-trainers" sessions are selected.	End-of-project target A: 120 people, (50% are women)	Project reports and capacity building attendance lists.	• The number of women involved in project activities is limited. • Lack of interest from some sectoral institutions. • Some sectoral institutions do not show interest in part.	UNEP MT3 2018-2021 Climate Change Objective: Countries increasingly transition to low-emission economic development and enhance their adaptation and resilience to climate change
Project Outcomes	Outcome/Output level indicators	Baseline	Mid-Term project Target	End of project Target	Means of Verification	Risks (Analysed in section 6 of CBD Endorsement request document)	MT3 Expected Accomplishment
1A. Trinidad and Tobago submit to the UNFCCC sectoral high quality climate reports aligned with the Enhanced Transparency Framework under the Paris Agreement	Indicator 1.1 (Outcome 1A): Improvement in the quality of MRV system based on GEF score 1 to 10 as per Annex III of CBTR programming directions. While this is a subjective rating, the guidance for the ratings provides direction for benchmarking the quality of the MRV system	Baseline 1.1: 5	Project mid-term target 1.1: 5	End-of-project target 1.1: 8	Stakeholders' feedback reports on the quality/ability of the National MRV system in tracking GHG emissions from the key sectors, NDC progress and support received. - Project Manager's monitoring reports - Assessment report on the tracking system's functionality, including inputs from climate change focal points within ministries and key sectors, energy, transport and waste	• Lack of political buy-in on the importance of transparency and long-term planning tools. • Poor institutional coordination • Lack of interest from some sectoral institutions. • Some sectoral institutions do not show interest in participation in project interventions. • Opposition to the collection of information from a governmental/private sector body	Expected Accomplishment (a): Countries increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies
1B. Trinidad and Tobago Government stakeholders make decisions based on climate analysis and implement climate transparency activities.	Indicator 1.2 (Outcome 1B): # of Ministries which endorse the guidelines to standardize, implement and use on a continuous basis as part of national decision-making climate assessments, projections and scenarios related to the agriculture, water resources and health sectors into national planning processes to support efforts to adapt these sectors to climate change impacts and enhance their resilience	Baseline 1.2: 0	Project mid-term target 1.2: 2 Ministries are informed of the work on the guidelines	End-of-project target 1.2: 9	Government announcement and project reports	• Lack of political buy-in on the importance of transparency and long-term planning tools. • Lack of interest from some sectoral institutions. • Some sectoral institutions do not show interest in participation in project interventions.	
Output 1: Government officials and stakeholders have strengthened capacity and mechanisms to prepare Biennial Transparency Reports (BTR), including adaptation communications.	Indicator 1.3: # of relevant stakeholders and # of women trained under Output 1 desiring to be in a better position to use compiling GHG inventory, track Mitigation actions/NDC, and Support received and Adaptation actions	Baseline 1.3: 0	Project mid-term target 1.3: 0	End-of-project target 1.3: At least 21 (70% of stakeholders participating in the training activities) others of 10 are women (50%)	Survey/questionnaire to be completed by all stakeholders immediately after development and training activities have been delivered (disaggregated by sex) and included in workshop report (Q 1.1.0)	• Beneficiaries of capacity building activities are not correctly identified • The number of women involved in project activities is limited	
	Indicator 1.4: # of gender-sensitive indicators for tracking progress on implementing the NDC and for tracking adaptation to climate change in the agriculture, water resources, and health sectors.	Baseline 1.4: 0	Project mid-term target 1.4: 8	End-of-project target 1.4: 8	Two reports (Q 1.3, Q 1.5) with indicators, methodology and templates, protocols, and guides for collecting and managing data for tracking progress on implementing the NDC and for tracking adaptation to climate change in the agriculture, water resources, and health sectors.	• The number of women involved in project activities is limited. • Gender power relations might cause disparity and oversimplification of gender issues and their relation to climate change	
	Indicator 1.5: # of capacity building systems with training institution for GHG inventory, Mitigation actions/NDC tracking, Support received tracking, Adaptation tracking	Baseline 1.5: 0	Project mid-term target 1.5: Capacity building system agreed between MPO and UWI	End-of-project target 1.5: 1 capacity building system with training institution including modules on GHG inventory, Mitigation actions/NDC tracking, Support received tracking, Adaptation tracking	MoU between Ministry of Planning and Development and University of West Indies (Q 1.8)	• The University of West Indies (UWI) withdrew the interest in participating in the project	

4. Executing Arrangements

UNEP is the GEF Implementing Agency (Climate Change Unit) and the Environmental Management Authority (EMA) was designated by the Recipient Government (Trinidad and Tobago) as the Project Executing Agency, as per the Programme Project Cooperation Agreement (PCA). As such, EMA were in charge of the day-to-day execution of all the project's activities. EMA was qualified to lead in the implementation of the CBIT because it has the requisite experience and competence to manage the project.

EMA hosted the CBIT Project Management Unit (PMU) headed by the Chief Technical Advisor (CTA). The CTA was in-charge of the day-to-day management of the CBIT project and ensured that reports were of high quality, and prepared and delivered on time. The CTA reported to the National Project Director in the Ministry of Planning and Development, who ensured coordination and communication with government stakeholders and initiatives.

5. Project Cost and Financing

Project Components	Project Outcomes	Project Outputs	(in \$)	
			GEF Project Financing	Confirmed Co-financing
Strengthen Trinidad and Tobago's Transparency system	1A. Trinidad and Tobago submits to the UNFCCC secretariat high quality climate reports aligned with the Enhanced Transparency Framework under the Paris Agreement	1. Government officials and stakeholders have strengthened capacity and mechanisms to prepare Biennial Transparency Reports (BTR), including adaptation communications.	529,300	155,069
	1B. Trinidad and Tobago Government stakeholders make decisions based on climate analysis and implement climate transparency activities.			
		2. The Cabinet has access to a proposal for institutional arrangements for implementing climate transparency activities.	119,500	38,767
		3. Government officials and stakeholders have strengthened capacity and procedures to incorporate climate analysis into decision-making processes for national planning.	279,000	155,069
Monitoring and Evaluation			36,200	
Sub-total			964,000	348,905
Project Management Cost (PMC)			96,400	36,767
Total project costs			1,060,400	385,672

6. Implementation Issues

The project did not present critical implementation issues.

Section 2. OBJECTIVE AND SCOPE OF THE REVIEW

(Apart from section 9, where you could insert up to 5 strategic questions that are in addition to the review criteria, and the grey-highlighted text which should be customized, this section is standard and does not need to be revised for each project)

7. Objective of the Review

In line with the UNEP Evaluation Policy⁵ and the UNEP Programme and Project Management Manual⁶, the Terminal Review (TR) is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Review 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 among UNEP and the EA. Therefore, the Review will identify lessons of operational relevance for future project formulation and implementation, especially for future phases of the project, where applicable.

8. Key Review principles

Review findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

The “Why?” Question. As this is a Terminal Review, particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultant(s)’ minds all through the review exercise and is supported by the use of a theory of change approach. This means that the consultant(s) need to go beyond the assessment of “what” the project performance was and make a serious effort to provide a deeper understanding of “why” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for reviews. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Communicating Review Results. A key aim of the Review is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. Draft and final versions of the main review report will be shared with key stakeholders by the UNEP Project Manager⁷. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant will plan with the UNEP Project Manager which audiences to target and the easiest and clearest way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation.

9. Key Strategic Questions

In addition to the review criteria outlined in Section 10 below, the Review will address the **strategic questions**⁸ listed below (no more than 5 questions are recommended). These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. They should not repeat the coverage of the review criteria:

- a. Do the State and non-State actors participating in the project report to the enhanced transparency framework arrangements under the Paris Agreement?
- b. Did the project contribute to strengthening / improving transparency mechanisms of national institutions for domestic and UN conventions reporting?
- c. Did the State and non-State actors participating in the project use the new tools and the capacities developed by the project (indicators, templates, guides, process documents; capacity building trainings; and improvements to the National Transparency System).

For GEF-funded projects there are a series of questions that need to be uploaded to the GEF Portal. The consultant should complete the table in Annex 5 of these TOR and append it to the Final Review report.

10. Review Criteria

All review criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the review criteria. The set of review criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance.

Where UNEP funding partners have areas of specific interest, these are noted, below.

A suite of various tools, templates and guidelines that can help Review Consultant(s) to follow a thorough review process that meets all of UNEP's needs is available via the UNEP Project Manager.

A. Strategic Relevance

The Review will assess the extent to which the activity is suited, and contributing, to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with/contribution to UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

- i. **Alignment to UNEP's Medium-Term Strategy⁹ (MTS), Programme of Work (POW) and Strategic Priorities**

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building¹⁰ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

- ii. **Alignment to Donor/Partner Strategic Priorities**

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. **Relevance to Global, Regional, Sub-regional and National Environmental Priorities**

The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will also be considered. Examples may include: UN Sustainable Development Cooperation Framework (UNSDCF) or, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

iv. **Complementarity with Relevant Existing Interventions/Coherence¹¹**

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization¹², took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within Cooperation Frameworks or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Adaptation Fund	To encourage utilization, each review should optimize <u>relevance</u> by ensuring (i) that the primary intended users of the evaluation and their intended uses are clearly identified and engaged at the beginning of the evaluation process; (ii) that "intended users" include funding, implementing, and beneficiary stakeholders; and (iii) that evaluators ensure these intended users contribute to decisions about the evaluation process.
Green Climate Fund	<u>Coherence</u> in climate finance delivery with other multilateral entities.

B. Quality of Project Design

The quality of project design is assessed using an agreed template during the review inception phase. Ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Review Inception Report. Later, the overall Project Design Quality rating¹³ should be entered in the final review ratings table (as item B) in the Main Review Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the Main Review Report.

C. Nature of External Context

At review inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval¹⁴). This rating is entered in the final review ratings table as item C. Where a project has been rated as facing either an *Unfavourable* or *Highly Unfavourable* external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and UNEP Project Manager together. A justification for such an increase must be given.

D. Effectiveness

i. **Availability of Outputs¹⁵**

The Review will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by,

and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

ii. **Achievement of Project Outcomes**¹⁶

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed¹⁷ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used to show where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Review should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

iii. **Likelihood of Impact**

Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Review will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project reviews is outlined in a guidance note available and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The Review will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

The Review will consider the extent to which the project has played a catalytic role¹⁸ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Review will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's Programme of Work and the strategic priorities of funding partner(s).

Adaptation Fund	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Strategic Results Framework indicator targets.
Adaptation Fund	The Review should consider, under Effectiveness, the extent to which the intervention demonstrates that Climate Change Adaptation can be increased or replicated at a broader scale, as well as in other contexts.
Green Climate Fund	The Review should consider, under Effectiveness, the project's <u>Innovativeness</u> in result areas – the extent to which interventions may lead to paradigm shift towards low-emission and climate-resilient development pathways.
Global Environment Facility	The Review should consider, under Effectiveness, the extent to which the evaluand is reaching Core Indicator targets (from GEF-6 onwards).

Global Environment Facility	The Review will determine, under Effectiveness, the project's <u>additionality</u> by comparing the benefits of GEF support to a scenario without GEF support. It will identify specific areas where GEF support has contributed additional results and what these additional results were. It will provide quantitative and qualitative evidence to support the findings.
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E. Financial Management

Financial management will be assessed under two themes: *adherence* to UNEP's financial policies and procedures, and *completeness* of financial information. The Review will establish the actual spend across the life of the project of funds secured from all donors and including co-finance. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Review will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Review will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner.

Global Environment Facility	The Review will determine, under Financial Management, i) time from CEO endorsement (FSP) / CEO approval (MSP) to first disbursement; ii) disbursement balance; iii) whether the project has secured co-financing higher than 35% and iv) time between CEO Endorsement and (likely) end of Terminal Review.
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F. Efficiency

Under the efficiency criterion, the Review will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

Focusing on the translation of inputs into outputs, *cost-effectiveness* is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. *Timeliness* refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Review will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Review will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities¹⁹ with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. Consultants should note that as management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to UNEP and implementing parties.

G. Monitoring and Reporting

The Review will assess monitoring and reporting across two sub-categories: monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART²⁴ results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Review will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed, where applicable.

ii. **Monitoring of Project Implementation**

The Review will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards project objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups, including gendered, marginalised or vulnerable groups, such as those living with disabilities, in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring were used to support this activity.

iii. **Project Reporting**

UNEP has a centralised project information management system²⁰ in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Review Consultant(s) by the UNEP Project Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team. The Review will assess the extent to which both UNEP and donor reporting commitments have been fulfilled on a timely basis and represent quality/accurate reporting. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Global Environment Facility	For internally executed projects the Review Consultant should review the quality of regular reports and confirm they have been submitted on a timely basis.
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H. Sustainability (for Adaptation Fund, read Human and Ecological Sustainability and Security)

Sustainability²¹ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of direct project outcomes may also be included.

i. **Socio-political Sustainability**

The Review will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Review will consider whether individual capacity development efforts are likely to be sustained.

ii. **Financial Sustainability**

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Review will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where the project outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. **Institutional Sustainability**

The Review will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust

enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Review will consider whether institutional capacity development efforts are likely to be sustained.

Adaptation Fund	The Review should consider, under <u>Human and ecological sustainability and security</u> – the extent to which the intervention is likely to generate continued positive or negative, intended and unintended impacts beyond its lifetime, taking into consideration, social, institutional, economic, and environmental systems. Is the intervention sensitive to conflict and fragility, i.e., to what extent does it consider the political context and the sharing of natural resources? Is it contributing towards targeted communities' livelihoods and to the health or well-being of the ecosystems on which they depend?
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I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Review Report as cross-cutting themes as appropriate under the other review criteria, above. If these issues have not been addressed under the Review Criteria above, then independent summaries of their status within the reviewed project should be given in this section)

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular, the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

ii. Quality of Project Management and Supervision

In some cases, 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others it may refer to the project management performance of an implementing partner and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Implementing Agency; Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

The Review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

Adaptation Fund	The Review should consider the extent to which the evaluand was <u>adapted in response to lessons and reflections during implementation</u> ; and the extent to which the intervention supported the use, development, or diffusion of innovative practices, tools, or technologies to improve or accelerate Climate Change Adaptation.
Global Environment Facility	For internally executed projects the Review Consultant should review whether the segregation of responsibilities met the GEF requirements ²² (the GEF Agency must separate its project implementation and execution duties and establish each of the following: (a) A satisfactory institutional arrangement for the separation of implementation and executing functions in different departments of the GEF Agency; and (b) Clear lines of responsibility, reporting and accountability within the GEF Agency between the project implementation and execution functions.

iii. **Stakeholder Participation and Cooperation**

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs, target users of project outputs and any other collaborating agents external to UNEP and the implementing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, should be considered.

iv. **Responsiveness to Human Rights and Gender Equality (for Adaptation Fund, read 'Equity'; for GCF, read 'Gender Equity')**

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment²³.

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equality and Human Rights are adequately taken into account. In particular the Review will consider to what extent project design, implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially women, youth and children and those living with disabilities) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

Adaptation Fund	The Review should consider the extent to which the project's design and implementation includes input of the designated authority (DA) and vulnerable groups such as women, youth, persons with disability, Indigenous Peoples, minorities, and other potentially marginalized groups or locations. It also encompasses the degree to which the intervention reduced or perpetuated inequalities, and how equitably benefits were accrued to vulnerable groups.
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Note that the project's effect on equality (i.e. promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document then the driver/assumption should also be specific to the described intentions.

v. **Environmental and Social Safeguards**

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, or minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Review will confirm whether UNEP requirements²⁴ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. The review will use the Safeguards Assessment Template to support assessment of the project's planning, monitoring and mitigation of environmental and social safeguards during design and implementation and attach the completed template as an annex in the review report.

The Review will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

vi. **Country Ownership and Driven-ness**

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either: a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. Ownership should extend to all gender and marginalised groups.

vii. **Communication and Public Awareness**

The Review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

(This section has both standard text and parts that are specific to the project, to be filled in)

The Terminal Review will be an in-depth review using a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative review methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings. Where applicable, the consultant(s) should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Review will be based on the following:

- a. **A desk review** of:
 - Relevant background documentation;
 - Project design documents (including minutes of the project design review 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 any other monitoring materials etc.;
 - Project deliverables (detailed list available in the project document and workplan);
 - Evaluations/Reviews of similar projects.
- b. **Interviews** (individual or in group) with:
 - UNEP Task Manager;
 - Project management team;

- UNEP Administrative Officer (AO);
- Project partners;
- Relevant resource persons.
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc.) as they apply to the project.
- c. **Surveys (as appropriate)**
- d. **Field visits**
- e. **Other data collection tools**

11. Review Deliverables and Review Procedures

See Annex 1 of these TOR for a list of tools and guidance available, see Annex 2 for a list of review criteria and sub-categories to be assessed. The Review Consultant will prepare:

- **Inception Report: (see Annex 3 of these TOR)** containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Review Report: (See Annex 4 of these TOR)** containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

A **Review Brief** (a 2-page overview of the evaluation and review findings) for wider dissemination through the UNEP website may be required. This will be discussed with the UNEP Project Manager no later than during the finalization of the Inception Report.

Review of the Draft Review Report. The Review Consultant will submit a draft report to the UNEP Project Manager and revise the draft in response to their comments and suggestions. The UNEP Project Manager will then forward the revised draft report to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the UNEP Project Manager for consolidation. The UNEP Project Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

The UNEP Evaluation Office provides templates and tools to support the review process and provides a formal assessment of the quality of the final Terminal Review report, which is provided within this report's annexed material. In addition, the Evaluation Office formally validates the report by ensuring that the performance judgments made are consistent with evidence presented in the Review report and in-line with the performance standards set out for independent evaluations. As such the project performance ratings presented in the Review report may be adjusted by the Evaluation Office.

At the end of the review process, the UNEP Project Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate the **Lessons Learned**.

12. The Review Consultant

The Review Consultant will work under the overall responsibility of the UNEP Task Manager Loana Vega, with the support of the Project Specialist Federico Geli, and in consultation with the Administrative Officer Fatma Twahir, the Head of Unit Asher Lessels and the Sub-programme Coordinators of the Climate Action UNEP Sub-programme.

The Review Consultant will liaise with the UNEP Project Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will liaise with the UNEP Project Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Project Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be responsible, in close consultation with the UNEP Project Manager, for overall quality of the review and timely delivery of its outputs, described above in Section 11 Review Deliverables, above. The Review Consultant will ensure that all review criteria and questions are adequately covered.

13. Schedule of the Review

The table below presents the tentative schedule.

Table 3. Tentative schedule for the Review

Milestone	Tentative Dates
Inception Report	
Review Mission	
E-based interviews, surveys etc.	
PowerPoint/presentation on preliminary findings and recommendations	
Draft Review Report to UNEP Project Manager	
Draft Review Report shared with wider group of stakeholders	
Final Main Review Report	
Final Main Review Report submitted to the UNEP Evaluation Office for validation and quality assessment	
Final Main Review Report shared with all respondents	

14. Contractual Arrangements

The Review Consultant(s) will be selected and recruited by the UNEP Project Manager under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP/UNON, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance and approval by the UNEP Project Manager of expected key deliverables.

Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the UNEP Project Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultant may be provided with access to UNEP's information management systems (e.g. PIMS, IPMR, Anubis, SharePoint, etc.) and, if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Project Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant fails to submit a satisfactory final product to the UNEP Project Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultant's fees by an amount equal to the additional costs borne by the project team to bring the report up to standard or completion.

ANNEX XI. GEF PORTAL INPUTS (for GEF funded projects)

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Review 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 8: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7⁹, these indicators will be identified retrospectively and comments on performance provided¹⁰).
Response: The Core Indicator Target was 'Number of direct beneficiaries disaggregated by gender as a co-benefit of GEF investment'. At CEO Endorsement stage, the target was a total of 120 direct beneficiaries, with 60 (50%) being women. The project ultimately exceeded this target, with a total of 202 stakeholders directly trained on various modules, with 123 (61%) being women. <i>Reference:</i> Section G: Monitoring and Reporting. Paragraph 257
Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? <i>(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)</i>
Response: A Mid-Term Review was not conducted for this project. High levels of stakeholder participation were evident throughout the project. <i>Reference:</i> Section I: Factors Affecting Performance. Paragraph 257
Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? <i>(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)</i>
Response: Yes, the project developed and implemented a Gender Action Plan, and a gender-sensitive indicator and sex-disaggregated indicators were included in the project results framework. Gender-responsive measures included ensuring equal gender participation at workshops and capacity-building activities. The PSC included a representative from the Gender and Child Affairs Division to ensure that gender was integrated into decision-making and project activities. <i>Reference:</i> Section I: Factors Affecting Performance. Paragraph 291
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. <i>(Any supporting documents gathered by</i>

⁹ 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)

¹⁰ This is not applicable for Enabling Activities

the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)

Response:

A safeguard action plan was not required for the project, but the ESS Risk classification was carried out at approval stage and identified management measures were fully implemented. Risk mitigation strategies and safeguards were reviewed regularly and reported in detail, with the risks identified at approval stage updated and elaborated with relevant potential or occurring challenges and all steps taken to mitigate them – including responsibilities and progress. Measures taken were appropriate and effective.

Reference: Section I: Factors Affecting Performance. Paragraph 294

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

All of the main knowledge management elements as outlined at project approval were implemented. This primarily included the various capacity building workshops, as well as communication materials.

In addition to those elements, one of the project's core activities was building upon Trinidad and Tobago's existing Knowledge Management System, with the enhanced NTS as a key deliverable. This and the associated developed tools and guidelines have improved the sharing of data among T&T's climate transparency stakeholders. An increasing number of stakeholders are being trained on the NTS.

The project team produced the Report on Experiences, Good Practices and Lessons Learned which has been shared with the CBIT Global Coordination Platform. T&T is an active participant in regional climate transparency initiatives.

Reference: Section I: Factors Affecting Performance. Paragraphs 302-204

Question: What are the main findings of the evaluation?

Response:

The project successfully delivered its intended outputs and outcomes and is a significant step forward in Trinidad and Tobago's ability to meet the requirements of ETF reporting under the Paris Agreement. The project deliverables and outputs are of a high quality and available to the intended stakeholders. As a direct result of the project, Trinidad and Tobago will be able to use climate data to inform national decision-making.

The project was well designed and executed efficiently and effectively, within the planned timeframe and to budget. It was responsive to GEF and UNEP priorities, as well as national and regional priorities. The project team received high praise from stakeholders on their effective project management and coordination skills, and ongoing and meaningful communication with stakeholders. The project team took considerable efforts to ensure comprehensive and impactful engagement with stakeholders at every stage of the project, which was corroborated by stakeholder feedback.

ANNEX XII. IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.: Strengthening Trinidad and Tobago's capacity in transparency for climate change mitigation and adaptation (GEF ID 10596)

Contact Person (TM/PM): Loana Vega- Asher Lessels - UNEP Climate Change Division, Mitigation Branch- GEF Climate Mitigation Unit

RECOMMENDATIONS	ACCEPTED (YES/ NO/ PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETI ON DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
Expansion of the NTS to include capabilities for tracking additional climate and sustainability data, to further expand the number and type of users committed to providing consistent data flows and to provide broader information for decision-makers at the national and sub-national level.	Yes	Through the design of a CBIT2 project, the NTS is being expanded to include additional climate and sustainability data, strengthening connections across all sectors and ensuring more consistent data flows. Private sector and stakeholder engagement are being advanced to increase participation. This expansion is broadening the range of users and enhancing the information available to national and sub-national decision-makers.	2026	CCM Unit, Climate Change Division, UNEP Trinidad Tobago Environmental Management Authority and Ministry of Planning and Development
Further stakeholder engagement and capacity building activities to build upon the momentum of this project and ensure all relevant stakeholders are completely committed to the transparency activities required of them.	Yes	Stakeholder engagement and capacity building activities are being included in the design of the new CBIT 2 project to secure full commitment to transparency requirements across government and the private sector. Plans include additional training, such as remedial sessions for UWI trainers, to consolidate knowledge and align the SCTP curriculum with evolving transparency needs. These measures will strengthen awareness, address concerns on sustainability, and demonstrate the Government's commitment to climate transparency.	2026	CCM Unit, Climate Change Divisio, UNEP Trinidad Tobago Environmental Management Authority and Ministry of Planning and Development
Testing and refinement of systems, tools and processes developed under this project, and targeted training to ensure adequate national capacity at all levels.	Yes	Testing and refinement of systems, tools, and processes developed under CBIT I are being integrated into the design of the new CBIT 2 project. Targeted training is planned to strengthen national capacity across priority sectors, including agriculture, and to improve the quality and comprehensiveness of data for reporting. These measures will ensure readiness for upcoming UNFCCC cycles and enhance contributions to national and international decision-making.	2026	CCM Unit, Climate Change Divisio, UNEP Trinidad Tobago Environmental Management Authority and Ministry of Planning and Development

ANNEX XIII. QUALITY ASSESSMENT OF THE REVIEW REPORT

Review Title: Terminal Review of the UNEP/GEF Project Strengthening Trinidad and Tobago's capacity in transparency for climate change mitigation and adaptation (GEF ID: 10596) 2021 – 2024

Consultant: Justin Goodwin

All UNEP Reviews are subject to a quality assessment by the UNEP Evaluation Office. This is an assessment of the quality of the review product (i.e. Main Review Report).

Report Quality Criteria	UNEP Evaluation Office Comments	Rating
Section A: Executive Summary	Assessment	
1. Does the <i>Executive Summary</i> 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 section is complete and includes all the required elements. Strengths/weaknesses: The Executive Summary serves as a concise presentation of review analysis, which covers both achievements and challenges in a well-balanced manner. It enables readers to understand the main substance of the project's performance. The section includes responses to the key strategic questions of the Review, although it is noted here that the responses are rather weak in their level of detail, nor do they include cross references to where such detail may be found within the main body of the report.	5
Section B: The Project	Assessment	
2. Does the report clearly describe the <i>key parameters, scale and complexity of the evaluand</i>? 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.)	Coverage/omissions: The section addresses all the required elements to varying levels of detail Strengths/weaknesses: The review describes the project's context, results framework, stakeholders, structure and partners in sufficient detail. There was not MTR and there were no major changes during implementation to note. Project financing is presented in sufficient detail in table format. A diagram of the project implementation structure and partners is also included.	6

Report Quality Criteria	UNEP Evaluation Office Comments	Rating
substantive or significant changes in design during implementation		
Section C: Evaluation Methods and Theory of Change	Assessment	
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 (<i>including in a table broken down by gender</i>) - 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	<u>Coverage/omissions:</u> The section addresses most of the required information with some exceptions <u>Strengths/weaknesses:</u> The review methods are elaborated with most of the required information, which enables readers to understand the data collection methods. Supporting data are presented in the report annexes. The section also demonstrates the approaches of the reviewer to increase participation in data collection. The reviewer does not provide the total number of people sent the survey so no response rate can be calculated, only that 70 people responded. The section would have benefitted from more explicit details on the methods used for verification of data. Efforts taken to uphold ethics and human rights principles in the review methods are also not clearly defined (with one exception - confidentiality of questionnaire responses)	5
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 (<i>narratively and diagrammatically</i>)? Consider how well the report presents: - whether the project design included a TOC - how the <i>TOC at Evaluation</i>¹¹ was designed (e.g. who was involved, etc) - confirmation/reconstruction of results in accordance with UNEP definitions (<i>including reformulation table, which may have initially been presented in the Inception Report and should appear in the Main Evaluation report.</i>)	<u>Coverage/omissions:</u> The section includes a TOC in diagrammatic format but there is no TOC narrative. <u>Strengths/weaknesses:</u> While the Review did not include any reconstruction of the TOC developed at project design, and the diagrammatic representation of the TOC is presented, this section could have benefited from an inclusion of the following: - articulation of the causal pathways from the Outputs through to the intended Impacts - analysis of the Drivers and Assumptions, including an identification of the key actors in the change process	3

¹¹ 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	Rating
• articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process	- assessment of the results statements against UNEP definitions (or confirmation of their appropriateness)	
Section D: Evidence and Analysis	Assessment	
5. Is the report based on <i>sufficient and adequate data</i> and <i>clear and credible evidence</i>? Consider how well the report presents: • sufficient evidence that is consistent throughout the report • evidence that is supported by data sources (e.g. 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	<u>Strengths/weaknesses:</u> For the most part the review is adequately supported by evidence e.g. stakeholder interviews/surveys and reports. The responses to the key strategic questions would have benefitted from more rigorous assessment and supporting evidence.	5
6. Does the report include <i>rigorous analysis</i> and <i>logical findings</i>? 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	<u>Strengths/weaknesses:</u> The rigor of the analysis and presentation of findings varies but is for the most part adequate, clear and logical. The review would have benefitted from a more compelling and balanced conclusion that explains the "Why" questions in greater detail.	5
Section E: Evaluation Findings	Assessment	
7. Does the report present evidence and analysis of project <i>Strategic Relevance</i> 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/mobilisation¹²), with other interventions addressing the needs of the same target groups.	<u>Coverage/omissions:</u> The section covers all the required sub-categories. <u>Strengths/weaknesses:</u> The section presents a detailed analysis of the project's alignment and strategic relevance with respect to UNEP, as well donors', national, regional and global environmental priorities, and complementarity with existing interventions. Supporting evidence is also presented.	6

¹² 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.

Report Quality Criteria	UNEP Evaluation Office Comments	Rating
8. 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?	<u>Coverage/omissions:</u> The section provides a summary of all the assessment criteria, including table showing the project design scores. <u>Strengths/weaknesses:</u> A table showing the calculation of the overall design score is presented. The review provides a brief assessment of the design criteria and their ratings; however, an overview of the main strengths and weaknesses of the design is not well articulated.	4
9. 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 upheaval¹³), and how they affected performance?	<u>Coverage/omissions:</u> The section is complete <u>Strengths/weaknesses:</u> The review notes that there were no outstanding external features of the project's implementing context that limited the project's performance. The rating is rather inconsistent with the evidence presented.	5
10. 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).	<u>Coverage/omissions:</u> This section covers all the programmed Outputs. <u>Strengths/weaknesses:</u> Paras 115-117 give an overarching review in which the intended beneficiaries are said to have perceived that the project's Outputs were of good quality and utility. The section enumerates the status of all these outputs (level of delivery) and states whether indicators were met or exceeded. The review could have benefitted from the inclusion of more qualitative aspects of the project's outputs (although this is done in a few instances), including identification of any effects (positive or negative) on disadvantaged groups. In addition, there is no explicit performance assessment against the indicators for Output 2 and Output 3 – the review states that these outputs were successfully delivered but a measure of performance against their respective indicator targets would have deepened the assessment.	5
11. 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	<u>Coverage/omissions:</u> The section covers all the expected outcomes <u>Strengths/weaknesses:</u> The assessment is evidence-based and well-reasoned. The review highlights, in a balanced manner, the successes as well as shortcomings (absence of important qualitative data collected through surveys, compensated for by the evaluation survey) in outcome achievement.	5

¹³ 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	Rating
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).	The review does not explicitly mention any positive or negative effects on potentially disadvantaged groups but does include gender aspects in the assessment of outcome achievement. The section would have benefitted from a more structured presentation of the assessment of outcomes, indicators and targets – perhaps in tabular format – to make for easier reading.	
12. 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).	<u>Coverage/omissions:</u> The section is complete except for a few required aspects described below. <u>Strengths/weaknesses:</u> Table 4 in the section provides an analysis of the likelihood of impact, providing some useful insights. However, the review does not provide a detailed summary assessment guided by the causal pathways represented by the TOC in Section IV of the report; . Drivers and Assumptions and their status are not systematically or comprehensively addressed.	4.5
13. 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: <i>adherence</i> to UNEP's financial policies and procedures <i>completeness</i> of financial information, including the actual project costs and actual co-financing used and explanation of any variances between planned and actual expenditures	<u>Coverage/omissions:</u> The section covers the required sub-categories. <i>Note: assessment of the 'communication' sub-category, though included in this review, has been discontinued (ref. Tool#15 https://communities.unep.org/spaces/EOU/pages/70320228/MANAGEMENT-LED+REVIEW+TOOLS)</i> <u>Strengths/weaknesses:</u> All the dimensions of financial management have been adequately assessed; the 'financial management' table has been included within the section to support the findings.	6
14. 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.	<u>Coverage/omissions:</u> The section is complete with the exception of efforts to minimise the environmental footprint. <u>Strengths/weaknesses:</u> The main dimensions under efficiency (cost-effectiveness and timeliness) have been discussed in sufficient detail and examples have been provided to support the rating given.	5.5

Report Quality Criteria	UNEP Evaluation Office Comments	Rating
the extent to which the management of the project minimised UNEP's environmental footprint.		
15. 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 <i>monitoring of project implementation</i> (including use of monitoring data for adaptive management) - the quality of <i>project reporting</i> (e.g. PIMS and donor reports)	<u>Coverage/omissions:</u> The required dimensions of Monitoring and Reporting have been assessed and examples provided as supporting evidence. <i>Note: assessment of the 'design and budgeting' sub-category, though included in this review, has been discontinued (ref. Tool#15 https://communities.unep.org/spaces/EQU/pages/70320228/MANAGEMENT-LED+REVIEW+TOOLS)</i> <u>Strengths/weaknesses:</u> In general, the section does not gather information/evidence adequately at sub-category levels, which limits the determination of the rating. With rather broad analysis, the reviewer has rated all sub-criteria as 'Highly Satisfactory' but without more concrete evidence, it would not be possible to validate these ratings. Nonetheless, the section elaborates well on the project's collection of gender-disaggregated data with concrete examples. The relevant GEF Portal question (i.e. relating to the Core Indicator Targets) has been addressed under one of the sub-sections.	4.5
16. 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	<u>Coverage/omissions:</u> The section is complete. All the sub-categories of sustainability are covered. The reviewer had overlooked the Evaluation Office method of aggregating the Sustainability rating (i.e. it takes the lowest rating as the three dimensions of sustainability are taken as self-limiting) <u>Strengths/weaknesses:</u> The assessments made are well-reasoned and supported with actual examples. The review provides useful insights and identifies potential associated risks that are likely to adversely affect the continuation of project results.	6
17. Does the report present a well-evidence analysis of the Factors Affecting Performance, either in this section or in cross-referenced sections? <i>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.</i> Consider how well the report addresses the following cross-cutting issues: quality of project management and supervision¹⁴	<u>Coverage/omissions:</u> The factors affecting performance have all been presented in stand-alone subsections in this chapter. <u>Strengths/weaknesses:</u> The discussion of factors affecting performance is sufficient and for the most part consistent with the findings presented in the report (although no cross-references are made to the relevant report sections). Various GEF Portal questions have also been addressed in the appropriate sub-categories. <i>Human rights and gender:</i> The review would have benefited from going beyond	5

¹⁴ In some cases, 'project management and supervision' will refer to the supervision and guidance provided by UNEP to

Report Quality Criteria	UNEP Evaluation Office Comments	Rating
- 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	quantitative data (e.g. headcounts), to more insights/ examples on the qualitative aspects of the project's Gender Action Plan. <i>Country ownership and driven-ness:</i> findings in the review are inconsistent with the 'HS' rating for this sub-criterion. Table 4 and para 269, for instance, bring to light challenges with private sector buy-in and their engagement in a more meaningful way and supported by formal regulation. <i>Note: assessment of the 'preparation and readiness' sub-category, though included in this review, has been discontinued (ref. Tool#15 https://communities.unep.org/spaces/EQU/pages/70320228/MANAGEMENT-LED+REVIEW+TOOLS)</i>	
Section F: Conclusions, Lessons Learned and Recommendations	Assessment	
18. 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	<u>Coverage/omissions:</u> The review includes conclusions, responses to the key strategic questions, and a summary the project findings and ratings <u>Strengths/weaknesses:</u> The conclusions of the review show that the project was very successful in achieving most of its results in general. Emphasis is made on the key success in project implementation, however not much is said about the challenges and why they occurred. Responses to the strategic questions lack sufficient detail and corroborating evidence (this would have been remedied through cross-referencing to relevant report sections where the supporting material is covered in greater detail). Gender dimensions of the project are mentioned. Lessons learned are relevant and anchored on actual findings presented in the review.	4.5
19. 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 - are feasible to implement within the timeframe and resources available (including local capacities) and specific	<u>Coverage/omissions:</u> The review includes two 3rd party recommendations <u>Strengths/weaknesses:</u> The recommended actions are clearly formulated and logically derived from the review findings. There are no human rights and gender-related recommendation included. There are timelines included in these proposals but there are no other targets with which to measure compliance.	4.5

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	Rating
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.	As all the recommendations are addressed to third parties, they 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.	
Section G: Report Structure and Presentation	Assessment	
20. Is the report <i>well-structured and complete</i>? 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	<u>Coverage/omissions:</u> The report is complete (noting here that an older reporting template was used) <u>Strengths/weaknesses:</u> The report is well-structured and contains relevant annexes. It does exceed the recommended length of 50 pages however. The language used is clear and easy to comprehend. The tone of the report is professional. There is some use of tabulated data to support the narrative.	5
OVERALL REPORT QUALITY RATING	SATISFACTORY	5