

Terminal Evaluation of the project

**“Strengthening Jamaica's Capacity to Meet Transparency  
Requirements under the Paris Agreement”**

IDB project No: JA-T1165. GEF ID: 10014

Terminal Evaluation Report  
*7 June 2024*

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## Pictures on cover:

*Left-up: A snapshot of Day One of the Transparency Working Group session in September 2021 (by PEU). Right-up: Participants in the NTWG Stakeholders Workshop, May 2023. Pictures below: Participants presenting group work at the NTWG Stakeholders Workshop, May 2023.*

## ACRONYMS AND ABBREVIATIONS

AFS	Audited Financial Statement	NEPA	National Environment and Planning Agency
AP&FM	Adaptation Programme and Financing Mechanisms (PPCR)	NSWMA	National Solid Waste Management Authority
BAU	Business as Usual	NTWG	National Transparency Working Group
BUR	Biennial Update Report	PEU	Project Execution Unit
CBIT	Capacity Building Initiative for Transparency (GEF)	PIF	Project Identification Form
CCD	Climate Change Division (MEGJC)	PIR	Project Implementation Report
CCFPN	Climate Change Focal Point Network	PPCR	Pilot Programme for Climate Resilience
CCRI	Coalition for Climate Resilient Investment	PSC	Project Steering Committee
CNKT	Centralised National Climate Knowledge Platform	RCM	Regional Climate Model
CRF	Corporate Results Framework	SIDS	Small Island Developing States
CSG	Climate Studies Group (UWI)	SRAT	Jamaica's Systemic Risk Assessment Tool
CYEN	Caribbean Youth Environment Network	TC	Technical Cooperation
DLT	Distributed Ledger Technology	TE	Terminal Evaluation
ETF	Enhanced Transparency Framework	UNFCCC	United Nations Framework Convention on Climate Change
GCM	Global Climate Model	UWI	University of the West Indies
GEF	Global Environment Facility		
GHG	Greenhouse Gases		
GIS	Geographic Information System		
GOJ	Government of Jamaica		
IDB	Inter-American Development Bank		
IPCC	Inter-Governmental Panel on Climate Change		
JET	Jamaica Environment Trust		
JPS	Jamaica Public Service Co.		
M&E	Monitoring and Evaluation		
MDA	Ministries, Departments and Agencies		
MEGJC	Ministry of Economic Growth and Job Creation		
MHURECC	Ministry of Housing, Urban Renewal, Environment and Climate Change (2020-2022)		
MOFPS	Ministry of Finance and Public Service		
MRV	Monitoring, Reporting and Verification		
MSETT	Ministry of Science, Energy, Telecommunications and Transport		
NAMA	Nationally Appropriate Mitigation Action		
NDC	Nationally Determined Contribution		

## EXECUTIVE SUMMARY

### INTRODUCTION

The project “Strengthening Jamaica’s Capacity to Meet Transparency Requirements under the Paris Agreement” was implemented by the Inter-American Development Bank (IDB) and executed by the Climate Change Division (CCD); this division was part, at the beginning and end of the project, of the Ministry of Economic Growth and Job Creation (MEGJC). The 2-year project was funded by the Global Environment Facility (GEF) with a non-reimbursable grant of US\$1,300,000. The co-financing by the Government of Jamaica was estimated at US\$159,000 and co-financing by IDB US\$21,500. The project started in June 2020. Due to several factors including the onset of the COVID-19 pandemic, the project experienced many delays. A 1-year extension was granted to June 2023. However, a second request for extension to June 2024 could not be granted because of non-attainment of disbursement criteria.

The **Development Objective** of the project was: To strengthen Jamaica’s transparency framework through the design and implementation of a fully functional and harmonised domestic Measuring, Reporting and Verification (MRV) system for the effective implementation of the country’s Nationally Determined Contribution (NDC) and other transparency-related activities. The project had one outcome (A strengthened transparency framework on climate change for Jamaica) and four components:

- **Component 1:** Strengthening Jamaica's transparency framework as described in Article 13 of the Paris Agreement. This component had 3 outputs and a GEF contribution of US\$123,000.
- **Component 2:** Improving Jamaica's technical capacity to establish a robust domestic MRV system. The component had 2 outputs and a GEF contribution of US\$560,000.
- **Component 3:** Improving knowledge sharing and capacity building for the effective coordination amongst national agencies in the implementation of transparency-related activities. This component had 4 outputs and a GEF contribution of US\$500,000.
- **Component 4:** Project management and administration. This component had a GEF contribution of US\$117,000.

The **purpose of the Terminal Evaluation (TE)** was: (a) Analyse the extent to which the project achieved the objectives stipulated under the three main project components; (b) Identify what problems or challenges were encountered, and what corrective actions were required and implemented; (c) Assess operational aspects, such as project management and implementation of the project activities towards achieving the objectives; (d) Assess project performance (in terms of relevance, effectiveness, and efficiency), and determine the likelihood of sustainability and impact of the project through the continued use and development of its products; (e) Review the progress towards planned project outputs and, if not completed, the reason(s) for this.

The TE covers the period of preparation of the project (2018-19), the entire period of implementation (June 2020-June 2023), the four project components and both the implementing and executing agencies. The TE was implemented through (a) the review of pertinent project documents, records and information generated by the project; and (b) individual semi-guided and open interviews with representatives of the implementing (IDB) and executing (CCD) agencies, as well as a major partner agency (PIOJ). Nine (9) Key Informant Interviews (KII) were done on-line with a total of 11 persons from 15 December 2023 to 12 January 2024. Both a qualitative and quantitative approach was utilised for the assignment. The TE was

carried out by Jan J. Voordouw, an independent consultant based in Jamaica, mainly between 20 November 2023 and 31 January 2024, with some additional tasks performed in May and June 2024.

## FINDINGS AND RATINGS

The findings of the TE and their performance ratings are presented below according to the GEF evaluation criteria:

**Relevance (HS)** - The project and expected outputs are considered very relevant to Jamaica and continue to be so based on the country being a signatory to the Paris Agreement and the clear need for mechanisms that align various MRV efforts across institutions consistently.

**Progress to Impact (MU)** - Both positive and negative impact may be recognised. Most of the groundwork has been laid for a rapid implementation of a similar project in future. But Jamaica may have suffered reputational damage.

SUMMARISED PROJECT PERFORMANCE TABLE	
CRITERION	SUMMARY COMMENTS
OUTCOMES	
RELEVANCE	Highly Satisfactory
EFFECTIVENESS	Moderately Unsatisfactory
EFFICIENCY	Highly Unsatisfactory
PROGRESS TO IMPACT	Moderately Unsatisfactory
OVERALL RATING	Moderately Unsatisfactory (3.3 or 55.6%)
SUSTAINABILITY	
FINANCIAL	Likely
SOCIO-POLITICAL	
ENVIRONMENTAL	
INSTITUTIONAL	
CATALYTIC ROLE AND REPLICATION	Satisfactory
QUALITY OF M&E	
DESIGN	Satisfactory
IMPLEMENTATION	Moderately Unsatisfactory
QUALITY OF IMPLEMENTATION	
IDB SUPERVISION & BACKSTOPPING	Satisfactory
QUALITY OF EXECUTION	
EXECUTION	Unsatisfactory
FINANCIAL PLANNING	Moderately Unsatisfactory
FACTORS AFFECTING PERFORMANCE & CROSS-CUTTING CONCERNS <i>(not considered for overall rating)</i>	
PREPARATION AND READINESS	Moderately Unsatisfactory
COUNTRY OWNERSHIP	Moderately Satisfactory
PARTNERSHIPS	Highly Satisfactory
GENDER RESPONSIVENESS	Satisfactory
<b>OVERALL PROJECT RATING</b>	<b>Moderately Satisfactory (62.5%)</b>

**Effectiveness (MU)** - The effectiveness of project implementation was very low since the outcome was not achieved and only three of the nine outputs were delivered. Five of the other six outputs were initiated and may be restarted rapidly. The project also encouraged some new institutional contacts.

**Efficiency (HU)** - The efficiency of project implementation was highly unsatisfactory. All outputs were delayed and spending of project monies was very slow and minimal. A second project extension could not be granted, among others due to the percentage of the project grant spent being too low.

**Sustainability (L)** - Many MDAs were actively engaged, but the MRV system has not been created and continuity for the products developed will depend on a follow-up project, which is currently being prepared. If this establishes the MRV system, a sustainability plan will be required, to include the various engaged government agencies and non-government partners.

**Quality of Monitoring and Evaluation (M&E) (S and MU)** – The design of the M&E system was Satisfactory. The results matrix included targets for physical and financial progress. A Terminal Evaluation was

planned, as was the use of GEF tracking tools. The implementation of M&E was Moderately Unsatisfactory due to the results matrix provided being misunderstood, and the GEF tracking tools not being used.

**Partnerships (HS)** - The National Transparency Working Group (NTWG) was a critical mechanism to engage partners and launch new ideas. Over 20 institutions actively participated in its sessions and there was much interest to continue this interaction. It is to be noted that the project aimed to engage a great number of stakeholders, in leadership, as partners and as trainees.

**Gender Responsiveness (S)** - Gender issues were not identified in the design of the project. Gender tracking of beneficiaries was proposed for one output, which however has not been implemented. The NTWG had an average participation of 58% women.

Additional findings of the TE according to IDB parameters are:

**Attainment of Objectives and Planned Results (MU)** - The project did not attain its objective. However, Jamaica's transparency framework as described in Article 13 of the Paris Agreement was strengthened through the establishment of a National Transparency Working Group (NTWG) and the completion of several assessments of institutional capacity and supportive initiatives.

**Achievement of Outputs and Activities (MU)** - The COVID-19 pandemic adversely affected the project and the recruitment of project personnel took very long. Generally, the project lacked an enabling environment. The project had to follow both the procurement and contracting processes of the GOJ and the IDB, creating a lot of delays. Review of products also took long. The project was closed after GOJ submitted a second extension request, which was rejected based on the lack of meeting specific criteria.

**Implementation Approach (U)** - The quality of project management and delivery by the executing agency was unsatisfactory. The PEU consisted of one or two persons only. Since there was no procurement officer in the PEU, procurement for the project was a huge bottleneck/barrier. The Project Steering Committee (PSC) met regularly and provided effective oversight to the project. The staff of CCD were overwhelmed with their regular work, and with a limited staff complement, the CCD team was not able to provide sufficient management and oversight to the project.

**Catalytic Role and Replication (S)** - No catalytic or replication effects of the project were recorded – however, this was not an objective of the project.

**Preparation and Readiness (MU)** - Based on the many risks of this project, which were already articulated in the Project Identification Form (PIF) and repeated in subsequent documents, the project should have been designed for a longer period, in line with international experience. The approach was too ambitious. Moreover, the preference by the GOJ to concentrate funding on the activities side, while expecting effective support by the host ministry to a small PEU, did not work out well.

**Country Ownership (MS)** - The project was coherent with national needs in climate change action. New policies, plans and reports were produced during the project period and would interact with the MRV system, when established. However, the executing agency failed to give enough priority to the administration and support of the project.

**Stakeholder Participation and Public Awareness (UA)** - Since the MRV was not established by the end of the project, the success of coordination mechanisms for MRV, such as the NTWG, cannot be assessed. Public Awareness on MRV was very limited during the project.

**Financial Planning (MU)** - While project control was done at MEGJC, the PEU kept the financial records and prepared the financial reports. MOFPS established annual spending ceilings (fiscal space) for the project

during three financial years; due to a low burn-rate, this didn't cause any delay. The PEU was continuously planning expenditures but a procurement plan was not updated based on experience obtained. Therefore, the planning could not be actualised. Although often discussed in PSC meetings, in the end, co-financing was not calculated for this project.

**IDB Supervision and Backstopping (S)** - The IDB staff was much engaged in supporting this project and was in regular contact with the CCD and PEU. Technical support was also provided through the mobilisation of some external consultants for key tasks (procurement, bid evaluation, audit, project evaluation).

## LESSONS LEARNED

- **Lesson 1** – In order to ensure success in the implementation of an externally financed project, ownership must be created and demonstrated at various levels within the executing agency.
- **Lesson 2** – Although the MEGJC was already executing another climate project being implemented by IDB, a capacity assessment for the execution of this project should have been done.
- **Lesson 3** – A team to review deliverables and participate in bid evaluations is needed and should be formally established, scheduling required time commitments in the project management timeline.
- **Lesson 4** – Knowledge of general GOJ procurement processes and donor policies is critical for project execution.
- **Lesson 5** – Consistent engagement between IDB and PEU is a good practice.
- **Lesson 6** – Partnerships need to be re-evaluated regularly.

## RECOMMENDATIONS

### TO THE GOVERNMENT OF JAMAICA

- **Recommendation 1:** Considering the rapidly increasing climate change agenda, at international as well as national and community level, the Climate Change Division at MEGJC need to be strengthened with additional personnel as a matter of urgency.
- **Recommendation 2:** A Project Executing Unit (PEU) should be properly resourced at the outset, including a procurement and financial management specialist, to avoid a high level of risk.
- **Recommendation 3:** Arrangements should be made for mid-term (formative) reviews, including for small projects.

### TO THE IDB

- **Recommendation 4:** The further engagement of stakeholders and knowledge dissemination should be made a priority of the follow-up project.
- **Recommendation 5:** With IDB being the executing agency of the follow-up project, it is critical to keep GOJ fully engaged, establish mechanisms for collaboration with pertinent GOJ agencies and for progress reporting to some of them.



## 1. INTRODUCTION

### 1.1 Purpose of the Terminal Evaluation

1. The project “Strengthening Jamaica’s Capacity to Meet Transparency Requirements under the Paris Agreement” was funded by the Global Environment Facility (GEF) and implemented by the Inter-American Development Bank (IDB). The project was executed by the Climate Change Division (CCD); this division was part, at the beginning and end of the project, of the Ministry of Economic Growth and Job Creation (MEGJC). From late 2020 to early 2022, CCD fell under the Ministry of Housing, Urban Renewal, Environment and Climate Change (MHURECC).
2. The project was medium-sized<sup>1</sup> and therefore, under the stipulations of GEF, it was not required to undertake a Mid-Term Review. Consequently, this was not done. A Terminal Evaluation (TE) is required and was undertaken during December 2023 and January 2024<sup>2</sup>. The project was first proposed to be executed over a period of 24 months, starting in 2019. However, the project agreement was signed by the Jamaican Government in June 2020 to run until June 2022. Due to several factors including the onset of the COVID-19 pandemic, the project experienced many delays. A 1-year extension was granted to June 2023. However, a second request for extension to June 2024 could not be granted because of non-attainment of disbursement criteria.
3. The purpose of the TE was:
  - a. Analyse the extent to which the project achieved the objectives stipulated under the three main project components;
  - b. Identify what problems or challenges were encountered, and what corrective actions were required and implemented;
  - c. Assess operational aspects, such as project management and implementation of the project activities towards achieving the objectives;
  - d. Assess project performance (in terms of relevance, effectiveness, and efficiency), and determine the likelihood of sustainability and impact of the project through the continued use and development of its products;
  - e. Review the progress towards planned project outputs and, if not completed, the reason(s) for this.
4. The findings of the TE are structured in this report around both the evaluation criteria reviewed, as well as the established IDB evaluation parameters. Additionally, this report articulates conclusions and recommendations arising from the TE and explores the lessons learned and good practices that emerged from the implementation of the project. The Terms-of-Reference for implementing the TE have been attached in **Annex 1** to this report. The TE was carried out by Jan J. Voordouw, an

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<sup>1</sup> GEF contribution up to US\$2 million.

<sup>2</sup> Although the bulk of the work of the TE was carried out in those months, some additional tasks to complete the TE were performed in May and June 2024.

independent consultant based in Jamaica, between 20 November 2023 and 31 January 2024, with some additional tasks completed in May and June 2024.

## 1.2 Intended Users

5. The primary audience of this TE includes the donor agency, the Global Environment Facility (GEF) and the Independent Evaluation Office of the GEF (IEO), the implementing as well as executing partners, respectively the Inter-American Development Bank (IDB) and the Ministry of Economic Growth and Job Creation/Climate Change Division (MEGJC/CCD) and the entity which coordinates the official development assistance to Jamaica, the Planning Institute of Jamaica (PIOJ).
6. Additionally, several other Ministries, Departments and Agencies (MDA) of the Government of Jamaica may need the information presented in this report, in particular those entities that participated in the National Transparency Working Group (NTWG) and the Project Steering Committee (PSC).

## 1.3 Scope and Objective of the TE

7. The TE covers the period of preparation of the project (2018-19), the entire period of implementation (June 2020-June 2023), the four project components and both the implementing and executing agencies. The TE assesses the performance and achievements of the project until its closing with respect to the GEF evaluation criteria:
  - a. Relevance of the project within the local context and coherence of project design;
  - b. Effectiveness in achieving the objectives, outcome and outputs;
  - c. Efficiency, including the economic use of resources and inputs;
  - d. Sustainability of results achieved and continuity of processes established.
8. The TE also assesses evidence of impact. It further documents the catalytic or replication effects of the project, the project's preparation and readiness within the particular context at the start of the project period, aspects of country ownership, the engagement of relevant stakeholders in the project, partnerships and aspects of public awareness. Finally, the TE assesses the financial planning including co-financing arrangements, quality of project implementation and execution, IDB supervision and backstopping, monitoring and evaluation, and the consideration of gender issues throughout the activities.

## 1.4 Methodology

9. The TE was implemented through two main methodologies: (a) the review of pertinent project documents, records and information generated by the project; and (b) individual semi-guided and open interviews with representatives of the implementing (IDB) and executing (CCD) agencies, as well as a major partner agency (PIOJ). Both a qualitative and quantitative approach was utilised for the assignment.

10. Based on the TOR and a first review of available documents, the consultant prepared the Evaluation Matrix, attached in **Annex 2** to this report. The evaluation matrix lists the research and interview questions within the framework of criteria and parameters established for the TE. For each of the questions, the matrix presents data collection methods and the specific sources for data and information.
11. The consultant received documents from IDB and MEGJC/CCD staff and further downloaded many relevant documents from the IDB and GEF websites. The documents were reviewed over the entire period of the TE and are listed in **Annex 3** to this report.
12. Nine (9) semi-guided Key Informant Interviews (KII) were done with a total of 11 persons on-line from 15 December 2023 to 12 January 2024. The list of persons consulted is provided in **Annex 4**.
13. The results of document review and KIIs were processed using content analysis and triangulation of information and views from the different sources, to assess project performance, draw inferences and arrive at conclusions and recommendations. The project performance was rated according to the GEF evaluation criteria. The GEF rating scheme is explained in **Annex 5**. Information required under the relevant GEF Tracking Tool (GEF 6-7-8) was also researched.

## 1.5 Limitations, Risks and Mitigation

14. Several limitations and risks which could affect the proper conduct and timeliness of this TE were recognised at the outset. The available period was very short and included the major holiday period of the year. This could make it very difficult to engage the foreseen resource persons in the KIIs. To mitigate this risk, the consultant contacted all persons to be consulted early and repeatedly. Only two people that were requested to participate in KIIs, did not respond to the various communications.
15. The consultancy for this TE started on 20 November 2023, one week before the Conference of Parties to the UNFCCC (COP28). This made it extremely difficult to contact the CCD personnel, who needed to provide documentation available within their Ministry/Division to assist the consultancy and be available for consultation and interviews. This risk was mitigated by strong support from IDB, which provided the relevant project documents that they possessed. Many other relevant documents were downloaded from the IDB and GEF websites. Further, more documents (including the PSC and NTWG meeting reports) were obtained from the CCD in a timely manner. An interview was also conducted with a representative from the CCD.

## 1.6 Structure of the Report

16. Following this introduction, Chapter 2 presents the background and context of the project. Subsequently, Chapter 3 covers the main findings of the Terminal Evaluation, presented according to the evaluation criteria and corresponding evaluation questions (see **Annex 2**). The conclusions, ratings and recommendations of the TE are listed in Chapter 4, followed by Lessons Learned and Good Practices in Chapter 5.

## 2. BACKGROUND AND CONTEXT OF THE PROJECT

### 2.1 Project Background

17. As a non-Annex 1 party to the United Nations Framework Convention on Climate Change (UNFCCC), Jamaica fulfils requirements on transparency reporting by submitting several reports, including the National Communication and the Biennial Update Report (BUR). Jamaica also has ratified the Paris Agreement which provides for an enhanced transparency framework, aimed at building mutual trust as well as capacity for monitoring the effective implementation of the actions identified under the Nationally Determined Contribution (NDC). To date, Jamaica is neither sufficiently prepared to monitor, report and verify (MRV) mitigation and adaptation actions, related policies and corresponding finance in a concise and robust manner, nor efficiently able to generate forecasting scenarios and strategic information (economic, investment, technological, etc.) for policy-makers to support transformational change.
18. Other challenges include: (i) the current institutional arrangements are not formalised into long term agreements; (ii) there is a significant lack of reliable and accurate data; (iii) poor methodological sophistication; and (iv) limited local technical capacities and expertise.
19. These capacity constraints need to be addressed to enhance the ability of Jamaica to effectively respond to the reporting requirements of the Paris Agreement. As such, this project aimed to strengthen Jamaica's transparency framework through the design and implementation of a fully functional and harmonised domestic Monitoring, Reporting and Verification (MRV) system for the effective implementation of the country's NDC. Other transparency-related activities, such as improving knowledge sharing and capacity building for effective coordination among national agencies were covered by the project as well. The project's identification table is provided in **Table 1**.
20. The **Project/Development Objective of the project** was: To strengthen Jamaica's transparency framework through the design and implementation of a fully functional and harmonised domestic Measuring, Reporting and Verification (MRV) system for the effective implementation of the country's Nationally Determined Contribution (NDC) and other transparency-related activities.
21. The project had four components:
  - a. Component 1: Strengthening Jamaica's transparency framework as described in Article 13 of the Paris Agreement;
  - b. Component 2: Improving Jamaica's technical capacity to establish a robust domestic MRV system;
  - c. Component 3: Improving knowledge sharing and capacity building for the effective coordination amongst national agencies in the implementation of transparency-related activities;
  - d. Component 4: Project management and administration.

Table 1: Project Identification Table

Summary project data		
GEF project ID	10014 (Mid-sized project)	
GEF Agency project ID	JA-T1165	
GEF Replenishment Phase	GEF-6	
Lead GEF Agency (include all for joint projects)	IDB	
Project name	Strengthening Jamaica's Capacity to Meet Transparency Requirements under the Paris Agreement.	
Country/Countries	Jamaica	
Region	Small Islands Developing States	
Focal area	Climate Change	
Operational Program or Strategic Priorities/Objectives	Funding source: CBIT Trust Fund	
Executing agencies involved	Ministry of Economic Growth and Job Creation (MEGJC)/ Climate Change Division (CCD)	
MDAs involvement	A great number of MDAs were to be involved in the project. Specifically mentioned as members of the NTWG were: Development Bank of Jamaica (DBJ), eGOV Jamaica Ltd, Forestry Department, Ministry of Agriculture, Fisheries and Mining (MOAFM), MEGJC/National Spatial Data Management Branch, Ministry of Finance and Public Service (MOFPS), MSETT/Energy Division, MSETT/Transport Division, National Environment and Planning Agency (NEPA), National Solid Waste Management Authority (NSWMA), Planning Institute of Jamaica (PIOJ), Statistical Institute of Jamaica (STATIN). Other involved MDAs include: Bureau of Standards Jamaica (BSJ), Meteorological Service of Jamaica (MSJ), Office of Disaster Preparedness and Emergency Management (ODPEM).	
NGOs/CBOs involvement	Engagement with several was initiated.	
Academic involvement	University of Technology (Utech).	
Private sector involvement	Environmental Solutions Ltd. (ESL), Jamaica Public Service Co, JN Foundation.	
CEO Endorsement (FSP) /Approval date (MSP)	(GEF) 22 October 2019 / Approved (IDB) 9 December 2019	
Effectiveness date / project start	Signed (GOJ): 5 June 2020	Eligibility: 6 October 2020
Expected date of project completion (at start)	24 months: 5 June 2022	First extension to 5 June 2023 (6/16/2022 O-CCB/CJA-438/2022) Second extension to 5 June 2024 was requested but not granted.
Actual date of project completion	5 June 2023	

Project Financing			
		At Endorsement (US \$)	At Completion (US \$)
Project Preparation Grant	GEF funding	123,500 (Agency fee)	0
	Co-financing	0	0
GEF Project Grant		1,300,000	450,995 (34.7%)
Co-financing	Government of Jamaica	129,000 (in kind), 30,000 (in cash)	0 <sup>3</sup>
	IDB	21,500 (in-kind)	21,500
Total GEF funding		1,423,500	450,995
Total Co-financing		180,500	21,500
Total project funding (GEF grant(s) + co-financing)		1,604,000	472,495 (29.5%)
Terminal Evaluation			
Name of Evaluators		Jan J. Voordouw	
Date of Terminal Evaluation Completion		7 June 2024 <sup>4</sup>	

## 2.2 Project Structure

22. The project has one outcome with a total of nine (9) outputs, as illustrated in **Table 2**.

23. Initially, as described in the Project Identification Form (PIF) signed in February 2018, four (4) project outcomes were defined at the component level, as follows:

- Outcome 1.1: Enhanced institutional arrangements developed for long-term planning and timely reporting of transparency-related activities;
- Outcome 2.1: A fully functional domestic MRV system designed and established to monitor and evaluate (M&E) adaptation, mitigation, climate financing and capacity building;
- Outcome 2.2: Improvement of National GHG Inventory that effectively tracks towards achieving national targets;
- Outcome 3.1: Improved capacity, enhanced inter-agency coordination and knowledge management established.

24. Also, the outputs were defined somewhat differently in the PIF:

- Output 1.1.1. National Transparency Working Group is established to provide strategic direction and to ensure that transparency reporting processes are properly supported across Ministries, government agencies and other relevant partners.

<sup>3</sup> The cash contribution was planned for activities which were not started by project end. The in-kind contribution were not calculated.

<sup>4</sup> The TE was finalised in February 2024, however, some additional information was added in May and June 2024.

- Output 1.1.2. Assessment of institutional arrangements across ministries for transparency-related activities developed.
- Output 1.1.3 Assessment of on-going initiatives at the national, sub-national and sectoral levels to support transparency-related activities conducted.
- Output 2.1.1. Design national transparency management processes including a harmonised set of data supply and guidelines.
- Output 2.1.2. Methodologies for tracking and assessing adequacy and effectiveness incorporating blockchain technology; and M&E tools to provide long term reliable and consistent data for adaptation, mitigation and international climate finance developed.
- Output 2.2.1. Software tool incorporating blockchain technology to calculate estimations for the mitigation targets defined in the NDC created.
- Output 3.1.1. Centralised National Climate Knowledge Platform for transparency (including Biennial Update Reports (BUR), UNFCCC National Communication, Nationally Determined Contribution (NDC), National Greenhouse Gas Inventory (NGHGI), etc.) to inform decision-making and general public designed and implemented.
- Output 3.1.2. National electronic guidebook on transparency management processes developed.
- Output 3.1.3. Training Program on transparency guidelines, methodologies and the efficient use of tools for data collection, delivery and lessons learned for relevant ministry personnel, academia and other public servants delivered.

*Table 2: Project Logic Model*

Outcome	A strengthened transparency framework on climate change for Jamaica.		
Components	1. Strengthening of Jamaica's transparency framework as described in Article 13 of the Paris Agreement	2. Improving Jamaica's technical capacity to establish a robust domestic MRV system	3. Improving knowledge sharing and capacity building for the effective coordination amongst national agencies in the implementation of transparency-related activities
Outputs	1.1 Participatory mechanisms for public investment decisions and/or service production or delivery developed.  1.2 Institutional capacity analysis conducted.  1.3 Diagnostics and assessments completed.	2.1 Transparency and accountability mechanisms developed.  2.2 Methodologies designed/strengthened.	3.1 Virtual platforms designed.  3.2 Tools designed/strengthened.  3.3 Training products developed.  3.4 Individuals Trained.

25. Based on the final Project Document, presented with the Letter of Agreement, the evaluator established a Logical Framework, introducing minor edits in the articulation of the indicators. This is presented in **Table 3**.

Table 3: Logical Framework

	RESULTS	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS / RISKS
<b>OUTCOME</b>	OUTCOME: A strengthened transparency framework on climate change for Jamaica.	A formalised MRV system established.	Report on MRV system.	Lack of political willingness and buy-in from Government/ Ministries to ensure the MRV system is given support and prioritisation to ensure sustainability (High)
<b>OUTPUTS</b>	<b>Component 1. Strengthening of Jamaica's transparency framework as described in Article 13 of the Paris Agreement</b>			Lack of inter-institutional coordination and collaboration (High)
	Output 1.1 Participatory mechanisms for public investment decisions and/or service production or delivery developed.	Number of Participatory Mechanisms.	National transparency working group established as a Participatory Mechanism. Minutes of meetings of National transparency working group.	
	Output 1.2 Institutional capacity analysis conducted.	Number of assessments of institutional arrangements across ministries for transparency related activities developed.	Assessment reports.	
	Output 1.3 Diagnostics and assessments completed.	Number of diagnostics and assessments conducted of ongoing initiatives at the national, sub-national and sectoral levels to support transparency related activities.	Diagnostics and assessment reports.	Difficulty in formalising long-term agreements for transparency-related processes and activities (High)
	<b>Component 2. Improving Jamaica's technical capacity to establish a robust domestic MRV system.</b>			Lack of certain expertise in the market to bid on certain types of procurements impacting project timeline, quality of deliverables, and project spend (High)
	Output 2.1 Transparency and accountability mechanisms developed.	Number of transparency and accountability mechanisms, management processes and data supply guidelines, put in place in targeted institutions.	Reports and documents on the transparency management processes and data supply guidelines.	
	Output 2.2 Methodologies designed/strengthened.	Number of methodologies designed and strengthened for tracking	Reports and documents on methodologies and M&E tools.	



		adequacy and effectiveness, and for M&E tools that compile data on adaptation, mitigation and international climate finance.		
	<b>Component 3. Improving knowledge sharing and capacity building for the effective coordination amongst national agencies in the implementation of transparency-related activities.</b>			
	Output 3.1 Virtual platforms designed.	Number of Centralised National Climate Knowledge Platforms for transparency designed and implemented.	Centralised National Climate Knowledge Platforms for transparency designed and implemented. Report on Centralised National Climate Knowledge Platform.	
	Output 3.2 Tools designed/strengthened.	Number of national electronic guidebook on transparency management process developed.	National electronic guidebook published.	
	Output 3.3 Training products developed.	Number of national training programmes established for officials, private sector and non-governmental organisations in the IPCC GHG software and guidelines and carbon accounting.	National training programme established for officials, private sector and non-governmental organisations in the IPCC GHG software and guidelines and carbon accounting. Curriculum of training programme.	
	Output 3.4 Individuals Trained.	Number of persons trained in IPCC software and guidelines to calculate national GHG inventories and carbon accounting. Half of the trainees will be women. <sup>5</sup>	Certificates of participation issued.	

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<sup>5</sup> This indicator was modified in the second year of the project to include gender disaggregation.

26. Throughout the project, the Project Manager used a Results Matrix based on the 2018 PIF (see paragraphs 23 and 24). However, he provided progress reports in the format of the project agreement (pertinent Results Matrix evident from Tables 2 and 3).
27. It is to be noted that the project aimed to engage a great number of stakeholders, in leadership, as partners and as trainees. Many are listed in the PIF and other project documents. Table 1 presents some of them based on actual participation in project activities.

### 3. FINDINGS

#### 3.1 Attainment of Objectives and Planned Results

**Finding 1: The project did not attain its objective. However, Jamaica's transparency framework as described in Article 13 of the Paris Agreement was strengthened through the establishment of a National Transparency Working Group (NTWG) and several assessments of institutional capacity and supportive initiatives.**

**Finding 2: The project and the outputs achieved were found relevant in the national setting, particularly in view of future continuity in building a pertinent Measuring, Reporting and Verification (MRV) system. The quantitative output indicators did not adequately measure the content or quality of products.**

**Finding 3: The overall risk registry was not updated during project implementation. However, risk monitoring was reported in the progress reports.**

28. The project focused on the design and implementation of a fully functional and harmonised domestic Measuring, Reporting and Verification (MRV) system. However, only by the end of the project, activities towards designing and building this system were initiated and the system could not be completed by project closure. The project suffered several challenges, causing long delays in start-up and implementation. A main factor of delay was procurement and contracting through the Ministry of Economic Growth and Job Creation (MEGJC). Regarding start-up, the recruitment of project staff took 10 months for the Project Manager, while the Administrative Assistant only joined halfway in the second year. Regarding implementation, the project staff did not include a procurement officer or financial management specialist, and procurement and contracting remained a problematic area for the PEU. The shelter in place orders as a result of the COVID-19 pandemic, introduced a number of restrictions on working and meetings, and caused further delays. Also, the restrictions regarding available fiscal space forced the project to plan expenditures over three years, longer than the project period (see also section 3.9).

#### RELEVANCE

29. The project overall was found relevant by stakeholders and continues to be relevant to Jamaica, based on signed agreements and the need for mechanisms that align various efforts across institutions consistently and continuously. It is to be noted that Jamaica is required to eventually build this MRV system as a signatory to the Paris Agreement to the UNFCCC (2015). Article 13 of this Agreement relating to the transparency framework, is attached as **Annex 6** to this report. The outputs achieved, which include those under Component 1 and one partial output under Component 2, were found relevant by stakeholders, providing a good basis for follow-up in future. The output National Transparency Working Group was well-appreciated by stakeholders and sessions were well-attended. The other outputs produced were of good quality, since before acceptance each report or assessment was reviewed and commented on by staff (although their limited participation in the review process was reported at times) and by members of the Project Steering Committee (PSC) to ensure their quality. A technical group reviewed and signed off on the outputs as well. Five other outputs were initiated by the time the project closed, and for these the PSC had reviewed their inception reports and participated in inception workshops where issues were aired and debated.

30. The National Transparency Working Group (NTWG) was established in mid-2021, soon after the recruitment of the Project Manager. This was a key mechanism to engage the various sectors and it provided a platform for alignment to the expected project results of the needs of policy makers and practitioners in the area of monitoring of greenhouse gases (GHG). Efforts were made to enhance participation by the private sector and NGOs in addition to the MDAs. The NTWG was meant to become a permanent mechanism under the MRV system. Currently, the Climate Change Focal Point Network (CCFNP) provides a platform for inter-institutional coordination and collaboration.
31. Two different results frameworks were used during project implementation. At the outset, the Project Manager was provided with the Results Matrix that was included in the Project Identification Form (PIF) prepared in May 2018 and illustrated in Section 2.2 (paragraphs 23 and 24). Consequently, he only used the modified Results Matrix of November 2019 (included in the agreement between IDB and the GOJ and illustrated in Tables 2 and 3), for reporting purposes and not for management. In the first progress report, he mentions his difficulty to understand the outputs fully or their number of targets to be achieved. Therefore, it must be concluded that the intended results, although adequately defined, were not stated in measurable terms, i.e. number of products (targets) per output.
32. There were several changes in the project context, including the outbreak of the COVID-19 pandemic, a change of Permanent Secretary, and key senior technical and support staff of CCD leaving. The pandemic affected the project from the beginning and had a lasting effect on the implementation of project activities up to the end of the project. Regarding staffing, within a short time span (mid 2022 – project end in June 2023) the executing entity saw the Principal Director, one of two Senior Technical Officers, the administrator, and the project administrator all demitting office. The Principal Director has not been replaced to date. Issues and constraints were identified in the progress reports as well as strategies to address these issues. The four high-level risks (see Table 3) were never validated and updated. The PSC requested however, the Project Manager to highlight risks and challenges at every meeting.
33. Given the continued relevance of this effort to Jamaica, based on national and international needs, the rating for this criterion is **Highly Satisfactory**.

## PROGRESS TO IMPACT

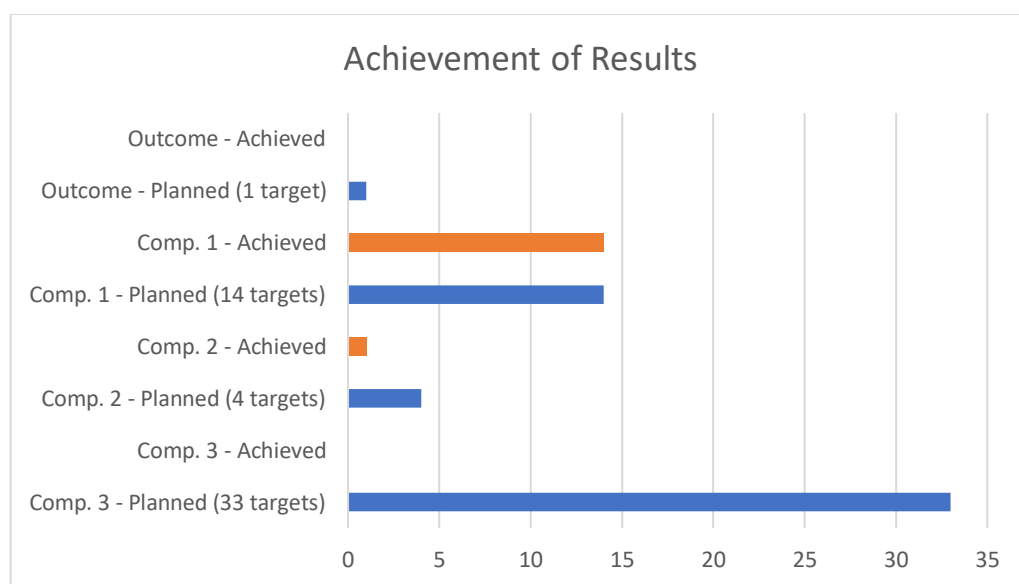
34. Both positive and negative project impacts may be recognised. According to several stakeholders, regarding negative impact, Jamaica may have suffered reputational damage relating to the implementation of climate-oriented projects. The project finalised only three of its nine outputs and spending was only 34.7% of the GEF grant or 29.5% of the total project budget (see Table 1). However, regarding positive impact, most of the groundwork is now laid for a rapid implementation of a similar project in future; consultancy firms and individual consultants have been selected and contracts were negotiated and approved. Additionally, some of the work of the non-completed outputs was initiated or underway, according to some stakeholders. Based on the above, this TE rates the Progress to Impact as **Moderately Unsatisfactory**.
35. The overall rating for the attainment of objectives and planned results is **Moderately Unsatisfactory**.

### 3.2 Achievement of Outputs and Activities

**Finding 4: The effectiveness of project implementation was very low. The outcome, a strengthened transparency framework on climate change in Jamaica, was not achieved by project closure, while only three of the nine expected outputs were delivered. However, initial reports were submitted and accepted regarding most of the other outputs.**

**Finding 5: The efficiency of project implementation was highly unsatisfactory. All outputs were delayed and spending of project monies was very slow and minimal. A second project extension could not be granted, among others due to the percentage of the project grant spent being too low.**

*Figure 1: Status of targets achieved for the outcome and outputs by end of project, clustered per component*



## EFFECTIVENESS

36. Status reports on the outcome and outputs by end of project are provided in the Results Matrix, attached as **Annex 7** to this report. A summary is illustrated in **Figure 1**. It shows that the outputs under project component 1 were produced, but not those under components 2 and 3. The effectiveness of project implementation was therefore very low. However, it is to be noted that interviewees mentioned the very useful increase of knowledge of what type of data and where capabilities reside. Much more was learned about existing gaps in some of the sectors, which eventually need to supply relevant data to the MRV system when it comes on stream.

37. A set of five consultancies, covering five of the remaining six outputs, were contracted only one or two months before project closure. These included a firm to design and establish the MRV (*output 2.1*), a GIS firm (*output 2.2*), GHG inventory finalisation (*output 2.2*), the design and implementation of the Knowledge Platform (*output 3.1*), and the national training programme (*output 3.3*). A draft of output 3.2 was already produced by June 2023 under *output 2.2*. See further Annex 7 for details. A valiant effort was made to implement these consultancies as rapidly as possible. A stakeholder workshop of the National Transparency Working Group (NTWG) was held in May 2023, with the objective to provide

a coordinated approach to assist in data collection for these consultancies. A combined electronic questionnaire was used, which formed the basis for the design of the MRV system and for discussion during the workshop. Following the workshop, the consultants conducted one-on-one sessions with specific stakeholders including the Climate Change Division, the Private Sector Organisation of Jamaica, Planning Institute of Jamaica (re: SDG reporting and GIS data), National Spatial Data Management Branch, eGOV, as well as forestry- and energy experts involved in the preparation of the GHG inventory for the third National Communication.

38. The project did not produce unintended results. But an important element mentioned in interviews was the increase in networking following specific workshops. Based on some good presentations, both the implementing and executing agencies made new institutional contacts.
39. Due to the low delivery of project results, but considering the basis laid for a follow-up project, the rating for effectiveness **Moderately Unsatisfactory**.

## EFFICIENCY

40. After the signing of the contract on 5 June 2020, the project had a very slow start, evidenced by the late recruitment of the Project Manager by mid-April 2021. As a result, there was no activity undertaken on the project during the first period. This may have been attributable to the limited staff at CCD at the time and the impact of the COVID-19 pandemic. It was noted that at the beginning of the second year (i.e. June 2021 – June 2022), no project grant funds had been spent, while an advance of US\$55,000 had been provided in March 2021. Following the project contract, the CCD had to spend over 80% of this advance within 6 months of receipt. Only by the end of 2021, 82% of the advance had been disbursed (with three consultancies started). A next advance was requested by the PEU and US\$142,243 was provided by March 2022. A first project extension to 5 June 2023 was requested, and granted in June 2022. The running consultancies under Component 1 and under *output 2.2* were completed and paid during the remainder of 2022, leaving a balance of over US\$83,000 (or 58% of the second advance) by the end of the calendar year. See **Table 4** for details (figures confirmed in the project audit, dated 30 June 2023). Unfortunately, no new contracts were concluded during 2022 due to procurement delays. A third advance of US\$253,752 was provided in August 2022, making the total advance US\$450,995 (see further Section 3.9).
41. The Government of Jamaica (GOJ) approved less than the desired sum needed to achieve the project targets to be spent during the various fiscal years. The concern about fiscal space became less relevant considering the project's low burn rate.<sup>6</sup> Even with project staff in place, the speed of procurement and contracting processes did not increase noticeably, affecting both the effectiveness and the efficiency of the project.

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<sup>6</sup> Fiscal space provided was based on the spending pattern of the project. Additionally, the PEU could access additional funds if needed during the fiscal year from the MOFPS.

Table 4: Budget and overview of spending of the project

RESULT	BUDGET (US\$)		SPENT 2019 & 2020		SPENT Jan-Dec 2021		SPENT Jan-Dec 2022		SPENT Jan-Jun 2023		SPENT TOTAL (US\$)	
	GEF	Co-fin	GEF	Co-fin	GEF	Co-fin	GEF	Co-fin	GEF	Co-fin	GEF	Co-fin
OUTCOME: A strengthened transparency framework on climate change for Jamaica.												
<b>Component 1. TOTAL</b>	123,000	67,200	0	0	19,996	0	100,014	0	0	0	121,580	0
Output 1.1 Participatory mechanisms for public investment decisions and/or service production or delivery developed.	2,000		0	0	3,826	0	9,954	0	0	0	13,780	0
Output 1.2 Institutional capacity analysis conducted.	71,000		0	0	8,235	0	46,665	0	0	0	54,900	0
Output 1.3 Diagnostics and assessments completed.	50,000		0	0	7,935	0	44,965	0	0	0	52,900	0
<b>Component 2. TOTAL</b>	560,000	22,200	0	0	5,385	0	31,440	0	75,293	0	112,118	0
Output 2.1 Transparency and accountability mechanisms developed.	196,000		0	0	0	0	925	0	40,368	0	41,293	0
Output 2.2 Methodologies designed/strengthened.	364,000		0	0	5,385	0	30,515	0	34,925	0	70,825	0
<b>Component 3. TOTAL</b>	500,000	53,200	0	0	0	0	925	0	138,606	0	139,531	0
Output 3.1 Virtual platforms designed.	355,000		0	0	0	0	925	0	85,576	0	86,501	0
Output 3.2 Tools designed/strengthened.	20,000		0	0	0	0	0	0	0	0	0	0
Output 3.3 Training products developed.	75,000		0	0	0	0	0	0	53,030	0	53,030	0
Output 3.4 Individuals Trained.	50,000		0	0	0	0	0	0	0	0	0	0
<b>Component 4. TOTAL</b>	117,000	16,400	0	0	19,852	0	38,500	0	19,375	0	77,727	0
<b>TOTAL</b>	1,300,000	159,000	0	0	45,233	0	172,449	0	233,274	0	450,956	0
<b>BURN RATE (%)</b>			0.0		3.5		16.7		34.7		34.7	

43. A new ministry was established in late 2020, the Ministry of Housing, Urban Renewal, Environment and Climate Change (MHURECC). The CCD was placed under that ministry. The ministry was discontinued in early 2022 and the CCD was re-absorbed into MEGJC. Although there was another Permanent Secretary for some time during the period, these movements of the CCD out of MEGJC and back into MEGJC did not pose a challenge.

### **Procurement and contracting**

44. The procurement systems of both IDB and the GOJ had to be complied with, and there were times that both procurement systems created a double layer of review (and as such a time-consuming bottleneck).<sup>77</sup> As was intended in the design of the project, the Ministry would support the project in procurement through its specialised Procurement Unit. As such, the Project Manager relied on support from within the ministry, but found that there were many competing obligations and responsibilities in terms of procurement. The said Unit was already stretched and could not provide direct guidance and/or handholding to the PEU. Also, the legal department was severely under-resourced and therefore could not review contracts submitted by the PEU in a timely manner. As a result, support to the project was not prioritised. However, it is to be noted that staff at CCD were still able to call the procurement unit at any time for any kind of guidance that was required.
45. An underlying factor that contributed to the delays was that the various steps in procurement and contracting were not effectively timed during project design and implementation. An important observation is that the procurement plan for the project was not modified by either the project manager or ministry staff. This was attributable to the absence of a Procurement Specialist in the PEU. A more realistic reflection of timeframes for each step, considering for e.g. the time needed for approval by the procurement committee/no-objection, bid evaluation, potential re-tendering (if too few qualified submissions are received), legal review and sign-off by the Permanent Secretary, could have made a huge difference.
46. From October – December 2022, in view of the major procurements still to be done at that time, the IDB provided a procurement specialist consultant, to assist the PEU in moving as many procurement processes forward as possible. At that time, five consultancies for firms and individuals were being procured and the consultant focused on the first three activities for which contracting should be finalised by December 2022, considering that the length of consultancies would be five or six months. The Expression of Interest stage was already completed, so the procurement consultant helped with the Requests for Proposals for the three activities relating to MRV (*output 2.1*), GIS activity (*output 2.2*), and the Knowledge Platform (*output 3.1*). Subsequently she assisted also with two other procurements: the GHG (*single source, output 2.2*) and Utech (*single source, output 3.3*). Due to this assistance, all five contracts were in drafting stage submitted to IDB for non-objection by early January 2023. IDB gave the non-objections in the first week of January. Subsequently, the contracts would have to be signed off by the Permanent Secretary and the contractors or consultancy firms. This final step took several months. An issue became that the consultants were not comfortable with the short remaining time as the project was slated to end in June 2023. It was decided that to have some of the

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<sup>77</sup> It was stated by the Bank that this contravenes its rules and also a MOFPS Guidance Note - 1/2021 (GN 1/21).



work completed during the remaining project time, the contracts would have to be split into phases to allow for some work to be completed before the terminal date of disbursement. This meant that the contracts had to be redone to reflect these phases: some phases to the end of the project period and additional ones in case an extension to the project was granted. It was noted that approval for the five consultancies was received from the Procurement Committee at the end of February 2023, after which revised contract timelines had to be negotiated and the contracts amended and approved, which involved the legal department. For the review by the Procurement Committee, additional information had to be added to the five evaluation reports (e.g., newspaper ads, evaluation committee approvals etc), which was not required for IDB's approval. This meant resubmitting to IDB for non-objection. Some delays were experienced because of GOJ protocols only accepting hard copies of the contracts.

47. The procurement consultant noted that it was a procurement bottleneck to get evaluators together for the selection of proposals. Bid evaluators need to be external to the project and to the PEU. They are mostly ministry personnel since the needed technical expertise resides there. However, at the end of 2022 MEGJC staff were fully engaged in the preparation of attending UNFCCC/COP. Therefore, IDB recommended to CCD to hire an external consultant evaluator with good knowledge of climate change to help in moving these procurements. As a result, IDB was requested to engage that consultant for a few weeks and bid evaluations were done. It is to be noted that the MEGJC Permanent Secretary approves the committees and bid evaluators for consultancies. A directive issued by MEGJC Executive Management aims to ensure diversity in choosing personnel for the assessments and evaluations of consultants.
48. There was an error in the procurement methodology used for the development of a national training programme for GHG and carbon accounting (*outputs 3.3 and 3.4*). In 2022, the University of Technology Jamaica (Utech) collaborated in preparing a sole source procurement and had been approved by a committee of bid evaluators. However, the recruitment and contracting processes had to be restarted due to a special requirement at MEGJC relating to the evaluation committee for sole source procurement.

### **Closure of the project**

49. A second 12-month project extension was requested in April 2023<sup>8</sup> when a set of new contracts with various consultancy companies had been finalised. However, different rules and milestones govern first and second extensions.<sup>9</sup> IDB policy stipulated that a second extension can only be granted when disbursements/payments have been processed or commitments with third parties have taken place in the 12-month period preceding the extension request and the project disbursements have reached 60% of the total grant amount, in this case US\$780,000. In its communication dated 3 May 2023, IDB urgently requested evidence of new disbursements and commitments since just 34.7% of the grant had been disbursed (see Table 1 and Table 4). Signed copies of the new consultancy contracts were

<sup>8</sup> MEGJC/CCD submitted the justification for a request for extension to MOFPS on 11 April 2023 and MOFPS sent the request for a second one-year extension to IDB on 20 April 2023.

<sup>9</sup> In its communication dated 3 May 2023, IDB stated that the request for this additional extension of up to 12 months could only be granted if and disbursements have reached at least 60% of the amount of the contribution.

only submitted to IDB by late May 2023 since hard copies of these were received from overseas. By 5 June 2023, no new disbursements/payments had been done and the project remained at 34.7% disbursement. Therefore, according to IDB's policy, a second extension could not be granted and steps to close the project were initiated, as per IDB's communication of 12 June 2023 and followed by an email to the Minister and Ministry of Finance and Public Service on 23 June 2023.<sup>10</sup>

50. The CCD described the project closure as a great shock and a lost opportunity. They stated that contracts were finally in place, and even though these ended in June 2023, they said that contract extensions would have been a simple matter; the consultants were on board and there was no need to go back to tender. All the consultants were anticipating a continuation of the project activities, as stated by the CCD. The CCD also stated that a full year or 12 months would not have been needed to complete the project deliverables. In earlier discussions with PIOJ, the CCD had indicated a need for six months. Out of caution, the MOFPS applied for 12 months. The CCD argued that if the project had been extended, the country would have had an MRV system in place by 2024, as well as a knowledge platform, able to showcase all matters related to climate change, and all the pertinent projects being carried out. In addition, the CCD would also have had spatial mapping of the adaptation projects and some other climate projects across the island. Moreover, the requirement to complete a transparency system under the Paris Agreement would have been fulfilled. With the close of the project and the project outputs not completed, the ability of Jamaica to meet the requirements of the Enhanced Transparency Framework under the Paris Agreement is impeded. Overall, the closure was considered disruptive by the CCD, for example, with respect to the training that was to be conducted by Utech, the notices were already dispatched to the participants that had completed the application forms and returned them to Utech. IDB staff, however, stated that they were in dialogue with the PEU, MEGJC and PIOJ on the requirements for a second extension since the request was received in April 2023 and believes that the decision by IDB to not extend could not have come as a surprise.
51. It is unclear whether the benefits generated by the project to date, including the products now available, were worth the cost (which amounted to just over one-third of the project grant). This depends on how these will be used by a follow-up project, foreseen soon. According to various testimonies, the outputs produced have enough quality to be used as starting points in the follow-up. They may need to be updated if the follow-up project takes a long time to start. A challenge may be that the consultants that were previously engaged, may be unavailable or may have lost interest, possibly because of how the project ended.
52. Considering all of the above, efficiency of the project is rated **Highly Unsatisfactory**. Further the overall rating for the achievement of outputs and activities is **Moderately Unsatisfactory**.

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<sup>10</sup> Other IDB requirements to qualify for a 2nd extension are: disbursements/payments must have been processed or commitments with third parties have taken place in the 12-month period preceding to the extension request; at terminal date of disbursement the PEU must justify 80% of expenditure of the advanced funds.

### 3.3 Assessment of Sustainability of Project Outcomes

**Finding 6: Continuity for the products developed will depend on a follow-up project, which is currently being prepared. If the follow-up project establishes the MRV system, a sustainability plan will be required to include the various engaged government agencies and non-government partners.**

53. The GOJ has written to the IDB, requesting a follow-up project to complete the pending activities of this closed project. The IDB has responded positively and is expected to mobilise its own corporate resources for this effort. This follow-up project will be executed by IDB, and IDB will manage the activities related to execution, financial management and procurement. It is anticipated that the IDB would be able to move ahead quickly, since the Terms of References are already developed for the remaining activities. In addition, a lot of information is available for the continuation of the establishment of the system. The groundwork to respond to the requirements of partner agencies was also done, i.e. Utech. This will allow for rapid implementation. It was stated that in principle there will be no need for a PSC, however, that could still be organised if considered necessary.
54. It was brought forward that the IDB reporting arrangements with GOJ need to be specified and include the entities that need to review and sign off (in a timely manner) on the outputs. With the IDB executing the project, the resulting MRV system will still be fully integrated into the Jamaican institutional landscape.

## SUSTAINABILITY

55. The MEGJC/CCD is reported to be the partner for the follow-up project and will be required to carry the MRV (and GHG) system forward, when it is completed. Therefore, the strengthening by GOJ of the CCD, with currently just 5 staff, will be a key factor for the success of the MRV system. According to the Acting Principal Director, CCD had already prepared the recruitment plan for hiring additional staff by submitting documentation, job descriptions, titles, and other necessary information to the human resources department and executive management of MEGJC. Three or four additional staff would be directly involved with the management of the MRV system: a senior, a junior, an administrative officer, and a finance person. Specific responsibilities would cover the monitoring and managing of the MRV system, including maintenance, software and programming, database management, as well as climate finance to track by the system, as we continue to get project concepts out and seek funding for those. A communication officer may be another well-needed addition, because the products need to be showcased and publicised and persons made aware of the accessible tools and features.

### Financial, Socio-Political, Institutional and Environmental Risks to Sustainability

56. Through the commencement of a follow-up project, which has already been prepared by IDB, the **financial sustainability** of this effort to strengthen Jamaica's transparency framework on climate change is very likely. Further, given the nature of this project and its follow-up project, there are no associated **environmental or social risks**. The Safeguard policy filter and screening form (dated 24 April 2019) identified no potential policy items and does not expect any harm to the environment or any stakeholder. The project was classified as "Category C," meaning that no environmental assessment studies or consultations were required. This included that the project had a low disaster risk because the occurrence of such a hazard event was not expected to impact the achievement of project outcomes. However, the occurrence of a global pandemic, unprecedented in recent history, caused that this risk materialised during project implementation, and it did impact the achievement

of the project outcome. Nevertheless, for the follow-up project it is reasonable to maintain the “C” classification.

57. Regarding **institutional risk**, this proved to be elevated during project implementation, but has been mitigated by IDB taking up the execution of the follow-up project. A key factor for the new project being executed by IDB will be the capacity building of the host of the MRV system as well as possibly other entities. Climate change is a cross-cutting theme that affects the different ministries and departments. A stakeholder analysis was part of the first assessments and provides information on capacities and mechanisms for data collection. A sustainability plan will be a second success factor, to be produced by the project once it gets to an advanced level. Based on these four categories of risks, the TE considers the likelihood of achieving the outcome high and rates sustainability as **Likely**.

### 3.4 Implementation Approach

**Finding 7: The Project Steering Committee (PSC) met regularly and provided effective oversight to the project.**

**Finding 8: The quality of project management and delivery by the executing agency was unsatisfactory. The PEU consisted of one or two persons only. Since there was no procurement officer in the PEU, procurement for the project was a huge bottleneck/barrier. The other staff lacked guidance, learning and competence.**

**Finding 9: The staff of CCD were overwhelmed with their regular work, and with a limited staff complement, the CCD team was not able to provide sufficient management and oversight to the project.**

#### **Project Steering Committee (PSC)**

58. According to the minutes of its meeting in August 2021, the purpose of the PSC was defined as: (a) Provide project oversight with specific focus on the achievement of the deliverables in the annual work plan and fulfilment of indicators in the Results Matrix; (b) Provide strategic support in managing operational challenges as well as risks associated with the project. At that meeting, Terms-of-Reference for the PSC were requested. A final draft of these were circulated by the PEU in March 2022. The PSC met for each quarter.
59. The steering committee was very supportive of the PEU and understood the challenges being experienced by them, in terms of the constraints of time and various processes. It recognised that the project really got off to a rocky start. The PSC also monitored the project implementation effectively, according to PSC members.
60. The head of the CCD, who was also the chair of the PSC, resigned in mid-2022. An Acting Principal Director was named in September 2023, after the project ended. Due to increased workloads, only minimal supervision of the project could be provided by the CCD. To rectify this, several meetings were held by IDB with the Planning Institute of Jamaica (responsibility for monitoring the Bank's projects on behalf of GOJ) to intervene and have the Ministry prioritise the project and provide the necessary operational support to achieve its outputs. Meetings were also held on a regular basis between IDB and the PEU and the Climate Change Division to help expedite the project. Further, as an observer within the PSC, the IDB repeatedly emphasised the need for faster implementation.

*Box 1: PSC meetings and NTWG workshops*

61. Since the administrative assistant was not yet on board by late 2021, the PEU i.e. the Project Manager took a while to produce meeting reports. In the PSC meeting of December 2021, the Project Manager illustrated slow progress by “closing off his presentation by stating the next phase will be to finalise the minutes and reports for the last three (3) meetings, justify the expenditure to IDB, finalise the second batch of the four (4) Consultancy TORs, the Working Group TORs, Workshop Report and membership.”

**Capacity of the CCD and the PEU**

62. The Project Manager was recruited in a full-time capacity in April 2021 and remained until the end of the project in June 2023. With the Administrative Assistant employed between January 2022 and mid-February 2023, the PEU was a one-man show for a significant part of the project. Although support from the ministry to the PEU was foreseen, testimonies state that there was little buy-in and the ministry demonstrated little ownership of the project. The CCD is currently managing five or more external projects; this while the staff has decreased over the past one-and-a-half year significantly, from eight to five. The staff compliment as at January 2024 includes an Acting Principal Director, a programme coordinator, a research and development officer, an administrative officer, and an executive secretary. The staff member appointed Acting Principal Director of CCD still was undertaking all the work of his other substantive job function. Altogether, the project was implemented in an environment with scarce and overloaded human resources, and which was not supportive and enabling.
63. However, since the PEU was on-site with the CCD, there was easy access and good communication between the PEU and the CCD. Of the five projects under the CCD oversight, all other ones have remote PEUs, which makes management more difficult. For the transparency project, the arrangement appeared convenient with the PEU consultants on-site. A PR/communication person was to be added to the PEU, and may have been requested, since it was foreseen that visibility materials would be disseminated, and persons in the MDAs as well as the general public were to be made aware of the results of the project. Further, many of the interviewees stated that a third person in the PEU should have been added to work specifically on procurement.
64. Due to lack of sufficient CCD staff, the review of deliverables became a slow process. According to an interviewee, it wasn't a case of people not interested, it was a case of them just being overwhelmed and at times they could not finalise reviews timely. However, several interviewees stated that the PEU could have made a greater effort to get the needed support. The Project Manager understood what needed to be done, was stated by several interviewees, but he was more attuned to the content of climate change and MRV (the sessions of the NTWG were excellently organised) than core project management.

**Meetings of the Project Steering Committee (PSC) and workshops of the National Transparency Working Group (NTWG)**

30 July 2021 (Combined NTWG and PSC)  
 25 Aug 2021 (PSC)  
 15-16 Sep 2021 (NTWG)  
 20 Oct 2021 (PSC)  
 8 Dec 2021 (PSC)  
 9-10 Dec 2021 (NTWG)  
 8 Mar 2022 (PSC)  
 29 June 2022 (NTWG)  
 29 June 2022 (PSC)  
 28 Sep 2022 (PSC)  
 25 Feb 2023 (PSC)  
 8-9 May 2023 (NTWG)

65. Towards the end of the project, in the Project Manager's quest to accelerate project activities to meet the disbursement requirement, he facilitated some consultants to start project work under contracts that were not yet signed. The IDB advised that this is not permitted, since it is a breach of the GOJ and IDB procurement policies.
66. Based on the considerations above, the TE rates project execution as **Unsatisfactory**.

#### **Quality of M&E**

67. The design of the M&E system included a simple results matrix with quantitative indicators for the one (1) outcome and nine (9) outputs. The results matrix also included targets for physical progress and financial progress of the outputs over the planned two years of implementation. It was included with the project agreement and is used in this report for which is used in this report in **Annex 7** and **Tables 2 and 3**. The design further planned the conduct of this Terminal Evaluation, and the use of the pertinent GEF tracking tools.
68. Regarding implementation of M&E, the PEU provided semestral progress reports to IDB, starting with one for the period July – December 2021 and up to the end of project. As far as evidence shows, no progress reports were prepared by PEU or CCD for the first year of implementation. IDB staff prepared the annual Project Implementation Reports (PIR), to be sent to the GEF Secretariat for each of the three years of implementation. The PIRs provided information on the project status, stakeholder engagement, gender aspects and knowledge management. The PIRs included ratings for the achievement of the Development Objective (DO), progress of implementation, and for risks. The ratings given by IDB in year 1 and 2 were Moderately Satisfactory (MS) for the DO and implementation progress, with a Modest Risk (M). However, these ratings tumbled in year 3, at closure of the project, to respectively Highly Unsatisfactory (HU) for the DO and implementation progress and High Risk (H).
69. It is to be noted that the Project Manager used, throughout the project, the old Results Matrix based on the 2018 PIF (see paragraphs 23 and 24) for management and reporting to the PSC. In order to prepare the progress reports, a change was made to the format that came with the project agreement and there were various misunderstandings on the targets articulated for each of the outputs.
70. The PEU did not fill out the template for GEF Core indicators, nor the CBIT tracking tool. The evaluator has done so and the tools are attached respectively as **Annex 8** and **Annex 9**.
71. The design of M&E is rated **Satisfactory** while the implementation of M&E is rated as **Moderately Unsatisfactory** based on the misunderstanding of the different results matrices and the failure to use the tracking tools.

### 3.5 Catalytic Role and Replication

#### **Finding 10: No catalytic or replication effects of the project were recorded.**

72. The project was closed before the objective could be achieved. Although several assessments and a gap report were produced which can serve other countries aiming to develop an MRV system, such replication has not been recorded. To note that the project served to design and/or implement a follow-up project.

73. At the end of the project, there was little potential for scaling up and replication. It should be noted that a catalytic role and replication was not an objective of the project and therefore this parameter is rated as **Satisfactory**.

### 3.6 Preparation and Readiness

**Finding 11: In view of the risks already listed in the PIF and repeated in subsequent documents, the project should have been designed initially for a longer period.**

**Finding 12: Not enough effort was dedicated to assessing the capacity and efficiency of the executing agency to conduct this project. The request by GOJ to dedicate limited funds to the PEU and more to the activities should have been analysed better.**

74. Interviewees from the CCD, PEU and the PIOJ agreed that the project was designed with overly ambitious results for the agreed timeframe. It should have been developed for a longer period. Additionally, it was noted that there were several governmental and non-governmental agencies involved and coordinating the needed collaboration among them would take substantial time. A project period of three years with the prospect of possible extension for six months or one year would have been more appropriate. The Project Manager mentioned that a longer period would have been in line with international experience. An IDB representative mentioned that capacity issues have stalled several CBIT programmes. Other countries, namely the Bahamas, Trinidad and Tobago, Mexico, and Barbados have also encountered the problem of lack of time. Time overruns are common based on various reasons. However, IDB stated that in the discussion with the GOJ, it was decided that this would be a 2-year project and IDB supported this preference. Nevertheless, a stakeholder also stated that reservations regarding the project duration were expressed by the CCD during the project development stage.
75. Furthermore, the focus of MEGJC was to allocate most funding to the activities, and keep project management cost low. It was decided that there would be a small PEU, supported by relevant units within the ministry, including those administrative activities that the ministry could provide. However, a capacity assessment of MEGJC and the CCD<sup>11</sup> was not done prior to the start of the project because the ministry was already executing the Pilot Programme for Climate Resilience (PPCR)/Adaptation Programme and Financing Mechanism (AP&FM) project, also funded by IDB. Moreover, GEF preferred that the project was client-led and therefore executed by the ministry.
76. The CCD had multiple project responsibilities, with a growing portfolio but limited staff. Therefore, interviewees brought forward that the needed capacity of the proposed PEU should have been assessed carefully. Even with small projects, the impact of a capable or an under-resourced PEU can

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<sup>11</sup> For this project, “the CCD would coordinate the activities as defined in the project scope, ensure efficient communication among relevant stakeholders, provide technical feedback, baseline information and contribute to project design. The Division is also responsible for managing the compilation and reporting of the national GHG emissions inventory. Additionally, the CCD would engage the Climate Change Focal Point Network in the project,” (PIF, 2018).



be significant. Possibly, if a proper capacity assessment had been done, it would have been determined that certain key posts should be identified and established from the beginning of the project. Normally, loans and large TCs would have approximately four key posts: a Project Manager, an administrator, a procurement specialist, and a financial management specialist. In some cases an M&E officer would be added.

77. However, as part of the project proposal, the IDB had already provided core terms of references for most of the project activities to expedite the work of the upcoming PEU.
78. Some interviewees mentioned that there was not enough interaction during project design. The sharing of the PIF and relevant documents with Government representatives was limited. This may have contributed to the fact that the project was not properly resourced; the capacity to deal with risks, such as COVID-19 or senior staff leaving the Division was too low. The project relied on a “matrix approach,” with the ministry providing financial management and procurement, while the nature of the project required a dedicated procurement officer, it was stated. In light of the above, preparation and readiness is rated as **Moderately Unsatisfactory**.

### 3.7 Country Ownership

**Finding 13: The project was coherent with national needs in climate change action. New policies, plans and reports were produced during the project period and would interact with the MRV system, when established.**

79. There is a lot of interest in the MRV system among the MDAs, civil society and increasingly the private sector. Over 20 organisations and several individuals participated actively in the NTWG sessions. These sessions were eagerly attended, and never experienced postponement as there was high interest. The project was also useful to various other projects being implemented in Jamaica, e.g. those under the PPCR. Interlinkages between projects were expected to be made at a later stage.
80. Significant new policies, reports and plans adopted at the national level during the implementation of the project include an update of the NDC (2020), the updated climate change policy framework (2023) as well as “Learning by doing,” the preparation of the Fourth National Communication (FNC) and Second Biennial Update Report (BUR2) to the UNFCCC. Jamaica also contributed to the NDC Partnership Online Tool. All these documents would interact with the MRV system. However, the executing agency failed to give enough priority to the administration and support of the project. Altogether, the country ownership is rated by the TE as **Moderately Satisfactory**.

### 3.8 Stakeholder Participation, Public Awareness and Gender Responsiveness

**Finding 14: The NTWG acted as a critical mechanism to engage relevant partners and launch new ideas. However, since the MRV was not established by the end of the project, the success of coordination mechanisms for MRV cannot be assessed.**

**Finding 15: Public Awareness on MRV was very limited during the project.**

**Finding 16: Gender issues were not identified in the design of the project; gender tracking of beneficiaries was introduced for one of the outputs, which however was not implemented.**



## PARTNERSHIPS

81. Stakeholder engagement started in July 2021 with an inception workshop for the Project Steering Committee (PSC) and the National Transparency Working Group (NTWG) to sensitise them to the objective and activities of the project. The NTWG became a critical element of stakeholder outreach and ownership of the project and it was seen as a group to continue throughout the lifetime of the MRV system, incorporating new institutions and guiding the process. Through the NTWG, technicians from many entities would advise on needed improvements and enhancements. An increasing number of key stakeholders would provide the information, data, and ensure that the MRV is sustained. However, this process had just started at the end of the project.
82. Most of the meetings (NTWG, PSC and other stakeholder engagements during the period) were conducted virtually, because of the restrictions on in-person meetings due to COVID-19. However, in the final year, in-person as well as hybrid meetings were organised. A few awareness and informative meetings were held with key personnel in several MDAs to present the findings of the institutional assessment and of ongoing initiatives. It was being considered by the PSC in August 2022 to procure the services of a communication specialist as part of the upcoming round of five consultancies. The TE rates partnerships as **Highly Satisfactory**.

## GENDER RESPONSIVENESS

83. Initially, no indicators on gender equality and women's empowerment were incorporated in the project's results framework. However, in principle the project sought to achieve gender equality in the participation in activities of Government officials, university students and non-governmental organisations. Since, when relevant, the project should collect gender-disaggregated data, in the second year a gender indicator was included in the results framework, under *Output 3.4*. The indicator is "*the number of persons trained in IPCC software and guidelines for national GHG inventories and carbon accounting. Half of the trainees will be women.*" However, the training was not done before closure of the project.
84. The project tried to ensure gender balance in all its activities. An average 58% participation rate of women was achieved in the series of NTWG workshops. The GEF-8 Core Indicators Tracking Tool is filled out in **Annex 8** for the relevant core indicator #11 (People benefiting from GEF-financed investments). This shows that gender tracking of beneficiaries could not as yet be done for the project, because the pertinent output has not been implemented. The rating for gender responsiveness is **Satisfactory**.
85. Since the MRV was not established by the end of the project, the TE is **Unable to Assess** the success of stakeholder participation and public awareness.

### 3.9 Financial Planning

**Finding 17: The PEU was continuously planning expenditures but a procurement plan was not used nor updated based on experience obtained. Therefore, the planning could not be actualised. Financial control and reporting were done through processes within MEGJC, while payments were effected by the MOFPS.**

**Finding 18: Although often discussed in PSC meetings, in the end, co-financing was not calculated for this project.**

86. Funding for this project was provided by the Capacity Building Initiative for Transparency (CBIT), managed by GEF. The CBIT Tracking Tool has been filled out and is attached as **Annex 9** to this report.
87. Spending ceilings, also called fiscal space, for each GOJ Financial Year (April – March) were established by MOFPS in 2021 as follows:
  - 2021/2022: approximately JMD34 million (USD227,000)
  - 2022/2023: approximately JMD118 million (USD787,000)
  - 2023/2024: approximately JMD38 million (this would have covered the final period April – June 2023) (USD253,000).
88. At that time, the project was due to be completed by June 2022, and the final amount of USD253,000 might not have been made available by project's end. However, as explained in section 3.2, due to procurement and contracting delays, the disbursements remained far below these ceilings. It was also mentioned by several interviewees that additional fiscal space could have been granted when the project burn-rate improved.
89. During its final phase, the project ran out of money because a second extension beyond 5 June 2023 was anticipated and some of the consultants continued working during June and the Project Manager during June and July 2023, although they were aware that the project and contracts were ended. For the final five consultancies, mobilisation and inception payments were made, but no other payments could be accommodated since the second project extension was not approved.
90. The IDB stated that in principle, when a project is fully funded by an international donor, only the international donor procurement policies apply; the additional internal processes are unnecessary. However, this may not apply to all such instances and MEGJC did undertake to comply with both the donor's and the GOJ's procurement and approval processes.
91. As stated by CCD, the PEU kept hardcopy files with financial records and prepared financial reports. The hardcopies were later transferred from CCD to the MEGJC finance and accounts department. A representative of the MOFPS confirmed that all accounting, financial planning, and reporting functions were carried out by the PEU and the MEGJC. As such, all documentation submitted to MOFPS for approval would have been reviewed and approved by MEGJC. Justification of Advances and Requests for Advances were prepared by the PEU and approved by the authorised signatories of MEGJC and the MOFPS. Payment requests were prepared by the PEU and approved by the authorised signatories of MEGJC and subsequently the MOFPS. The project had an account at the Bank of Jamaica (BOJ) where IDB would deposit advances. Financial reports were drafted by the PEU, signed off by the authorised signatories of MEGJC and the MOFPS. Subsequently, the PEU submitted these reports to the IDB.
92. Financial control started with review of purchase orders by IDB. These were submitted to the various units in MEGJC for sign-off. Subsequently Withdrawal Applications (WA) were prepared by the PEU to

request the payment of resources from the BOJ. All supporting documents along with the WA were submitted to the MOFPS for approval after initial authorisation was provided by an authorised signatory to the bank account from MEGJC. Subsequently, BOJ would make the payments in either US or Jamaican currency.

### **Co-financing**

93. The GOJ had planned to contribute US\$30,000 in cash and US\$129,000 in-kind. The cash contribution was not mobilised because the activities planned that would have received financing from the Government, did not get off the ground before the end of the project. Regarding the costs anticipated under the in-kind contribution, the PSC repeatedly discussed their tracking. In the PSC meetings of March and June 2022, the PSC discussed how to track cost of office space, CUG bills, CCD hours and so on for the project. The PIOJ representative shared a template that was used by the PPCR Improving Climate Data and Information Management (ICDIMP) project. This was adopted by the PSC. Additionally, the PPCR/AP&FM project, being implemented at MEGJC, could have advised on mechanisms to track the cost of office space, hourly rates for GoJ personnel and so on. However, in the final meeting of the PSC in February 2023, the Project Manager informed the committee members that he was still working on tracking local contributions.
94. The co-financing was not calculated in the end, as confirmed by the independent auditors' report, made up for the project between 12 March 2021 and 30 June 2023. GEF requires co-financing to be presented in an annex to the Terminal Evaluation. The overview is provided in GEF format in **Annex 10** to this report. The financial planning of the project is rated by this TE as **Moderately Unsatisfactory**.

## 3.10 IDB Supervision and Backstopping

**Finding 19: The IDB staff was much engaged in supporting this project and was in regular contact with the CCD and PEU. Technical support was also provided through the mobilisation of some external consultants for key tasks (procurement, bid evaluation, audit, project evaluation).**

95. The IDB team made themselves available when needed, responded to questions and issues, and helped with technical matters (such as disbursement requests and reporting). They also helped the PEU in providing additional consultants: a procurement consultant because of the continuing delays (from October – December 2022); and a project evaluator (November 2023 – January 2024). The procurement consultant advised the PEU to hire a bid evaluation consultant for December 2022.
96. Further, IDB assisted with the implementation of the final audit. Under the circumstances, IDB funded the audit and recruited the auditors.
97. Regular meetings between IDB and the PEU were held from early 2022 onwards (when both consultants of the PEU were in place). A first meeting focused on policies, procedures, and the preparation of reports. Later meetings were mainly on status updates. IDB became very involved in supporting the team, because they saw the gaps and challenges. A main challenge was lack of support from units within the ministry.
98. Additional staff was not necessarily considered by the CCD to be the solution to delays in procurement and contracting; once the CCD and PEU did their part, the process was out of their control and they had to wait for the various MEGJC units and procurement committee to make their determination or

to provide their comments and feedback. It was argued that those delays were not on the CCD side, but on the other units who had to be involved to make the decisions for approvals.

99. When IDB was requested a first extension of the project, there was no hesitancy in granting this, even though there was much concern about activities not moving much. However, as described in paragraph 49 (Section 3.2), the second extension request could not be honoured. CCD stated that they did not hear timely from the MOFPS or IDB on the status of the extension request during this period, and subsequently consultants were informed late of the closure of the project. To be noted that IDB informed the minister and Ministry of Finance regarding the project's closure on 23 June 2023 by email, copied to CCD and PEU.
100. The IDB supervision and backstopping is rated as **Satisfactory**.

## 4. CONCLUSIONS AND RECOMMENDATIONS

### 4.1 Conclusions

#### RELEVANCE

101. **Conclusion 1** – The project and expected outputs are considered very relevant to Jamaica and continue to be so based on the country being a signatory to the Paris Agreement and the clear need for mechanisms that align various MRV efforts across institutions consistently. Also, the country produces policies, plans and reports which would interact with the MRV system and Ministries, Departments and Agencies have much interest in its establishment.

#### EFFECTIVENESS

102. **Conclusion 2** – The effectiveness of project implementation was very low since the outcome was not achieved and only three of the nine outputs were delivered. Five of the other six outputs were initiated and may be continued rapidly. The project also encouraged some new institutional contacts.

#### EFFICIENCY

103. **Conclusion 3** – The project's efficiency was highly unsatisfactory. The recruitment of project personnel took very long and generally the project lacked an enabling environment. The project had to follow both the procurement and contracting processes of the GOJ and the IDB, creating a lot of delays, along with a lack of incorporation of the experiences in an updated procurement plan. Review of products also took long. The project was closed after GOJ submitted a second extension request, which was rejected based on the lack of meeting specific criteria. The COVID-19 pandemic adversely affected the project. The changes in host ministries had no negative impact on the project.

#### SUSTAINABILITY

104. **Conclusion 4** – Many MDAs were actively engaged, but the MRV system has not been created. A follow-up project is needed to possibly enable sustainability, as well as the strengthening of the CCD by the GOJ.

#### IMPACT

105. **Conclusion 5** – Both positive and negative impact may be recognised. Most of the groundwork has been laid for a rapid implementation of a similar project in future. But Jamaica may have suffered reputational damage.

#### IMPLEMENTATION APPROACH

106. **Conclusion 6** – The Project Steering Committee provided effective oversight, but the PEU was small and lacking the right supportive environment with the CCD being overloaded as were many units in the MEGJC. The quality of project management was unsatisfactory. No catalytic or replication effects of the project were recorded. The IDB staff was involved in supporting the project and the PEU. External consultants were successfully provided at key moments.

#### PREPARATION AND READINESS

107. **Conclusion 7** – Based on the many risks of this project, which were already articulated in the PIF, the project should have been designed for a longer period, in line with international experience. The approach was too ambitious. Moreover, the preference by the GOJ to concentrate funding on the

activities side, while expecting effective support by the host ministry to a small PEU, did not work out well.

#### **PARTNERSHIPS**

108. **Conclusion 8** – The National Transparency Working Group (NTWG) was a critical mechanism to engage partners and launch new ideas. Over 20 institutions actively participated in its sessions and there was much interest to continue this interaction.

#### **GENDER RESPONSIVENESS**

109. **Conclusion 9** – Gender issues were not a central consideration in the project. Gender tracking of beneficiaries was proposed for one output, which however has not been implemented. The NTWG had an average participation of 58% women.

#### **FINANCIAL PLANNING**

110. **Conclusion 10** – While project control was done at MEGJC, the PEU kept the financial records and prepared the financial reports. MOFPS established annual spending ceilings (fiscal space) for the project during three financial years; due to a low burn-rate, this didn't cause any delay. The co-financing by GOJ to the project was not calculated, although it was expected by the PSC.

## **4.2 Project Performance Rating**

111. The ratings for the various criteria, following the GEF system, are provided in **Table 5**. Short comments on each of the ratings is presented in Table 5 as well. The over-all project rating is **Moderately Satisfactory**.

Table 5: Project Performance Table

CRITERION	SUMMARY COMMENTS	RATING
OUTCOMES		
RELEVANCE	The project overall was found relevant by stakeholders and continues to be relevant to Jamaica, based on signed agreements and the need for mechanisms that align various MRV efforts across institutions consistently and continuously. The outputs achieved were found relevant by stakeholders and provide a good basis for follow-up in future. The National Transparency Working Group (NTWG) was meant to become a permanent mechanism under the MRV system. Currently, the Climate Change Focal Point Network (CCFNP) provides a platform for inter-institutional coordination and collaboration.	HS
EFFECTIVENESS	The outcome, a strengthened transparency framework on climate change in Jamaica, was not achieved by project closure, while only three of the nine expected outputs were delivered. For most of the other outputs however, initial reports were submitted and accepted.	MU
EFFICIENCY	All outputs were delayed and spending of project monies was very slow and minimal. A second project extension could not be granted, among others due to the percentage of the project grant spent being too low.	HU
PROGRESS TO IMPACT	Most of the groundwork is now laid for a rapid implementation of a similar project in future; consultancy firms and individual consultants have been selected and contracts were approved and some work was started. However, Jamaica may have suffered reputational damage relating to the implementation of climate-oriented projects (the project finalised only three of its nine outputs and spending was only 34.7% of the GEF grant or 29.5% of the total project budget).	MU
OVERALL RATING	The overall scoring is based on those given to Relevance, Effectiveness and Efficiency. It cannot be higher than the scorings for Relevance and Effectiveness.	MU (3.3 or 55.6%)
SUSTAINABILITY		
FINANCIAL	Follow-up project has already been articulated, and is likely to be funded.	L
SOCIO-POLITICAL	The Safeguard policy filter and screening form have not identified associated environmental or social risks, due to the nature of the project, and provided a classification “C.”	
ENVIRONMENTAL		
INSTITUTIONAL	Mitigation actions have been formulated.	S
CATALYTIC ROLE AND REPLICATION	At the end of the project, there was little potential for scaling up and replication, but establishing a catalytic role and replication was not an objective of the project.	
QUALITY OF M&E		
DESIGN	A results matrix was provided with the project agreement, including targets for physical and financial progress. A Terminal Evaluation was planned, as was the use of GEF tracking tools.	S
IMPLEMENTATION	The results matrix provided was misunderstood, the TE was not done by project closure or soon afterwards, and the GEF tracking tools were not used.	MU
QUALITY OF IMPLEMENTATION		
IDB SUPERVISION AND BACKSTOPPING	The IDB team made themselves available when needed, responded to questions and issues and helped with technical matters. They also helped the PEU in providing additional consultants: a procurement	S

CRITERION	SUMMARY COMMENTS	RATING
	consultant, a project evaluator and the independent auditors. Regular meetings with the PEU were held from early 2022 onwards (when both PEU consultants were in place).	
<b>QUALITY OF EXECUTION</b>		
EXECUTION	The Project Steering Committee (PSC) was supportive of the PEU and understood the constraints of time and various processes. It monitored project implementation effectively. However, the project was implemented in an environment with scarce and overloaded human resources. The Ministry demonstrated little ownership and did not sufficiently prioritise the required support to the project. The PEU was a one-man show for a significant part of the project. The Climate Change Division (CCD) was understaffed during important stages of the project.	U
FINANCIAL PLANNING	The PEU was continuously planning expenditures but a procurement plan was not used nor updated based on experience obtained and planning was not be actualised. Co-financing was not calculated for this project.	MU
<b>FACTORS AFFECTING PERFORMANCE &amp; CROSS-CUTTING CONCERNS (<i>not considered for overall rating</i>)</b>		
PREPARATION AND READINESS	The project set-up was too ambitious and a proper capacity assessment was not done. It should have been designed for a longer period, with a better-resourced PEU.	MU
COUNTRY OWNERSHIP	There is a lot of interest in the MRV system among the MDAs, civil society and increasingly the private sector. Over 20 organisations and several individuals participated actively in the NTWG sessions. Significant new policies, reports and plans were adopted at the national level during the implementation of the project. However, the executing agency failed to give enough priority to the administration and support of the project.	MS
PARTNERSHIPS	The NTWG was a critical element of stakeholder outreach and ownership of the project and a group to continue throughout the lifetime of the MRV system, incorporating new institutions and guiding the process. An increasing number of key stakeholders would provide the information, data, and ensure that the MRV is sustained. However, this process had just started at the end of the project.	HS
GENDER RESPONSIVENESS	The project sought to achieve gender equality in the participation in activities. In the second year a gender indicator was included in the results framework, under <i>Output 3.4</i> . An average 58% participation rate of women was achieved in the series of NTWG workshops.	S
OVERALL PROJECT RATING	Total 40 of 64 points maximum.	MS (62.5%)



## 4.3 Recommendations

### TO THE GOVERNMENT OF JAMAICA

113. **Recommendation 1: The Climate Change Division at MEGJC needs to be strengthened with additional personnel as a matter of urgency.** The climate change agenda is increasing rapidly at international as well as national and community level. CCD needs to grow with the growth of its agenda. This project provides evidence of CCD being overwhelmed with too many tasks and responsibilities. However, the CCD staff has decreased over recent years causing a reputational risk to Jamaica as seen in this project.
114. **Recommendation 2: A PEU should be properly resourced at the outset,** including a procurement and financial management specialist. When the PEU is kept small, a high level of risk is added to project implementation. At least for the first phase of the project, when all systems and project management tools need to be established, a full team is required to ensure successful project implementation.
115. **Recommendation 3: Arrangements should be made for mid-term (formative) reviews.** For small projects, international agencies do not include such reviews in the planning or budget. However, such reviews are critical, in particular to the executing agencies and PSCs which may modify the necessary processes and evaluate the justification for a project extension.

### TO THE IDB

116. **Recommendation 4: The further engagement of stakeholders and knowledge dissemination should be made a priority of the follow-up project.** When the MRV is established, institutions and the public need to be sensitised on the objectives, use and benefits of the system.
117. **Recommendation 5: With IDB being the executing agency of the follow-up project, it is critical to keep GOJ fully engaged, establish mechanisms for collaboration with pertinent GOJ agencies and for progress reporting to some of them.** The hand-over of products to the agency which will carry forward the MRV system needs to be an integral part of planning and coordinating. The continuation of the NTWG may be a critical element for the success of the follow-up project. GOJ should remain fully engaged to ensure that the products from any follow-up activity is relevant to the country's needs.

## 5. LESSONS LEARNED AND GOOD PRACTICES

118. **Lesson 1 – In order to ensure success in the implementation of an externally financed project, ownership must be created and demonstrated at various levels within the executing agency.** For this project, there was not enough engagement and promotion by the senior officers at the executing agency to create an enabling environment. Staff in the various units, whilst they try to provide support, they must prioritise their own internal activities, rather than a stand-alone project. Since they tend to be already very busy with their regular workload, they will not automatically appreciate the value of externally funded projects. As a result, tasks related to this project were not prioritised enough. Since this was a grant, the Minister, Minister of State or the Permanent Secretary should have demonstrated support and encourage the entire ministry staff to move on it with more speed.
119. **Lesson 2 – Although the MEGJC was already executing another climate project being implemented by IDB, a capacity assessment for the execution of this project should have been done.** The PPCR/AP&FM project is based in MEGJC and this demonstrated that MEGJC could manage projects. However, this project's PEU was planned to be very small and therefore other risks had to be considered. The "matrix" management approach included PEU and various ministry units, and had to be made to work. A project governance framework to hold the entire project team accountable could have assisted. A formative (mid-term) evaluation could have been used to test the matrix management approach and advise on a request for project extension.
120. **Lesson 3 – A team to review deliverables and participate in bid evaluations is needed and should be formally established, scheduling required time commitments in the project management timeline.** It was often difficult to mobilise people to review the products and participate in bid evaluations. The PSC and internal experts provided much support, but were not always available due to competing priorities and therefore causing delays. A PSC should ensure that the appropriate project management tools are updated including procurement plan, Results Matrix, etc.
121. **Lesson 4 – Knowledge of general GOJ procurement processes and donor policies is critical for project execution.** For future projects it should be mandatory to have a procurement officer assigned to the PEU. Once you have a project, it has proven impossible to implement without a dedicated procurement lead to move the items along the various paths, especially when both the GOJ and IDB systems must be managed. In the context of Small Island Developing States, with sometimes limited response to Expressions of Interest or Requests for Proposals, projects such as these should also actively seek ways to reduce efforts, i.e. by modifying or requesting a waiver for some (double) procurement steps.
122. **Lesson 5 – Consistent engagement between IDB and PEU is a good practice.** The communication should cover both content of the project (developments and new initiatives in climate change practice) and support to project management. Such engagement helps to build the partnership between implementing and executing partners, recognise strengths and weaknesses in the team and respond in a more agile manner to a changing context.
123. **Lesson 6 – Partnerships need to be re-evaluated regularly.** The manner that this project ended was not in the interest of IDB, GEF or the country. Administratively, IDB had to end the project, but the tension and frustrations created in MDAs and executing partner were significant. The proper engagement between partners in future needs some reconsideration.

## ANNEX 1: TERMS OF REFERENCE

### **Monitoring and Evaluation Consultant - Strengthening Jamaica's Capacity to Meet Transparency Requirements under the Paris Agreement**

**Post of Duty:** Jamaica.

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

#### **About this position:**

We are looking for an experienced monitoring and evaluation professional to conduct the terminal evaluation on the Global Environment Facility (GEF) funded project - Strengthening Jamaica's Capacity to Meet Transparency Requirements under the Paris Agreement.

You will work for the Climate Change Division ("CSD/CCS"), which is part of the Climate Change and Sustainability Sector ("CSD"). This team is responsible for advising IDB management and developing policies, strategies, operational guidelines, and programs on issues relevant to the sector, as well as related areas. In addition, CSD carries out relevant sector research, analytical work, sector practices and case studies on climate change and sustainability. As a division of CSD, CSD/CCS provides support: (i) in the mainstreaming of climate change in the actions and operations of the IDB group and (ii) in the mainstreaming of climate change in the regional countries of the IDB group through support to the ministries of environment, planning, and economy and finance of the region. Both axes share the objective of strengthening climate policy at the subnational, national, and regional levels.

#### **What you'll do:**

- Analyse the extent to which the project achieved the objectives stipulated under the three project components, what problems or challenges were encountered, and what corrective actions were required.
- Assess operational aspects, such as project management and implementation of project activities towards achieving the objectives.
- Assess project performance to date (in terms of relevance, effectiveness, and efficiency), and determine the likelihood of the project achieving its intended outcomes and impacts, and the implementation of planned project activities and planned outputs against actual results and the reason for variances if any. The lessons learned and best practices from the implementation of the project will also be explored.
- Determine whether the project achieved its objectives and whether outcomes were relevant, efficient, effective, sustainable, and what are the early signs of impact. If there is a variance in actual and target, the reasons for such difference.

<b>Deliverables and Payments Timeline: Deliverable #</b>	<b>Payments</b>	<b>Planned Date to Submit</b>
1 Product: Inception report including detailed work plan, methodology and instrument(s) for undertaking the final evaluation of the project	20%	November, 2023.
2 Product: Draft Final Evaluation Report including findings from stakeholder consultations, desk top review and other activities.	40%	November, 2023.
3 Product: Final Evaluation Report	40%	December, 2023

All deliverables must be submitted in editable Microsoft word document to the Climate Change Senior Specialist, IDB Jamaica. Final deliverable must be reviewed and accepted by both the IDB and the PIOJ before payments can be made.

## ANNEX 2: EVALUATION MATRIX

GEF Evaluation Parameters	Information Needs	Evaluation Question	Data collection method/ Sources
A. Attainment of objectives and planned results			
Extent to which project objective has been achieved. Assessment of other positive or negative consequences. Changes to outputs and performance indicators during implementation. Assessment of baseline conditions and outcomes.	1.	<b>RELEVANCE.</b> Are the project outputs relevant to the development objective or purpose of the project?	Desk review Guided and open interviews
	2.	Did the project address needs of policy makers, state and non-state practitioners active in the field Greenhouse Gases monitoring? How was the project aligned to these efforts?	Guided and open interviews
	3.	Was the result framework and indicators appropriate and complete? Were the intended results (outputs and outcomes) adequately defined and stated in measurable terms, and are the results verifiable? Were the project indicators relevant to the designed outputs?	Desk review
	4.	In the scope of the changes in the project context, how were the risks and assumptions revised?	Desk review Guided and open interviews
	5.	<b>IMPACT.</b> Is there evidence of either positive or negative project impact? If not, does the project have the future potential in impacting the relevant sector(s)? In what ways? How should it be measured?	Guided and open interviews
B. Assessment of Sustainability of project outcomes			
Probability of continued long-term project-derived outcomes and impacts after the GEF/IDB project funding ends.	6.	<b>SUSTAINABILITY.</b> Are products developed under the project likely to continue, be scaled up after the project to support sustainable MRV and GHG monitoring? How?	Guided and open interviews
	7.	Is there a plan for the continued development of the transparency framework, the supporting capacity, and information sharing after the project? What will become of the data and information products post-project completion? Has any follow-up work been initiated?	Guided and open interviews

GEF Evaluation Parameters	Information Needs	Evaluation Question	Data collection method/ Sources
		8. What are the key factors that are likely to contribute to continuity?	Guided and open interviews
		9. What are the barriers to sustaining the intended outcome?	Desk review Guided and open interviews
		10. <b>FINANCIAL RESOURCES.</b> To what extent is the outcome of the project dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the strengthening of the transparency framework on climate change for Jamaica?	Desk review Guided and open interviews
		11. <b>SOCIO-POLITICAL ASPECTS.</b> Is there sufficient stakeholder ownership to allow for the project outcome to be sustained and support the long-term objective of the project?	Guided and open interviews
		12. <b>INSTITUTIONAL FRAMEWORK AND GOVERNANCE.</b> What is the likelihood that institutional and legal frameworks, policies and processes will sustain the further strengthening of the transparency framework? Are the required systems for accountability and the required technical know-how in place?	Desk review Guided and open interviews
C. Achievement of outputs and activities			
Quantity, quality, usefulness and timeliness of delivered outputs and processes.		13. <b>EFFECTIVENESS.</b> What is the status of delivery of the expected project results? To what extent has the project achieved its intended and unintended objective? What, if any, progress has been made towards the achievement of the agreed project outcome?	Desk review Guided and open interviews
		14. Are there any success factors for the achievement or reasons for non-achievement of project outputs?	Desk review Guided and open interviews
		15. What were the major challenges, opportunities and obstacles encountered by the project, generally?	Desk review Guided and open interviews
		16. Were there any unintended results?	Guided and open interviews
		17. What were the levels of achievement per relevant GEF core indicators for GEF-6, GEF-7 and GEF-8?	Desk review

GEF Evaluation Parameters	Information Needs	Evaluation Question	Data collection method/ Sources
		<b>18. EFFICIENCY.</b> Was project funding spent as planned? Were all activities addressed with the respective budget?	Desk review Guided and open interviews
		<b>19.</b> Were the outputs achieved within the timeframe planned? If not, what were the reasons for delay or non-achievement?	Desk review Guided and open interviews
		<b>20.</b> Were project risks adequately identified during project development? Were other risks identified during project implementation? Was the risk matrix regularly updated? Were mitigation measures implemented?	Desk review Guided and open interviews
		<b>21.</b> Are the benefits identified in the evaluation worth the cost? Has the project been cost effective?	Desk review Guided and open interviews
<b>D. Catalytic Role and Replication</b>			
Documentation of catalytic or replication effects of the project. In the context of IDB projects, this is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects.		<b>22.</b> Were there any catalytic or replication effects of the project? With which stakeholders? How was support provided?	Guided and open interviews
<b>E. Preparation and Readiness</b>			
Determination if the context was right for the project to be implemented, and if proper		<b>23.</b> Were the project’s objective and components clear, practicable and feasible within its timeframe? Were lessons from other relevant projects properly incorporated in the project design?	Desk review Guided and open interviews

GEF Evaluation Parameters	Information Needs	Evaluation Question	Data collection method/Sources
arrangements for the project were established.		<b>24.</b> Were the capacities of the executing institution properly considered when the project was designed? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project implementation?	Desk review Guided and open interviews
<b>F. Country Ownership</b>			
The coherence of the project with the development and climate change agendas of national and local stakeholders, commitments, regional and international agreements.		<b>25.</b> Was the project in-line with the national sectoral and regional priorities, projects and plans? How were the project results contributing to local, regional and international development priorities and plans?	Guided and open interviews
		<b>26.</b> Were there significant new policies, plans or programmes adopted at national or regional level during the implementation of the project?	Guided and open interviews
<b>G. Stakeholder Participation / Public Awareness</b>			
Involvement of relevant stakeholders in the project through information sharing, consultation and participation in the implementation.		<b>27. PARTNERSHIPS.</b> Were coordination mechanisms among the relevant partners successfully established? How did the NTWG function? How effective was the collaboration/interactions between the various project partners and institutions? Were non-NTWG stakeholders involved in partnerships?	Desk review Guided and open interviews
		<b>28.</b> What were the opportunities, achievements, and challenges of NTWG and other project partnerships? How were partners involved in project design, implementation and information sharing?	Desk review Guided and open interviews
		<b>29.</b> Did the project implement any communication, outreach or public awareness activities? How effective were these activities?	Desk review Guided and open interviews
		<b>30. GENDER RESPONSIVENESS.</b> Did the project identify gender issues in the design or implementation phase of the project? Any Gender and other equity dimensions that emerged from the project? How did the project address these issues?	Desk review Guided and open interviews
		<b>31.</b> Could the project have been more gender- sensitive? If so, in what ways?	Guided and open interviews



GEF Evaluation Parameters	Information Needs	Evaluation Question	Data collection method/Sources
		<b>32.</b> Has the project contributed to boosting gender-balanced leadership?	Guided and open interviews
<b>H. Financial Planning</b>			
Extent and utility of financial controls and financial reporting. Degree of planning for informed budget decisions. Cash flow management for the payment of project deliverables. Consideration of audit results.		<b>33.</b> Does the project have appropriate financial controls and mechanisms for efficient reporting and planning? Has the project applied appropriate standards of due diligence in the management of funds?	Desk review Guided and open interviews
		<b>34.</b> Why was a second extension not granted? Funds were still available and the work was not completed.	Guided and open interviews
		<b>35.</b> The co-financing had not been calculated by project end. Why? What are the sources of co- financing?	Desk review Guided and open interviews
<b>I. Implementation approach</b>			
Analysis of the project's management framework, adaptation to changing conditions (adaptive management), arrangements for implementation partnerships, changes in project design, and overall project management. Extent that the minimum requirements were met for M&E design and the application of its plan. Assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including risk management.		<b>36.</b> Were management arrangements appropriate and to what extent did they support the efficiency of the project? What management barriers or challenges were experienced during the project period?	Desk review Guided and open interviews
		<b>37.</b> What were the key challenges to project implementation? Was the Project Management Unit (PMU) working efficiently and effectively? Were AOPs successfully implemented? Was the project executed according to plan and how well did management adapt to changes to implementation of the project? Was there an impact of the change of ministry (and back)?	Desk review Guided and open interviews
		<b>38. M&amp;E DESIGN.</b> Does the project have a sound M&E plan to monitor results and track progress towards achieving project objectives? Are annual project reports complete, accurate and with well justified ratings?	Desk review Guided and open interviews

GEF Evaluation Parameters	Information Needs	Evaluation Question	Data collection method/ Sources
J. IDB Supervision and Backstopping			
The effectiveness of supervision, administrative and financial management support provided by IDB.	39.	Was technical backstopping provided by the IDB to the PMU effective? Did IDB identify problems in a timely fashion and accurately estimate their seriousness? Did IDB approve modifications in time and restructure the project when needed?	Desk review Guided and open interviews
	40.	Did IDB provide quality support and advice to the project? Did it provide the right staffing, continuity, skill mix and frequency?	Guided and open interviews
	41.	Were there administrative, operational or technical problems and constraints within IDB backstopping that influenced the effective implementation of the project?	Desk review Guided and open interviews
K. Lessons Learned and Good Practices			
Identification of the key lessons learned and good practices conducted during concept, implementation and finalisation, that could be used in subsequent programming.	42.	What were the main lessons learnt from the execution of the project?	Desk review Guided and open interviews
	43.	What were the good practices that impacted the project?	Desk review Guided and open interviews

## ANNEX 3: DOCUMENTS CONSULTED

### **Agreements, Main Project Documents and Correspondence**

GEF, May 2018. GEF-6 PROJECT IDENTIFICATION FORM (PIF), final. PROJECT TYPE: Medium-sized Project. TYPE OF TRUST FUND: Capacity Building Initiative for Transparency. Project Title: Strengthening Jamaica's Capacity to meet transparency requirements under the Paris Agreement.

GEF, March 2018. GEF-6 GEF SECRETARIAT REVIEW FOR FULL-SIZED/MEDIUM-SIZED PROJECTS THE GEF/LDCF/SCCF TRUST FUND (9 pages).

GEF, 16 October 2019. GEF Secretariat review (20 pages).

GEF, 22 October 2019. CEO Approval document (45 pages).

IDB, 24 April 2019. Safeguard Screening Form.

IDB, 24 April 2019. Safeguard Policy Filter Report.

IDB, Grants and Co-Financing Management Unit (ORP/GCM), 11 November 2019. Technical Cooperation document, STRENGTHENING JAMAICA'S CAPACITY TO MEET TRANSPARENCY REQUIREMENTS UNDER THE PARIS AGREEMENT, JA-T1165.

- Annex I: [Letter of Request, 2 August 2017](#).
- Annex II: [Results Matrix, November 2019](#).
- Annex III: [Terms of Reference, November 2019 \(five model sets of ToR\)](#).
- Annex IV: [Procurement Plan, November 2019](#).

IDB-MOFPS, 2019. Project Letter of Agreement, Part 1, Special conditions (ATN/BT-17792-JA). **(Countersigned on 5 June 2020 by the Hon. Nigel Clarke, DPhil, MP, Minister of Finance and the Public Service.)**

IDB-MOFPS, 2019. Project Letter of Agreement, Part 2, GENERAL CONDITIONS APPLICABLE TO NONREIMBURSABLE TECHNICAL COOPERATIONS (ATN/BT-17792-JA).

IDB-MOFPS, 2019. Project Letter of Agreement, Part 3, Annex – the Project, Strengthening Jamaica's Capacity to Meet Transparency Requirements under the Paris Agreement (ATN/BT-17792-JA).

IDB, 3 May 2023. Response to letter MOFPS of 20 April 2023.

IDB, 12 June 2023. Letter to MOFPS with notification of initiation of closure of project.

MEGJC, 2 August 2017. Request to develop the PIF.

MOFPS, 20 April 2023. Letter requesting a no-cost 12-month extension and budget transfer, with attached revised implementation plan June 2023 – June 2024 for components 2, 3 and 4.

SFAI Jamaica / C.R. Hylton & Co., 30 June 2023. Independent Auditors Report for the period 12 March 2021 – 30 June 2023.

### **Project Matrices**

Outcomes JA-T1165.

Outputs, physical progress JA-T1165.

**Progress Reports**

IDB, 2021. PROJECT IMPLEMENTATION REPORT (PIR) FY 2021 (July 1st, 2020, to June 30th, 2021).

IDB, 2022. PROJECT IMPLEMENTATION REPORT (PIR) FY 2022 (July 1st, 2021, to June 30th, 2022).

IDB, 2023. PROJECT IMPLEMENTATION REPORT (PIR) FY 2023 (July 1st, 2022, to June 30th, 2023).

MEGJC/CCD, 23 February 2022. CBIT Semestral Report, July – December 2021.

MEGJC/CCD, 2 September 2022. CBIT Semestral Report, January – June 2022.

MEGJC/CCD, 7 March 2023. CBIT Semestral Report, July – December 2022.

MEGJC/CCD, (date?). CBIT Semestral Report, January – June 2023.

**National Transparency Working Group Reports and Project Steering Committee Minutes**

MEGJC/CCD, 2021. JOINT VIRTUAL MEETING OF THE NATIONAL TRANSPARENCY WORKING GROUP AND PROJECT STEERING COMMITTEE, July 30, 2021.

MEGJC/CCD, 2021. Meeting of the Project Steering Committee. August 25, 2021.

MEGJC/CCD, 2021. VIRTUAL WORKSHOP FOR THE NATIONAL TRANSPARENCY WORKING GROUP, September 15<sup>th</sup> and 16<sup>th</sup>, 2021.

MEGJC/CCD, 2021. Project Steering Committee Meeting, October 20, 2021.

MEGJC/CCD, 2021. Project Steering Committee Meeting, December 8, 2021.

MEGJC/CCD, 2021. WORKSHOP FOR THE NATIONAL TRANSPARENCY WORKING GROUP, December 9th and 10th, 2021.

MEGJC/CCD, 2022. Project Steering Committee Meeting, March 8, 2022.

MEGJC/CCD, 2022. Project Steering Committee Meeting, June 29, 2022.

MEGJC/CCD, 2022. SEMINAR FOR THE NATIONAL TRANSPARENCY WORKING GROUP ON “BLOCKCHAIN, CLIMATE CHANGE AND MRV,” June 29th, 2022.

MEGJC/CCD, 2022. Project Steering Committee Meeting, September 28, 2022.

MEGJC/CCD, 2022. Background PPT for Steering Committee Meeting, prepared December 27, 2022.

MEGJC/CCD, 2023. Project Steering Committee Meeting, February 25, 2023.

MEGJC/CCD, 2023. HYBRID WORKSHOP SERIES OF THE NATIONAL TRANSPARENCY WORKING GROUP, May 8th and 9th, 2023.

**Terms-of-Reference and Awards**

IDB/Jamaica, 21 September 2021. Request for Curriculum vitae. Individual consultant to assess the institutional capacity, arrangements and enabling environment across ministries for transparency related activities related to mitigation, adaptation, climate financing and capacity building (IDB-P829670-09/21).

IDB/Jamaica, 21 September 2021. Request for Curriculum vitae. Individual consultant to assess on-going initiatives at the regional, national, sub-national and sectoral levels to support transparency related activities related to mitigation, adaptation, climate financing and capacity building (IDB-P829676-09/21).

IDB/Jamaica, 21 September 2021. Request for Curriculum vitae. Individual consultant to assess and explore the application of enabled technologies, including but not limited to Distributed Ledger Technologies (DLT) to support the different aspects of a domestic MRV system (IDB-P829673-09/21).

MEGJC/CCD, 7 March 2022. Term of Reference for the Project Steering Committee of the project “Strengthening Jamaica’s Capacity to Meet Transparency Requirements under the Paris Agreement.”

MEGJC/CCD, 27 June 2022. Terms of Reference for the National Transparency Working Group.

IDB/Jamaica, 14 June 2022. Request for expressions of interest (Firms). Assess GIS related gaps and needs regarding reporting to the UNFCCC (IDB-P992093-06/22).

IDB/Jamaica, 20 September 2022. Request for expressions of interest (Firms). Consultancy firm to establish a Measuring, Reporting and Verification (MRV) system for Jamaica to meet reporting requirements under the Paris Agreement (IDB-P1065405-09/22).

IDB/Jamaica, 21 February 2023. Notification of Contract Award. Consultancy firm to establish a Measuring, Reporting and Verification (MRV) system for Jamaica to meet reporting requirements under the Paris Agreement (IDB-C1140849-02/23). Aether Ltd., United Kingdom, USD 111,900.

IDB/Jamaica, 6 March 2023. Notification of Contract Award. Establishment of a centralized national knowledge platform for climate action (IDB-C1147235-03/23). DE Design + Environment Inc., Canada, USD197,902.

IDB/Jamaica, 6 March 2023. Notification of Contract Award. GIS infrastructure assessment and design and implementation of a system for tracking climate finance and adaptation as part of Jamaica’s domestic MRV system (IDB-C1147241-03/23). Geo Solutions S.A.S in JV with Environmental Solutions Limited, Italy/Jamaica, USD 82,638.

IDB/Jamaica, August 2023. Objective and Scope of the Terminal Evaluation Consultancy – TER JA-T1165 (includes GEF Requirements).

### **Other**

GEF, 20 July 2020. GUIDELINES ON THE PROJECT AND PROGRAM CYCLE POLICY (2020 UPDATE) (GEF/C.59/Inf.03).

GEF, Blog 16 March 2022. Supporting transparency to drive ambitious climate action.

GEF, August 2023. GEF-8 Results Measurement Framework Worksheet / Core Indicator Reporting Template.

MEGJC/CCD, 27 December 2022. Project Management Update.

## ANNEX 4: PERSONS CONSULTED

Name	Title	Contact	Date of Interview
Omar Alcock	Principal Director (Actg.), MEGJC/Climate Change Division	<a href="mailto:omar.alcock@megjc.gov.jm">omar.alcock@megjc.gov.jm</a>	4 January 2024
Gerald Alleng	Senior Climate Change Specialist, Team Lead, IDB	<a href="mailto:GERARDA@iadb.org">GERARDA@iadb.org</a>	9 January 2024
Sudaney Blair	Operation Analyst, IDB	<a href="mailto:SUDANEYB@IADB.ORG">SUDANEYB@IADB.ORG</a>	4 January 2024
Nadine Brown	Director Sustainable Development, PIOJ	<a href="mailto:nadine_brown@pioj.gov.jm">nadine_brown@pioj.gov.jm</a>	12 January 2024
Ashley Codner	Sustainable Development Specialist	<a href="mailto:Ashley_Codner@PIOJ.gov.jm">Ashley_Codner@PIOJ.gov.jm</a>	12 January 2024
Kwame Emmanuel	Former Project Manager	<a href="mailto:kwamepe@hotmail.com">kwamepe@hotmail.com</a>	3 January 2024
Shasheka Gilzine	Former Project Administrative Assistant	<a href="mailto:shashekagilzine@gmail.com">shashekagilzine@gmail.com</a>	4 January 2024
Winsome Miller	Multi-lateral Financing Unit, PIOJ	<a href="mailto:Winsome_Miller@PIOJ.gov.jm">Winsome_Miller@PIOJ.gov.jm</a>	8 January 2024
Lackeisha Nelson	Procurement Consultant	<a href="mailto:nelsonlackeisha@gmail.com">nelsonlackeisha@gmail.com</a>	15 December 2023
Avagay Simpson	Operations Analyst / Climate Change Consultant, IDB	<a href="mailto:AVAGAYS@IADB.ORG">AVAGAYS@IADB.ORG</a>	3 January 2024
Tracie -Ann West	Officer for Loan Portfolio IDB	<a href="mailto:TracieAnn_West@PIOJ.gov.jm">TracieAnn_West@PIOJ.gov.jm</a>	8 January 2024

## ANNEX 5: GEF RATING SCHEME

### PROJECT RESULTS AND OUTCOMES

*Project outcomes are rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:*

<b>Rating</b>	<b>Description</b>
Highly Satisfactory (HS)	<i>Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings.</i>
Satisfactory (S)	<i>Level of outcomes achieved was as expected and/or there were no or minor shortcomings.</i>
Moderately Satisfactory (MS)	<i>Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.</i>
Moderately Unsatisfactory (MU)	<i>Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.</i>
Unsatisfactory (U)	<i>Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.</i>
Highly Unsatisfactory (HU)	<i>Only a negligible level of outcomes achieved and/or there were severe shortcomings.</i>
Unable to Assess (UA)	<i>The available information does not allow an assessment of the level of outcome achievements.</i>

*The overall ratings on the outcomes of the project will be based on performance of the following criteria: (I) Relevance; (II) Effectiveness; (III) Efficiency. The calculation of the overall outcomes rating of projects will consider all the three criteria, of which relevance and effectiveness are critical. The overall outcome rating may not be higher than the rating for Relevance. Further, the overall outcome rating may not be higher than the effectiveness rating.*

*During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluator should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.*

### SUSTAINABILITY

*The sustainability will be assessed taking into account the risks related to financial, socio-political, institutional and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale:*

<b>Rating</b>	<b>Description</b>
Likely (L)	<i>There is little or no risk to sustainability.</i>
Moderately Likely (ML)	<i>There are moderate risks to sustainability.</i>
Moderately Unlikely (MU)	<i>There are significant risks to sustainability.</i>
Unlikely (U)	<i>There are severe risks to sustainability.</i>
Unable to Assess (UA)	<i>Unable to assess the expected incidence and magnitude of risks to sustainability.</i>

**MONITORING AND EVALUATION**

*The quality of project M&E will be assessed in terms of: (I) design; (II) implementation.*

<b>Rating</b>	<b>Description</b>
Highly Satisfactory (HS)	<i>There were no short comings and quality of M&amp;E design / implementation exceeded expectations.</i>
Satisfactory (S)	<i>There were no or minor short comings and quality of M&amp;E design / implementation meets expectations.</i>
Moderately Satisfactory (MS)	<i>There were some short comings and quality of M&amp;E design/implementation more or less meets expectations.</i>
Moderately Unsatisfactory (MU)	<i>There were significant shortcomings and quality of M&amp;E design / implementation somewhat lower than expected.</i>
Unsatisfactory (U)	<i>There were major short comings and quality of M&amp;E design/implementation substantially lower than expected.</i>
Highly Unsatisfactory (HU)	<i>There were severe short comings in M&amp;E design/ implementation.</i>
Unable to Assess (UA)	<i>The available information does not allow an assessment of the level of the quality of M&amp;E design / implementation.</i>

**PROJECT IMPLEMENTATION AND EXECUTION**

*Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF agencies that have direct access to GEF resources. Quality of execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF agencies and executed the funded activities on ground. The performance will be rated on a six-point scale:*

<b>Rating</b>	<b>Description</b>
Highly Satisfactory (HS)	<i>There were no shortcomings and quality of <b>implementation</b> or <b>execution</b> exceeded expectations.</i>
Satisfactory (S)	<i>There were no or minor shortcomings and quality of <b>implementation</b> or <b>execution</b> meets expectations.</i>
Moderately Satisfactory (MS)	<i>There were some shortcomings and quality of <b>implementation</b> or <b>execution</b> more or less meets expectations.</i>
Moderately Unsatisfactory (MU)	<i>There were significant shortcomings and quality of <b>implementation</b> or <b>execution</b> somewhat lower than expected.</i>
Unsatisfactory (U)	<i>There were major shortcomings and quality of implementation substantially lower than expected.</i>
Highly Unsatisfactory (HU)	<i>There were severe shortcomings in quality of <b>implementation</b> or <b>execution</b>.</i>
Unable to Assess (UA)	<i>The available information does not allow an assessment of the quality of <b>implementation</b> or <b>execution</b>.</i>



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## ANNEX 6: PARIS AGREEMENT – ARTICLE 13

### Paris Agreement: Article 13<sup>12</sup>

1. In order to build mutual trust and confidence and to promote effective implementation, an enhanced transparency framework for action and support, with built-in flexibility which takes into account Parties' different capacities and builds upon collective experience is hereby established.
2. The transparency framework shall provide flexibility in the implementation of the provisions of this Article to those developing country Parties that need it in the light of their capacities. The modalities, procedures and guidelines referred to in paragraph 13 of this Article shall reflect such flexibility.
3. The transparency framework shall build on and enhance the transparency arrangements under the Convention, recognising the special circumstances of the least developed countries and small island developing States, and be implemented in a facilitative, non-intrusive, non-punitive manner, respectful of national sovereignty, and avoid placing undue burden on Parties.
4. The transparency arrangements under the Convention, including national communications, biennial reports and biennial update reports, international assessment and review and international consultation and analysis, shall form part of the experience drawn upon for the development of the modalities, procedures and guidelines under paragraph 13 of this Article.
5. The purpose of the framework for transparency of action is to provide a clear understanding of climate change action in the light of the objective of the Convention as set out in its Article 2, including clarity and tracking of progress towards achieving Parties' individual nationally determined contributions under Article 4, and Parties' adaptation actions under Article 7, including good practices, priorities, needs and gaps, to inform the global stocktake under Article 14.
6. The purpose of the framework for transparency of support is to provide clarity on support provided and received by relevant individual Parties in the context of climate change actions under Articles 4, 7, 9, 10 and 11, and, to the extent possible, to provide a full overview of aggregate financial support provided, to inform the global stocktake under Article 14.
7. Each Party shall regularly provide the following information: (a) A national inventory report of anthropogenic emissions by sources and removals by sinks of greenhouse gases, prepared using good practice methodologies accepted by the Inter-Governmental Panel on Climate Change and agreed upon by the Conference of the Parties serving as the meeting of the Parties to this Agreement; and (b) Information necessary to track progress made in implementing and achieving its nationally determined contribution under Article 4.
8. Each Party should also provide information related to climate change impacts and adaptation under Article 7, as appropriate.

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<sup>12</sup> Sourced from: [https://unfccc.int/sites/default/files/english\\_paris\\_agreement.pdf](https://unfccc.int/sites/default/files/english_paris_agreement.pdf)

9. Developed country Parties shall, and other Parties that provide support should, provide information on financial, technology transfer and capacity-building support provided to developing country Parties under Articles 9, 10 and 11.

10. Developing country Parties should provide information on financial, technology transfer and capacity-building support needed and received under Articles 9, 10 and 11.

11. Information submitted by each Party under paragraphs 7 and 9 of this Article shall undergo a technical expert review, in accordance with decision 1/CP.21. For those developing country Parties that need it in the light of their capacities, the review process shall include assistance in identifying capacity-building needs. In addition, each Party shall participate in a facilitative, multilateral consideration of progress with respect to efforts under Article 9, and its respective implementation and achievement of its nationally determined contribution.

12. The technical expert review under this paragraph shall consist of a consideration of the Party's support provided, as relevant, and its implementation and achievement of its nationally determined contribution. The review shall also identify areas of improvement for the Party, and include a review of the consistency of the information with the modalities, procedures and guidelines referred to in paragraph 13 of this Article, taking into account the flexibility accorded to the Party under paragraph 2 of this Article. The review shall pay particular attention to the respective national capabilities and circumstances of developing country Parties.

13. The Conference of the Parties serving as the meeting of the Parties to this Agreement shall, at its first session, building on experience from the arrangements related to transparency under the Convention, and elaborating on the provisions in this Article, adopt common modalities, procedures and guidelines, as appropriate, for the transparency of action and support.

14. Support shall be provided to developing countries for the implementation of this Article.

15. Support shall also be provided for the building of transparency-related capacity of developing country Parties on a continuous basis.

## ANNEX 7: RESULTS MATRIX

RESULT	INDICATOR	BASELINE	END-OF-PROJECT TARGET	END-OF-PROJECT TARGET STATUS	STATUS JUNE 2023 (END-OF-PROJECT)	COMMENTS
<b>OBJECTIVE: To strengthen Jamaica's transparency framework through the design and implementation of a fully functional and harmonised domestic Measuring, Reporting and Verification (MRV) system for the effective implementation of the country's Nationally Determined Contribution (NDC) and other transparency-related activities.</b>						
OUTCOME: A strengthened transparency framework on climate change for Jamaica.	A formalised MRV system established.	0	1	0	<p>PIR1: It is expected that at the current rate the project will achieve its overall or global environmental objective. Its overall assessment for 2020-2021 was rated as Moderately Satisfactory (MS).</p> <p>The impacts of COVID have challenged the implementation of the project and have also affected its performance. As the executing agency becomes more familiar working under a virtual modality, it is expected that the performance of the program will not be adversely affected. Therefore, the rating assigned for fiscal 2021 year was Moderately Satisfactory (MS).</p>	
<b>COMPONENT 1: Strengthening Jamaica's transparency framework as described in Article 13 of the Paris Agreement.</b>						
Output 1.1 Participatory mechanisms for public investment decisions and/or service production or delivery developed.	Number of Participatory Mechanisms.	0	1: National transparency working group established as a Participatory Mechanism.	1	<p>The National Transparency Working Group (NTWG) was established in July 2021 and met five times over the course of the project, each time through workshop sessions. Its ToR were adopted in June 2022 which state that the purpose of the NTWG was to provide strategic direction and to ensure that transparency reporting processes are properly supported across Ministries, Departments, Agencies (MDA) and other relevant partners. The NTWG also provided technical support for managing operational challenges as well as risks associated with the development and management of the MRV system.</p> <p>The NTWG of 14 selected members and an observer was chaired by CCD and included several public sector experts to guide the development and operationalisation of the MRV in areas of GHG monitoring, mitigation, adaptation, climate</p>	

RESULT	INDICATOR	BASELINE	END-OF-PROJECT TARGET	END-OF-PROJECT TARGET STATUS	STATUS JUNE 2023 (END-OF-PROJECT)	COMMENTS
					<p>finance and capacity building. In 2022, technocrats from NSWMA, MSETT/Energy Division, NEPA and JPS joined the NTWG formally.</p> <p>The five workshops covered: (1) An inception meeting jointly with the PSC in July 2021; (2) A 2-day team building session in September 2021, focused on exposing members to institutional arrangement considerations, purpose and requirements of an MRV system as well as regional experiences; (3) A 2-day face-to-face joint workshop in December 2021 with PSC as well as a special session for members of the Climate Change Focal Points Network (CCFPN); (4) A half-day seminar on Blockchain technology and applicability to climate was held in June 2022; (5) A two-day hybrid workshop in May 2023 to give the five project consultants engaged at that time, an opportunity to interact directly with stakeholders around the design and development of the Measuring, Reporting and Verification (MRV) system and its components.</p> <p>The NTWG further participated in several engagements with the consultants including introductory meetings and one-on-one sessions. Members also completed a questionnaire gathering data for the design of the various MRV components.</p>	
Output 1.2 Institutional capacity analysis conducted.	Number of assessments of institutional arrangements across ministries for transparency related activities developed.	0	8	8 (6 by June 2022, another 2 in 2023)	<p>This was considered a critical path activity. Work by the consultant, Derrick Oderson, started in 2021 and by June 2022, he had submitted 6 of the 8 deliverables. The final 2 reports were delivered in early 2023. Delays were due to challenges faced with data collection owing to COVID-19 restrictions during the 2022 period. In 2023 the assessment deliverables were shared with the consultants who were designing and developing the MRV system and its components.</p>	

RESULT	INDICATOR	BASELINE	END-OF-PROJECT TARGET	END-OF-PROJECT TARGET STATUS	STATUS JUNE 2023 (END-OF-PROJECT)	COMMENTS
					The June 2021 progress report notes that “no guidance was provided to the consultant (Project Manager) regarding the 8 physical outputs expected.”	
Output 1.3 Diagnostics and assessments completed.	Number of diagnostics and assessments conducted of ongoing initiatives at the national, sub-national and sectoral levels to support transparency related activities.	0	5	5	<p>Also this consultancy was a critical path activity and the June 2021 progress report notes that “no guidance was provided to the consultant (Project Manager) regarding the 5 physical outputs expected.” The consultant, Simone Lee, provided two deliverables by June 2021 (one in draft) and all deliverables regarding the assessments of ongoing initiatives at the national, subnational, and sectoral levels to support transparency related activities were completed by June 2022.</p> <p>In 2023, the assessment deliverables were shared with the consultants designing and developing the MRV system and its components (see 2.1 and 2.2).</p>	
<b>COMPONENT 2: Improving Jamaica's technical capacity to establish a robust domestic MRV system.</b>						
Output 2.1 Transparency and accountability mechanisms developed.	Number of transparency and accountability mechanisms, management processes and data supply guidelines, put in place in targeted institutions.	0	1	0	<p>In 2023, the consultancy for the design and development of the MRV system commenced and deliverable 1 and draft deliverable 2 were submitted. The draft deliverable 2 included the proposed designs. Dissemination of questionnaire, workshops and one on one sessions with stakeholders were completed to collect data (see 1.1).</p> <p>There were delays in completing this procurement process and subsequently in signing the contracts. There was 5 months downtime between recommendation for award and contract signing due to internal processes within the executing agency.</p>	

RESULT	INDICATOR	BASELINE	END-OF-PROJECT TARGET	END-OF-PROJECT TARGET STATUS	STATUS JUNE 2023 (END-OF-PROJECT)	COMMENTS
Output 2.2 Methodologies designed/strengthened.	Number of methodologies designed and strengthened for tracking adequacy and effectiveness, and for M&E tools that compile data on adaptation, mitigation and international climate finance.	0	3	1 (PIR3: 0)	<p>This output was also considered a critical path activity and a first activity relating to assessing MRV technology (including blockchain) started in 2021. The consultant, Randyll Pandohie, produced three deliverables by June 2021, two in draft, and completed his work by June 2022. The assessment of enabled technologies would support the development of Jamaica's MRV system and specific methodologies for tracking.</p> <p>Some other activities under this output were initiated in 2022:</p> <ul style="list-style-type: none"> <li>- Development of a climate adaptation and finance mapping GIS application. Five firms were shortlisted in 2022;</li> <li>- Development of a GHG Inventory. Sole sourcing of the SlashRoots Foundation. Deliverable 1 and draft deliverable 2 were submitted.</li> </ul> <p>There were delays in review of EOIs, technical proposals and contracts.</p>	Although PIR3 rates the end-of-project status at 0, this was assessed at 1.
<b>COMPONENT 3: Improving knowledge sharing and capacity building for the effective coordination amongst national agencies in the implementation of transparency-related activities.</b>						
Output 3.1 Virtual platforms designed.	Number of Centralized National Climate Knowledge Platforms for transparency designed and implemented.	0	1: Centralized National Climate Knowledge Platform (CNCKP) for transparency designed and implemented.	0	<p>The knowledge component and activities of the programme constitute part of the strategy to sensitise and engage various government ministries. A series of workshops and presentations was planned as a first step in highlighting its importance.</p> <p>The consultant who assessed MRV tech (see 2.2) also reported on the technology requirements for the CNCKP. ToRs were drafted and procurement started in 2022. In 2023, the consultancy for the design and development of the CNCKP commenced and deliverable 1 and draft deliverable 2 were submitted. The draft deliverable 2 included the proposed design of the platform. Dissemination of questionnaire, workshops and one on one sessions were completed to collect data (see 1.1)</p>	

RESULT	INDICATOR	BASELINE	END-OF-PROJECT TARGET	END-OF-PROJECT TARGET STATUS	STATUS JUNE 2023 (END-OF-PROJECT)	COMMENTS
					There were delays in completing this procurement process and subsequently in signing the contracts. There was 5 months downtime between recommendation for award and contract signing.	
Output 3.2 Tools designed/strengthened.	Number of national electronic guidebooks on transparency management process developed.	0	1: National electronic guidebook on transparency management process developed.	0	Dependent on the development of the MRV system (see 2.1). Draft deliverable 2 of the consultancy under 2.2, produced in June 2023, included a draft of the contents for the electronic guidebook.	
Output 3.3 Training products developed.	Number of national training programmes established for officials, private sector and non-governmental organisations in the IPCC GHG software and guidelines and carbon accounting.	0	1: National training programme established for officials, private sector and non-governmental organisations in the IPCC GHG software and guidelines and carbon accounting.	0	<p>The national training programme for GHG and carbon accounting would focus on introducing the UNFCCC Inter-Governmental Panel on Climate Change (IPCC) Green House Gas software for sectors such as forestry, energy, agriculture, industrial processes and waste. Initial discussions took place in 2021-2022. The sole source consultant, UTech, submitted technical and price proposals in August 2022 for review. IDB non-objection was given to award of contract in October 2022, but the contract was not signed until April 2023 due to internal processes within the executing agency, relating to sole source procurement.</p> <p>In addition to Utech, a link was also made with the Green House Gas Management Institute in the US to assist with certain training modules, as well as with the Caribbean regional transparency hub, based in Grenada.</p> <p>The consultancy for the design and development of the training programme commenced in 2023 and deliverable 1 and draft deliverable 2 were submitted. Draft deliverable 2 included training materials for 50% of the modules.</p>	

RESULT	INDICATOR	BASELINE	END-OF-PROJECT TARGET	END-OF-PROJECT TARGET STATUS	STATUS JUNE 2023 (END-OF-PROJECT)	COMMENTS
Output 3.4 Individuals Trained.	Number of persons trained in IPCC software and guidelines to calculate national GHG inventories and carbon accounting. Half of the trainees will be women.	0	30 (adjusted to 42)	0	The consultant, Utech, reached out to project stakeholders to garner interest in the training programme and received recommendations for over 45 participants. This output however depended on the completion of the training products.	



## ANNEX 8: GEF-8 CORE INDICATORS REPORTING TEMPLATE



GEF-8 Results Measurement Framework Worksheet				Table of Content
Please complete relevant indicators and provide justifications in the textbox at the bottom.				<a href="#">Conserving and Sustainably Using Biodiversity</a>
				<a href="#">Sustainably Managing and Restoring Land</a>
GEF ID:	10014			<a href="#">Reducing GHG Emissions</a>
Agency ID:	JA-T1165			<a href="#">Strengthening Transboundary Water Management</a>
Reported by:	Jan Voordouw			<a href="#">Reducing Chemicals and Waste</a>
Date:	7-June-24			<a href="#">Direct Beneficiaries</a>

CROSS-CUTTING STRATEGIC AREAS					
Core Indicator 11 People benefiting from GEF-financed investments					
		Number			
		Expected		Achieved	
		PIF Stage	Endorsement	MTR	TE
	Female		21	N/A	0
	Male		21	N/A	0
	<b>Total</b>	<b>0</b>	<b>42</b>	<b>N/A</b>	<b>0</b>

**COMMENTS (explain the methodological approach and underlying logic to justify target levels for Core and Sub-Indicators):**

The number of beneficiaries remained at zero by the end of the project, because the training courses in GHG accounting had not yet taken place. However, a series of 5 successful transparency workshops had taken place with the following numbers of participants:

Workshop 1 (July 2021): 16 female, 9 male. Total: 25 participants.

Workshop 2 (September 2021): 12 female, 11 male. Total: 23 participants.

Workshop 3 (December 2021): 12 female, 10 male. Total: 22 participants.

Workshop 4 (June 2022): 14 female, 10 male. Total: 24 participants.

Workshop 5 (May 2023): 25 female, 17 male. Total: 42 participants.

## ANNEX 9: GEF-CBIT TRACKING TOOL



Tracking Tool for GEF 6  
Capacity-building  
Initiative for  
Transparency Projects

(At CEO  
Endorsement)

**Special Notes: Projects need to report on all indicators that are included in their results framework**

**Reporting on lifetime emissions avoided**

**Lifetime direct GHG emissions avoided:** Lifetime direct GHG emissions avoided are the emissions reductions attributable to the investments made **during the project's supervised implementation period**, totaled over the respective lifetime of the investments.

**Lifetime direct post-project emissions avoided:** Lifetime direct post-project emissions avoided are the emissions reductions attributable to the investments made outside the project's supervised implementation period, but supported by financial facilities put in place by the GEF project, totaled over the respective lifetime of the investments. These financial facilities will still be operational after the project ends, such as partial credit guarantee facilities, risk mitigation facilities, or revolving funds.

**Lifetime indirect GHG emissions avoided (top-down and bottom-up):** indirect emissions reductions are those attributable to the long-term outcomes of the GEF activities that remove barriers, such as capacity building, innovation, catalytic action for replication.

Please refer to the following references for Calculating GHG Benefits of GEF Projects.

[Manual for Energy Efficiency and Renewable Energy Projects](#)

[Revised Methodology for Calculating Greenhouse Gas Benefits of GEF Energy Efficiency Projects \(Version 1.0\)](#)

[Manual for Transportation Projects](#)

For LULUCF projects, the definitions of "lifetime direct and indirect" apply. Lifetime length is defined to be 20 years, unless a different number of years is deemed appropriate. For emission or removal factors (tonnes of CO<sub>2</sub>eq per hectare per year), use IPCC defaults or country specific factors.

**Section A. General Data**

	At CEO Endorsement	
Project Title	Strengthening Jamaica's Capacity to Meet Transparency Requirements under the Paris Agreement.	
GEF ID	10014 (Mid-sized project)	
GEF Agency	IDB	
Agency Project ID	JA-T1165	
Country	Jamaica	
Region	Small Islands Developing States	
Date of Council/CEO Approval	October 22, 2019	Month DD, YYYY (e.g., May 13, 2014)
GEF Grant (US\$)	1,300,000	
Date of submission of the tracking tool	June 7, 2024	Month DD, YYYY (e.g., May 13, 2014)
Is the project consistent with the priorities identified in National Communications,	1	Yes = 1, No = 0

Technology Needs Assessment, or other Enabling Activities (such as Technology Action Plans, Nationally Appropriate Mitigation Actions (NAMA) under the UNFCCC?		
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### Section B. Quantitative Outcome Indicators

#### Target At CEO Endorsement

<b>Indicator 1: Total Lifetime Direct and Indirect GHG Emissions Avoided (Tons CO<sub>2</sub>eq)</b>	N/A	<b>Identify Sectors, Sources and Technologies. Provide disaggregated information if possible. see Special Notes above</b>
Lifetime direct GHG emissions avoided		
Lifetime indirect GHG emissions avoided		
<b>Indicator 2: Volume of investment mobilized and leveraged by GEF for low GHG development (co-financing and additional financing) of which</b>	0	<b>Expected additional resources implies resources beyond co-financing committed at CEO endorsement.</b>
Public	0	
Private	0	
Domestic	0 (Co-financing by more MDAs is feasible)	
External	0	

### Section C. Qualitative Outcome Indicators

			<b>Provide details of coverage of MRV systems - area, type of activity for which MRV is done, and of Reporting and Verification processes. Baseline indicates current status (pre-project), Target is the rating level that is expected to be achieved due to project support. For guidance for qualitative ratings (in comment) move cursor over box or right click to show comment.</b>
<b>Indicator 3: Quality of MRV Systems</b>	<b>Baseline Rating (1-10)</b>	<b>Target Rating (1-10)</b>	
Strengthening of Jamaica's transparency framework as described in Article 13 of the Paris Agreement	1	5	Target reflects that a basic system is expected as outcome, to be further improved over coming years.

Improving Jamaica's technical capacity to establish a robust domestic MRV system	1	5	Target reflects that a basic system is expected as outcome, to be further improved over coming years.
<b>Indicator 4: Number of countries meeting Convention reporting requirements and including mitigation contributions</b>	<b>1 (Jamaica)</b>		<b>Please specify the dates of submission for each report (for a multiple country project, please specify reports by country)</b>
National Communications	Yes		
Biennial Update Reports	Yes		
NDC	Yes		
Other	Yes (SDG reports, NDP reports)		
<b>Indicator 5: Qualitative assessment of institutional capacity for transparency-related activities</b>	<b>Baseline Rating (1-4)</b>	<b>Target Rating (1-4)</b>	<b>CBIT projects will monitor an additional indicator for qualitative assessment of institutional capacity built for transparency-related activities under Article 13 of the Paris Agreement. Baseline indicates current status (pre-project), Target is the rating level that is expected to be achieved due to project support. For guidance for qualitative ratings (in comment) move cursor over box or right click to show comment.</b>
	2	4	MEGJC/CCD



## Tracking Tool for GEF 6 Capacity-building Initiative for Transparency Projects

### (At Terminal Evaluation)

#### Section A. General Data

	At Terminal Evaluation	
Project Title	Strengthening Jamaica's Capacity to Meet Transparency Requirements under the Paris Agreement.	
GEF ID	10014 (Mid-sized project)	
GEF Agency	IDB	
Agency Project ID	JA-T1165	
Country	Jamaica	
Region	Small Islands Developing States	
Date of Council/CEO Approval	October 22, 2019	Month DD, YYYY (e.g., May 13, 2014)
GEF Grant (US\$)	1,300,000	
Date of submission of the tracking tool	June 7, 2024	Month DD, YYYY (e.g., May 13, 2014)
Is the project consistent with the priorities identified in National Communications, Technology Needs Assessment, or other Enabling Activities (such as Technology Action Plans, Nationally Appropriate Mitigation Actions (NAMA) under the UNFCCC?	1	Yes = 1, No = 0

#### Section B. Quantitative Outcome Indicators

#### Terminal Evaluation Results

Indicator 1: Total Lifetime Direct and Indirect GHG Emissions Avoided (Tons CO <sub>2</sub> eq)	N/A	Identify Sectors, Sources and Technologies. Provide disaggregated information if possible. see Special Notes above
Lifetime direct GHG emissions avoided		
Lifetime indirect GHG emissions avoided		
Indicator 2: Volume of investment mobilized and leveraged by GEF for low GHG development (co-financing and additional financing) of which	0	Expected additional resources implies resources beyond co-financing committed at CEO endorsement.

Public	0	
Private	0	
Domestic	0 (Co-financing by more MDAs is feasible)	
External	0	

### Section C. Qualitative Outcome Indicators

Indicator 3: Quality of MRV Systems	Baseline Rating (1-10)	Target Rating (1-10)	Provide details of coverage of MRV systems - area, type of activity for which MRV is done, and of Reporting and Verification processes. Baseline indicates current status (pre-project), Target is the rating level that is expected to be achieved due to project support. For guidance for qualitative ratings (in comment) move cursor over box or right click to show comment.
Strengthening of Jamaica's transparency framework as described in Article 13 of the Paris Agreement	1	5	This component was achieved.
Improving Jamaica's technical capacity to establish a robust domestic MRV system	1	1	Target not achieved by project closure.
Indicator 4: Number of countries meeting Convention reporting requirements and including mitigation contributions	1 (Jamaica)		Please specify the dates of submission for each report (for a multiple country project, please specify reports by country)
National Communications	Yes		TBD
Biennial Update Reports	Yes		TBD
NDC	Yes		TBD
Other	Yes (SDG reports, NDP reports)		TBD
Indicator 5: Qualitative assessment of institutional capacity for transparency-related activities	Baseline Rating (1-4)	Target Rating (1-4)	CBIT projects will monitor an additional indicator for qualitative assessment of institutional capacity built for transparency-related activities under Article 13 of the Paris Agreement. Baseline indicates current status (pre-project), Target is the rating level that is expected to be achieved due to project support. For guidance for qualitative ratings (in comment) move cursor over box or right click to show comment.
	2	2	MEGJC/CCD

## ANNEX 10: PROJECT CO-FINANCING BREAK-UP (US\$)

Name of Co-Financer	Co-Financer Type	Type of Co-Financing	Co-Financing at Project Start			Actual Co-Financing at Project End		
			In-kind	Cash	Total	In-kind	Cash	Total
Govt. of Jamaica	Governmental	Equity Participation	129,000	30,000	159,000	0	0	0
IDB	International Development Partner	Equity Participation	21,500	0	21,500	21,500	0	21,500
Grand Total			150,500	30,000	180,500	21,500	0	21,500