



Preventing COSTS of Invasive Alien Species (IAS) in Barbados and the OECS Countries
(GEF Project ID: 9408 /UNEP Project ID: GFL-11207-14AC0003-SB-006590)

December 2021

DISCLAIMER

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ACKNOWLEDGEMENTS

The reviewer wishes to acknowledge the country Project Managers and technical staff, civil society and academic partners, and the CABI staff, particularly Project Manager Naitram Ramnaran and Arne Witt, CABI Invasive Species Coordinator, for their willingness to share experiences under this project in addressing one of the most frustrating and intractable challenges in biodiversity conservation, that of control and management of invasive alien species. Their diligent efforts are worthy of respect. Likewise, the reviewer acknowledges UNEP for the guidance provided and for having the foresight to support efforts for the control and management of invasive alien species, and the project management team including UNEP Task Manager Christopher Cox and Programme Assistant Gloritzel Frangakis.

SHORT BIOGRAPHY OF THE CONSULTANT

For more than 35 years John Waugh has worked at the interface of environmental and social resilience worldwide. Recently his focus has been on systems approaches encompassing invasive alien species, sustainable finance, social benefits, and health and biodiversity interfaces. He is the author or co-author of more than 25 books, chapters, or reports on environmental policy, and has extensive experience in communicating environmental policy, ranging from village level negotiations to addressing the UN General Assembly. After completing the Intensive Humanities program at the University of Montana, he worked in forestry and protected area management for the US government, for four years in West Africa as a Peace Corps Volunteer, and then, for 20 years, as a policy analyst and program manager for the International Union for Conservation of Nature (IUCN). In recent years he has focused on the design of solutions at the interface of natural resource management and poverty alleviation. He has expertise in monitoring and evaluation, having led or managed more than 15 program reviews, assessments and related studies. His volunteer work includes ongoing membership in the Invasive Species Specialist Group of the IUCN Species Survival Commission. He has designed and managed 12 prior evaluations of major projects, covering 29 countries in Africa, SE Asia, and Latin America and the Caribbean.

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Abbreviations & Acronyms

CABI	CAB International (formerly (Centre for Agriculture and Biosciences International)
CARICOM	Caribbean Community
CBF	Caribbean Biodiversity Fund
CBIS	Caribbean Biodiversity Interception System
CPHD	Caribbean Plant Health Directors
EDRR	Early Detection and Rapid Response
GDP	Gross Domestic Product
GEF	Global Environment Facility
IAS	Invasive Alien Species
IPSC	International Project Steering Committee
MTR	Mid-Term Review
NISSAP	National Invasive Species Strategy and Action Plan
OECS	Organisation of Eastern Caribbean States
PIR	Project Implementation Review
PoW	Programme of Work
ProDoc	Project Document
SDG	Sustainable Development Goals
SIDS	Small Island Developing States
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNEP	UN Environment Programme
UWI	University of the West Indies

Project Identification Table

Table 1: Project Summary

UNEP Sub-programme:	Biennia: 2018-19, Sub-programme 3: Healthy and productive ecosystems	UNEP Division/ Branch:	UN Environment Programme Ecosystems Division GEF Biodiversity and Land Degradation Unit Biodiversity and Land Branch
Expected Accomplishment(s):	EA 3 (b) Policymakers in the public and private sectors test the inclusion of the health and productivity of eco-systems in economic decision-making Indicator: (i.) Increase in the number of public sector institutions that test the incorporation of the health and productivity of marine and terrestrial ecosystems in economic decision-making	Programme of Work Output(s): GEF 6: 4.1	Output indicators Indicator 4.1 Area of landscapes under improved management to benefit biodiversity
SDG(s) and indicator(s)	Target 15.8 Prevent invasive alien species on land and in water ecosystems Indicator: By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7)	Indicator 4.1 Area of landscapes under improved management to benefit biodiversity (CEO endorsement included seascapes)		
Dates of previous project phases:	n/a	Status of future project phases:	n/a

Project Title:	Preventing COSTS of Invasive Alien Species (IAS) in Barbados and the OECS Countries
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Executing Agency:	CAB International
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Project partners:	The Department of the Environment, Ministry of Health and the Environment, Antigua and Barbuda; Ministry of Environment and National Beautification, Barbados; Department of Agriculture, Dominica; Ministry of Agriculture, Forestry and Fisheries, Grenada; Department of Agriculture, St. Kitts and Nevis; Ministry of Sustainable Development, Energy, Science and Technology, St. Lucia; Ministry of Forestry, Fisheries, Rural Transformation, Industry and Labour, St. Vincent and the Grenadines
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Geographical Scope:	Regional, Latin America and the Caribbean
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Participating Countries:	Antigua and Barbuda; Barbados; Dominica; Grenada; Saint Christopher and Nevis; Saint Lucia and Saint Vincent and the Grenadines.
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GEF project ID:	9408	IMIS number*:	GFL-11207-14AC0003-SB-0006590
Focal Area(s):	Biodiversity	GEF OP #:	6, indicator 4.1
GEF Strategic Priority/Objective:	Biennia: 2018-19 Sub-programme 3: Healthy and productive ecosystems	GEF approval date	25 April, 2018
UNEP approval date:		Date of first disbursement*:	7 August 2018
Actual start date:	July 11, 2018	Planned duration:	3 years
Intended completion date*:	July 11, 2021	Actual or Expected completion date:	December 30, 2022
Project Type:	Full Sized	GEF Allocation*:	
PPG GEF cost*:	133,333.00	PPG co-financing*:	0
Expected MSP/FSP Co-financing*:		Total Cost*:	
Mid-term Review (planned date):	March 2021	Terminal Review/Evaluation (planned date):	
Mid-term Review (Actual date):	July – October, 2021	No. of revisions*:	4
Date of last Steering Committee meeting:	September 28, 2021	Date of last Revision*:	October 25, 2021
Disbursement as of 30 June [year]*:	USD 1,656,284.75	Date of planned financial closure*:	November 30, 2023
Date of planned completion*:	31 December 2022	Actual expenditures reported as of 30 June [year]:	1,349,448.57
Total co-financing realized as of 31 December [year]	6,735,468.05	Actual expenditures entered in IMIS as of 31 December [year]*:	n/a
Leveraged financing:	n/a		

Executive Summary

Purpose and Scope of the Mid-Term Review

1. The Mid-Term Review of the *Preventing COSTS of Invasive Alien Species (IAS) in Barbados and the OECS Countries* (hereafter, “OECS-Barbados IAS project”) is typically undertaken approximately mid-way through project implementation. This review occurs well beyond the midpoint, due to the disruptions caused by the COVID-19 pandemic and the ensuing lockdowns. Due to the no-cost extension, the recommendations can still be relevant to the implementation of the final phase of the project.
2. This Mid-Term Review finds project implementation to be ***moderately satisfactory*** (see Table 6).
3. The Mid-Term Review is intended to assess project performance to date (in terms of relevance, effectiveness, and efficiency), and the likelihood of the project achieving its intended outcomes and supporting their sustainability. It constitutes an opportunity to “pause and reflect” on progress, and to facilitate collaborative learning and adaptive management as well, to guide the implementation of the proposed no-cost extension of eighteen months.
4. The locus of this project is Barbados and the Small Island Developing States of the Organisation of Eastern Caribbean States (OECS). Collectively, these nations lack the tools and capacity necessary to effectively deal with invasive alien species. A lack of regional cooperation is also a major impediment, especially concerning the management of pathways for the introduction of invasive alien species. Because of their interconnected culture and commerce, failure in invasive species management in one state imperils all states. Barbados, Antigua and Barbuda, Dominica, Grenada, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines are all parties to the UN Convention on Biological Diversity. This project seeks to support its implementation by maintaining globally significant biodiversity and the ecosystem goods and services that it provides to society through the reduction of threats from invasive alien species.
5. The project is aligned with United Nations Environment Programme Biennia: 2018-19, Sub-programme 3: Healthy and productive ecosystems, Global Environment Facility 6, Indicator 4.1 Area of landscapes under improved management to benefit biodiversity, and Sustainable Development Goals 2 (Zero Hunger), 4 (Quality Education), 12 (Responsible Production and Consumption), 13 (Climate Action), and 15 (Life on Earth). It is also aligned with the Convention on Biological Diversity’s Aichi Biodiversity Targets, specifically Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use, *Target 9 - By 2020, invasive alien species and pathways are identified and prioritized, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.*
6. The nature of a regional project poses challenges because of the probability of differential priorities and capacities across the range of stakeholders. The *Preventing COSTS of Invasive Alien Species* intervention is particularly challenging in this regard because of the distinctly different objectives and the different ways that country partners participate in them.
7. An especially important objective of this Mid-Term Review is to evaluate the impacts of the COVID-19 pandemic on the operating assumptions in the project design. The review will help to refocus the project where necessary to influence the results framework, particularly at the outcome level, and thus to maximize impact in the protection of biological diversity at both regional and national levels based upon the reassessment of assumptions since project inception.

8. Due to COVID-19 pandemic travel and local public health restrictions, the mid-term review could not be undertaken at the optimal time, and it had to be done remotely; it does however provide the rationale and recommended project adjustment for a no-cost extension necessary to complete the work.
9. The continued risks posed by the emergence of new variants of COVID-19 render a face-to-face meeting to discuss the way forward impossible. This review concluded with an interactive webinar on October 19, 2021 among stakeholders facilitated by the Reviewer, allowing CABI, UNEP and key stakeholders to build their common understanding of the most impactful ways in continued project execution and eventual close out of the project. Options for building upon this review for learning, communication, and outreach are addressed in the findings.
10. Annex 1 contains a table of reviewer comments and actions taken.

Project Strengths and Weaknesses

11. In the future, the displacement of populations due to climate change may pose significant additional pathways for invasive alien species introductions. The importance of strengthening invasive alien species control and management capabilities cannot therefore be overstated. The project is appropriately framed in the context of common interests of the Member States of the Organization of Eastern Caribbean States and Barbados, and their general need for national policies, awareness, and capacity to effectively deal with invasive alien species. The Commission of the Organization of Eastern Caribbean States did not participate in the review process although contact was made between the review and the Commission to ensure input was received. Regional cooperation is a key element of this project.
12. This project recognizes that the lack of regional cooperation is a major impediment in the management of pathways and affirms that the failure of any one participating state to manage invasive alien species potentially puts the entire region at risk. The project seeks to create an “enabling environment” for national improvement of invasive alien species response. The strategy entails two tiers – national and regional approaches. It makes a critical assumption that the lessons learned through this project will be shared with and embraced by the wider Caribbean region. This is difficult to quantify, but there are indications that some important outcomes are being achieved. For instance, the Caribbean Biodiversity Information System is already adopted by the Caribbean Plant Health Directors Forum.
13. An important weakness is the lack of private sector engagement in implementation. Some partner countries have engaged with some elements of the private sector, but, given the outsized role that the private sector will play in trade and trade policy, and given the need to finance invasive alien species activities for the long term, this seems to be an oversight to be addressed in the period of the extension. The country representatives will require guidance here, as their experience is largely regulatory, and hence the relationship with the private sector tends to be adversarial. Exporters are already sensitized to quality control on their products because quality is linked to access to markets. However, they are not as concerned with inbound pests, in the form of invasive alien species, and the impact of such introductions on yields and access to markets as the situation may warrant.
14. The project has made progress towards the achievement of all outcomes, despite extreme constraints imposed to contain the COVID-19 pandemic. Several outputs are held up in internal review processes of the respective government partners. OECS-BARBADOS IAS project participants have achieved significant results, which is perhaps remarkable given the constraints. However, there is overreach in the project design, in terms of the number of different objectives and given the limited

budget. Operating in a time of lockdowns and restricted movement, the OECS-BARBADOS IAS project partners have been forced to look within for the resources and motivation to achieve the desired outputs and have largely succeeded. There has been significant effort, demonstrating strong motivation, which, given the challenging times, is a tribute to the entire project team and CABI management.

15. The project design remains valid at the component level, but it leads to three separate outcomes – enabling environments at the national and the regional level, and pilot projects to demonstrate that the threats of invasive species can be controlled. The outputs are not optimized to achieve the overall objective according to the theory of change; in particular, there are no feedback loops between work in Components 1 and 2, which address 3 countries, and Component 3, which addresses all OECS countries and Barbados. To get from outcomes to impacts, the project will need to align outcomes to lead to a clear recognition that regional action is necessary. This Mid-Term Review provides recommendations on how to pull together the outcomes to maximize impact.
16. Two intermediate states are proposed for the project:
 - That capacity and will for the regulation of IAS pathways is enhanced
 - That management is enhanced and supported throughout the region through shared resources and coordination
17. Based on the assessment of the drivers, assumptions for the change processes, and delivery of the most significant outcomes achieved at the Mid-Term Review all suggest that the likelihood of impact is moderately likely. The overall rating of the project's performance is 'moderately satisfactory'. The Summary Assessment and Rating is presented in Table 6, which can be found in Section IV A below.
18. The key lessons identified in this Mid-Term Review include:
 - Self-sufficiency is within reach; national capacity within the region has reached the point that it is not totally dependent upon outside experts and provides a point of inflection in capacity building that the project can capitalise upon.
 - COVID-19 has forced countries to embrace digital solutions, and this increases the willingness to embrace digital knowledge-management solutions in invasive alien species workflows, leading to the potential for more evidence-based approaches to invasive alien species management.
 - The leadership of women has been key to success in this region and context.
 - Some countries are providing leadership in conservation finance and can demonstrate a way forward for the region.
19. This Mid-Term Review recommends that the project:
 - Direct greater attention to private sector engagement, recognizing this sector as an important stakeholder at all levels, in order to neutralise resistance to regulation. Awareness raising should be targeted to economic decision makers as part of this engagement.
 - Bridge the gap between national level implementation and the overall project and provide greater opportunities for technical exchange through invigoration of the IPSC and increase regional technical consultations.
 - Develop an explicit exit strategy based upon lessons learned; and take innovations developed by the project to scale, and disseminate lessons learned and innovations aggressively to generate a

sense of momentum against what often appears to be an intractable issue. Countries should support this by developing guidance for use in the region.

- Highlight and disseminate the innovative approach linking IAS and human health developed under this project. The current global focus on the COVID-19 pandemic presents an important opportunity to link ecosystem health and human health, including the role invasive species as potential vectors of infectious diseases, and the disease vector range expansion associated with climate change and with trade (e.g., *Aedes aegypti* and *Aedes albopictus*). This can present a compelling case for regional cooperation in managing high risk pathways for introduction.
 - Target awareness raising to economic decision makers focusing upon economic risk linked to biodiversity degradation.
 - Adopt a more evidence-based approach to capacity development by demonstrating that skills are being transferred effectively and are being applied in the workplace.
20. The review also recommends that future programming in IAS in the region supported by the Global Environmental Facility:
- Including elements to better understand gender dynamics in IAS management
 - Design projects to be more focused, with more specific outcomes
 - Ensure that programming involving capacity development is based upon solid analysis, such as needs assessments and institutional capacity analysis in the design phase.

I. Project Overview

General Context

21. There are substantial barriers to success that the implementers have had to face during this project, and which this report must address.
22. First there are the challenges inherent in implementing any regional project. These include the additional overhead costs of coordination and multiplies the challenge of squaring the demands of the partner countries with the *a priori* programmes of the donor and implementing agency. Priorities from a national perspective incorporate considerations that may diverge from the purely technical aspects of project design. In this case, it is the selection of the priority invasive alien species for control or eradication. From a purely technical perspective, the national preferences may not be optimal, but in terms of buy-in and pathways for taking invasive alien species management to scale, this is a necessary process. It does however complicate project design and may limit the potential direct impacts of the project on biodiversity. Moreover, invasive alien species issues are generally cross-cutting and don't fit neatly into sectoral approaches.
23. Second, there are economic barriers. While countries are rightly concerned about risks to their own economies, there is still too little incentive to act in a precautionary way regarding outbound risks to biodiversity. For example, tourists constitute a vector of the red palm mite *Raoiella indica*, through the souvenirs that they purchase. It is easier to make the case to prevent introductions than it is to control the sales of souvenirs for export. The economic case for proactive measures has a much higher bar, as those involved in the negotiation and implementation of multilateral

environmental agreements can attest¹. The costs are clear, the benefits, not so much. Nevertheless, there is growing recognition that access to markets is a potentially powerful incentive for participation in biosecurity measures, just as it is an incentive for clean production. Failure to comply can bar access to markets, and the private sector is only beginning to pay attention, and, in the Caribbean, may lag other regions in terms of awareness of risk and willingness to act voluntarily.

24. The importance of agriculture within the region is in decline, while tourism continues to be ascendent. This presents a challenge because agricultural pests, which are frequently alien species, is a well understood risk in the agriculture sector, while the tourism industry is less frequently exposed to harm from invasive alien species. On the average, in 2019 tourism constituted 44% of the Gross Domestic Product (GDP) of the six Eastern Caribbean states and Barbados, and tourists spent, on average, more than 680 million US dollars in each of the seven nations. The total spending of international visitors in 2019 amounted to nearly 5 billion US dollars. Of the Eastern Caribbean states, Dominica alone is heavily dependent upon agriculture, constituting more than 16% of its GDP. The implication is that tourism has greater leverage over governments and may resist regulation unless persuaded that it is a matter of self-interest.
25. The linkages between tourism and biodiversity remain vague in the region. After all, what do sun and sand, resorts and golf courses, have to do with biodiversity? This is a fundamental challenge for natural resource managers in the region. In some cases, the connection should be obvious; coral reefs for example are not only a significant attraction, but they are also responsible for ecosystem services that shape the character of the Eastern Caribbean. Without the reefs, severe degradation of the coasts would have a strongly negative impact on the visitor experience and erode the destination value of the region. On land, the linkages are less obvious, and some invasive species, such as monkeys, can be a source of fascination for visitors (although a major nuisance for farmers). But if the choice between native flora and fauna over invasive plants and rodents were put to visitors directly, the overwhelming response should be easy to predict. Biodiversity, in short, is important to tourism in the Eastern Caribbean, but the case for the connection is often one of provisioning services, and it not immediately obvious, especially to the tourism industry. Too little is still known about invasive plants and their impacts on biodiversity and the economy of the region, yet landscaping is a major vector for the exchange of species. This project operates in a context where the values of biodiversity are not yet fully appreciated, making meeting project objectives much more difficult.

Institutional Context and Implementation Arrangements

26. In the Sixth replenishment Program of the Global Environment Facility's (GEF's) Biodiversity Focal Area Strategy (programme 4), the goal is to maintain globally significant biodiversity and the ecosystem goods and services that it provides to society. To achieve this goal, the strategy encompassed four objectives, of which the second, to reduce threats to biodiversity, is the operative objective. Objective two of the focal area strategy addresses Prevention, Control, and Management of Invasive Alien Species. The Biodiversity Focal Area Strategy emphasizes the susceptibility of islands to the impacts of invasive alien species. And important focus area of this program is on island ecosystems, as IAS are the primary cause of species extinctions there and can degrade critical ecosystem services. GEF support is primarily in the form of addressing comprehensive pathways through the

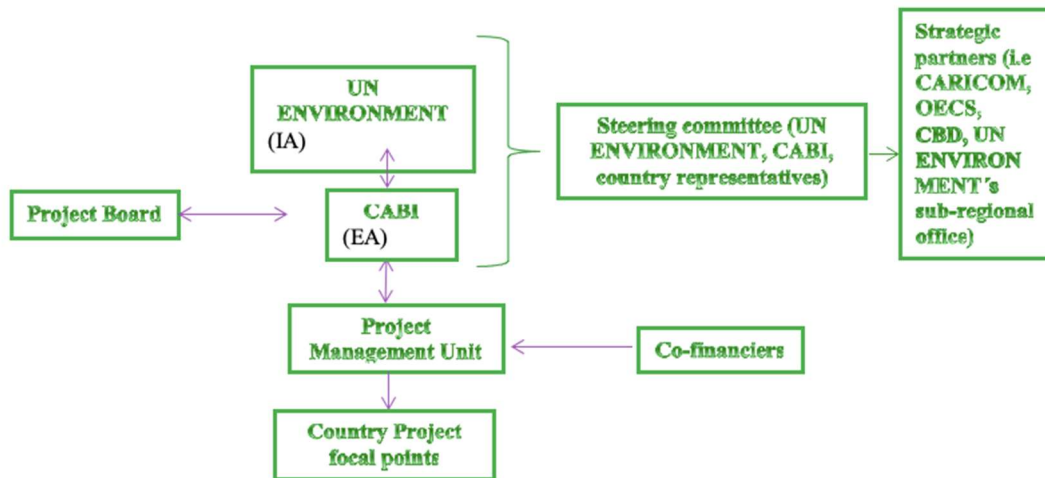
¹ According to the World Trade Organisation, the onus for regulation is on the importing country, not the exporting country. IAS trade regulation cannot therefore be implemented in the country of departure. This issue needs to be addressed through the World Trade Organisation; regionally it can be recognized as a problem.

implementation of prevention, early detection, control, and management frameworks that emphasize a risk management approach. These will be the highest risk pathways. Support for eradication is restricted to proven and cost-effective methods that will result in the extermination of the IAS. GEF 7's Biodiversity Strategy reinforces and continues the strategy expressed in GEF 6.

27. Coordination and overall project supervision are the responsibility of UNEP as the GEF's Implementing Agency and (IA) and CABI as Executing Agency (EA) for day-to-day project execution through the support of the Project Manager and consultants as appropriate. CABI also is responsible for all administrative, management and financial activities of the project. UNEP's Task Manager and Programme Assistant provides continuous support and works closely with project personnel in project implementation aspects related to UNEP and the GEF implementation requirements.

Project participants are the governments of Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, and St. Vincent and the Grenadines (Member States of the OECS), and Barbados. The University of the West Indies is a cooperating organisation. Regional partners also attend. The last meeting had quite a few regional partners including Flora and Fauna International; A representative of the Secretariat of Invasive Species of the UK , that work in the UK overseas territories; OECS Commission among others.

Figure 1: OECS-BARBADOS IAS Project Administrative Structure



28. The Project Steering (PSC) is the project's main coordination and oversight mechanism, and consists of country Committee representatives, the United Nations Environment Programme, regional partners, and the CABI management team. The PSC is tasked with compliance and oversight.

Project Parameters

29. The project was approved as a Full-Size Project by the GEF on April 25, 2018, for a period of 36 months with an intended completion date of July 2021. The project was approved with a total budget of US\$13,404,422, which is divided between the GEF contribution of US\$3,747,945 and co-financing of US\$9,656,477. The first disbursement of project funds was on August 7, 2018. Between late 2019 and the date of the MTR, October, 2021, the project suffered from restrictions imposed by governments to contain the COVID-19 pandemic, which restricted travel and meetings. The Project requested a no-cost extension in July 2021, and an extension was approved for technical completion to December, 2022.

Project Objective and Logical Framework

30. The goal of Preventing COSTS of Invasive Alien Species in Barbados and the OECS Countries is to manage the risks and costs of IAS on important ecosystems, species and genetic diversity in Barbados and the OECS region.
31. The objective of the project is to manage the risks and costs of IAS on important ecosystems, species, and genetic diversity in Barbados and the OECS region, through prevention, early detection, control and management frameworks for invasive alien species (IAS) that emphasize a risk management approach by focusing on the highest risk invasion pathways of Barbados and OECS countries.
32. The cluster of Small Island Developing States (SIDS) constituted from OECS member States and Barbados faces risks from IAS due to their proximity to one another, biogeographic similarities, and especially because of the connectivity between these countries, with a high degree of inter-regional travel, and with Barbados serving as a transportation hub. The OECS provides a bloc where synergies can be built through common environmental management and trade policies, and through collaboration in the implementation and reporting on harmonized policies. Such synergies are essential for SIDS with limited resources to meet a wide range of development challenges.
33. Member states in the OECS generally lack effective strategies and resources to manage IAS, at a time when the highest risk pathway for introduction, trade, will intensify through the regional movement for an OECS Customs Union called for under the Revised Treaty of Basseterre – i.e., a trade bloc with open borders. The geography of small-island states amplifies this problem. A high border length-to-land mass ratio characterizes islands, resulting in higher costs and effort per unit of land area, and a correspondingly greater burden on the island state.

Table 2: Project Logical Framework

Components	Outputs	Outcomes
Component 1: IAS Policy, Institutions and Capacity	1.1 Three critical situation analyses completed 1.2 Three National Invasive Species Strategies and Action Plans (NISSAPs) developed to address risks and promote cross sectoral collaboration in 3 countries 1.3 Three legal frameworks for IAS developed or upgraded in 3 countries (regulatory guidance, protocols, codes of conduct) 1.4 Three awareness and capacity building programs developed & implemented (internalizing IAS threats, impacts, and new controls and regulations) 1.5 Support to the design and implementation of three national cost recovery financial mechanisms	Outcome 1.1 <i>Strengthened invasive alien species management framework and cross sectoral arrangements reduce IAS threats in terrestrial, marine and coastal ecosystems.</i>
Component 2: Control and management of IAS impacts	2.1 Eradication and/or improved control of IAS impacting globally significant biodiversity, thereby reducing threats to key species, through pilots in: 2.1a1 Antigua and Barbuda: Eradication of IAS on, Green Island, Smith Island and Maiden Island.	Outcome 2.1 <i>Eradication and/or improved control of IAS impacting globally significant</i>

	<p>Establishment of new and improved biosecurity mechanisms on Redonda and other critical offshore islands</p> <p>2.1b1 Barbados: Biosecure site(s) for threatened native reptiles established</p> <p>2.1b2 Barbados: Monitoring program on effectiveness of control of invasive alien plant species in place and supporting: implementation of the Integrated Gully System Management Plan</p> <p>2.1b3 Barbados: Rat and mongoose control program in place at selected hawksbill turtle (<i>Eretmochelys imbricata</i>) nesting beaches.</p> <p>2.1b4 Barbados: Lionfish assessment and management project in place at high biodiversity value reef sites</p> <p>2.1c1 St. Kitts and Nevis: Management plan developed for the sustained control and management of the monkey (<i>Chlorocebus aethiops</i>) populations in protected areas</p>	<p><i>biodiversity, thereby reducing threats to key species.</i></p>
<p>Component 3: Regional Biosecurity (7 countries)</p>	<p>3.1.1 Regional strategy for prevention and surveillance at ports of entry (i.e., customs) developed and Regional IAS Working Group established</p> <p>3.1.2 Database established for interceptions at ports</p> <p>3.1.3 A Strategic plan for the Regional Financing System for shared IAS developed</p> <p>3.2.1 Regional technical capacity developed to conduct risk assessment and measure economic impact of IAS</p> <p>3.2.2 CIAS.NET strengthened as a learning network for IAS</p> <p>3.2.3 Regional App or ID IAS risk cards for prioritized species that can affect important biodiversity, agriculture, and human health developed for ports of entry</p>	<p>Outcome 3.1 <i>Increased collaboration among Caribbean states to tackle IAS.</i></p> <p>Outcome 3.2 <i>Enhanced regional IAS management through early warning system, response measures and capacity building</i></p>

Project Results Framework and Reconstructed Theory of Change

Key Assumptions

Reconstructed Theory of Change

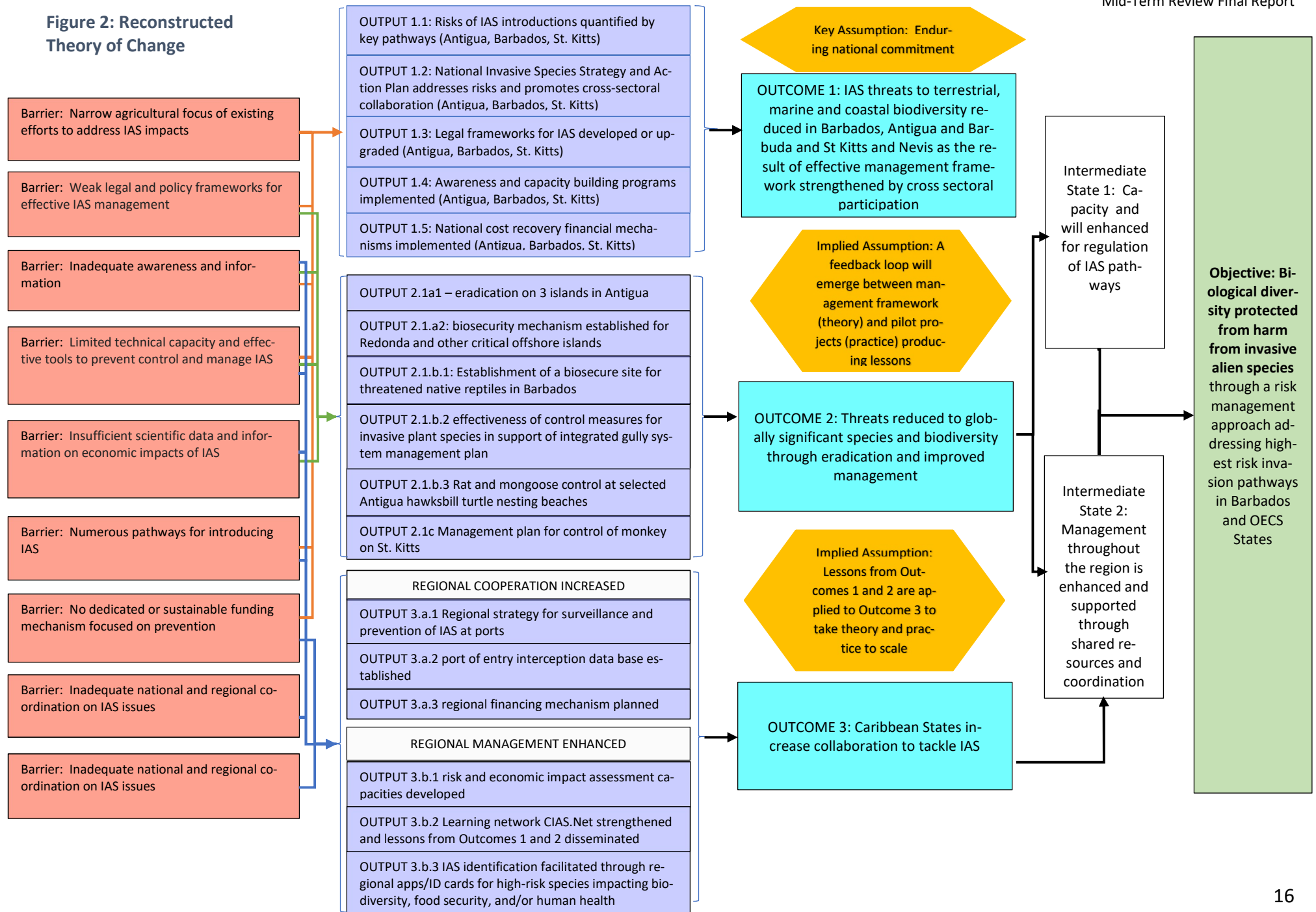
34. The Theory of Change (ToC) is valid but incomplete. It does not include some assumed steps and does not include intermediate states (which were not required at the time of project design). A restructured ToC addressing these gaps is presented in Figure 2. The project theory of change (ToC) posits that:

35. If there is public awareness of the threats and impacts of IAS, and if there is a legal framework for the management of IAS, and if there is a cost-recovery mechanism in place to pay for IAS management, and if there is a strong understanding of risks of key pathways, then a National Invasive Species Strategy and Action Plan can be developed and implemented, leading to a reduction of threats from IAS in target countries, as envisioned in Outcome 1.
36. If mechanisms for control of IAS can be established, and if monitoring the effectiveness of control strategies leads to improved management effectiveness, then bio-secure sites can be established, leading to reduction of threats to key species in Outcome 2.
37. If risk assessment and economic impact assessment can be increased through improved capacity, and if a learning network can be established to strengthen and support such capacity, and if knowledge of interceptions at ports of entry can be collected and shared, and if financial support can be provided through a cost-recovery mechanism to sustain these efforts, then a regional strategy for interdiction of IAS at ports of entry can be implemented, leading to improved collaboration among Caribbean states to tackle IAS, in Outcome 3.
38. If the above 3 outcomes can be achieved, then high-risk invasion pathways can be contained in the Caribbean, leading to a measurable reduction in threats to biodiversity.
39. The project's Logical Framework is summarized above in Table 2.
40. The following assumptions of the TOC were explored further during the review process with the project team and stakeholders:
41. That **knowledge and innovation will be transmitted** across the regions from the work undertaken in Components 1 and 2. In the reconstructed TOC, Outcome 3.b.2 has been modified to reflect the importance of making this an explicit task, harmonizing the TOC and workplan.
42. **That sufficient time and political support remain to complete eradication efforts.** Here it is important to recognize that eradication, in a dynamic world of trade and mobility, is never assured. Specific eradication and control work under this project is being completed with strong political support. But political support is transient, as control of government changes, and as priorities change. The key is to establish enduring institutions and sustained financing to continue the work through additional eradication and through biosecurity measures. This review finds that seeds have been planted through the analytical and awareness work initiated. The project will only make an incremental step in IAS control; the scale of the problem is far greater than the resources available. What is significant is the power of demonstration, through success stories like IAS eradication on the outer islands of Antigua and Barbuda with support from this project. Here, mobilizing the widest possible network of partners and associates with strong outreach capabilities can be a "force multiplier" for the project, and a key means of dissemination of lessons. Given the variability between countries, this may require reaching out to partners outside of the environment and natural resources sector, strictly speaking.
43. **That low public awareness of the threats and costs imposed by IAS is a key barrier.** The review revealed that while the project is undertaking substantial public awareness efforts, those efforts are not sufficiently keyed to threats to biodiversity in line with Global Environment Facility's Biodiversity Focal Area Strategy (programme 4), the goal of which is to maintain globally significant biodiversity and the ecosystem goods and services that it provides to society. Given the paramount risk that facilitation of international trade may undermine biosecurity mechanisms, raising awareness among the business community and the branches of government concerned with trade regulation would

be more impactful. CABI has a wide partnership network including NGOs and technical bodies that will be instrumental in building capacity and raising awareness.

44. **That knowledge of such threats and costs will counterbalance the promises of benefit from open borders and free movement of goods under the proposed OECS Customs Union.** Knowledge of threats and costs is necessary, but not sufficient condition for balancing the costs and benefits of trade. These threats and costs will remain abstract in terms of policies and desired changes in behaviour until information is organized using the rubric of economic policy – in this case, cost-benefit analysis will help to bring issues into sharp focus, if analysts are skilled in the application of these principles to environmental issues, where discount rates are used with sensitivity to the incremental value of environmental protection. In other words, where environmental protection increases benefit over time, deep discounts from net present value in the analysis may not make economic sense.
45. **That both human and institutional capacity can be developed within the remaining time and with available resources sufficient to achieve results.** In the remaining time, it is important to be specific about what kind of human and institutional capacity will have the greatest impact. At this point in the project focusing on training in the absence of institutional strengthening will not yield the desired results. Addressing the institutional framework for IAS management in the region in the context of trade liberalization is necessary to set the stage for a further round of investment in biodiversity conservation involving IAS control.
46. **That the techniques and technologies for early detection and rapid response (EDRR) to IAS introductions are adequate in a best-case scenario.** EDRR measures have not been a focus of this project. Operationally, the project has focused on control of existing IAS and the prevention of species extinction because of IAS. An IAS reinvasion prevention plan is in the final stages of development for use in the outer islands of Antigua and Barbuda. This protocol has the potential to contribute substantially to the prevention of new introductions as well as reintroduction and may form the kernel from which EDRR can emerge to prevent future introductions. This is a concrete example of the importance of dissemination of lessons through knowledge transfer throughout the region during the duration of the project.
47. Here it is also important to note that the OECS-Barbados IAS programme support for collaboration between the UWI Biosecurity Institute and the CARICOM Implementing Agency for Crime and Security in the development of a database on a database for biodiversity in trade, including wildlife trafficking, can provide a foundation for common data sharing for law enforcement and customs, an important element of an EDRR strategy.
48. Two Intermediate States are proposed in the reconstructed TOC.
 - Intermediate State 1: Capacity and will is enhanced for the regulation of IAS pathways.
 - Intermediate State 2: Management throughout the region is enhanced and supported through shared resources and coordination.

Figure 2: Reconstructed Theory of Change



Stakeholder Analysis

49. The situation analysis (Section 2 of the Project Document) is explicit in its recognition that trade pathways are the major risk for IAS introductions, and that the growing calls for trade liberalization, especially within the Eastern Caribbean, and the push to develop a trade bloc, without mitigation of environmental impacts, is a clear and present danger to the biodiversity of the region. However, the stakeholder analysis does not encompass governmental regulators of trade and transportation, private sector operators such as airlines and shipping companies, and does not address the industry groups that are promoters of open markets.
50. The key stakeholder groups identified in the Project Document exert strong levels of interest and influence over most of Component 1 and all of Component 2. There are significant gaps in interest and influence over Component 3. The project cannot be successful in achieving its stated result of reducing threats to biodiversity from IAS without engagement with threat drivers. In the case of Component 3, these are stakeholders favouring an outcome that increases risk to biodiversity by intensifying the trade pathway, if left unmitigated. These stakeholders (trade associations and chambers of commerce, Ministries responsible for trade and commerce, and trade services providers (shippers and port authorities), can be engaged directly to understand the economic implications and to lend their weight to support for increased protection against IAS introductions, and they can be engaged indirectly through public opinion. Here it may be useful to characterize IAS as a form of pollution and invoke the “polluter pays” principle.
51. The Mid-Term Review reviewed differential gender impacts in capacity building, and gender-differential economic impacts and risk assessments. These appear not to have been evaluated in the stakeholder identification process or design of specific outputs. Across the board, there is no finding of differential economic impacts for the specific activities undertaken in the field activities in Component 2. Likewise, capacity building activities have been gender-neutral, and there is strong representation of women in all project teams.
52. The stakeholder analysis objective was the identification of those people and groups who can significantly influence the implementation and success of the project, both positively and negatively.
53. Table 3 below summarizes the stakeholder analysis in more detail.

Table 3: Stakeholder Analysis

Stakeholder	Power they hold over project results/implementation and level of interest	Did they participate in the project design, and how?	Potential roles and responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Type A: High power/high interest = key player				
Environment and/or natural resources departments/ ministries	Cooperating partners with statutory responsibilities for biodiversity conservation. High level of interest in principle, although this is variable	Full engagement in consultation; in some cases, received project support for implementation	Designing and overseeing pilot projects; developing NISSAPs, conducting legal reviews, conducting outreach and education	Increased capacity to manage and control IAS and increased commitment based upon demonstration of what is possible
Commission of the OECS	Cooperating partners with convening power for regional action; interest is indeterminant due to lack of communications	Consultation in the design of the project	Convening processes for regional collaboration consistent with Objective 3	Linking the implementation of their Invasive Species Strategy now under development with the Objective 3 outputs, and facilitating implementation of these outputs
International environmental NGOs	Support where there is congruence between project outcomes and their own strategic objectives, e.g., biodiversity conservation, protected areas; interest is moderate to high	Some engagement in consultation, and contributions of knowledge and research for the design process	International NGOs are important in the process of capacity development, advocacy, and for this project, critically, connection between this activity and other related activities	Increased interest and support for project outcomes and for dissemination of lessons, especially to other small island developing states; support for financial mechanisms directly and through expertise in the development of such mechanisms elsewhere
Caribbean Biodiversity Fund	CBF provides the best opportunity for a regional finance window for IAS management and control. They have welcomed a partnership with the project for this end	No	Technical and policy support for the establishment of a financial window for IAS in the region	Greater support in general for IAS issues in the biodiversity framework; advocacy for financial support for IAS with donors
Type B: High power/low interest over the project = meet their needs				
Tourism sector (industrial)	As dominant economic sector has influence over national budgets and policies, and may oppose restrictions on goods and materials imported; also, a major vector for introductions through landscaping and personal items of visitors; generally low level of interest	Yes (limited)	Support for green economy of the island states as responsible corporate citizens;	Greater sensitization to the risks that IAS may present to the country at large and to their bottom line; greater advocates for biosecurity measures; greater awareness of the benefits of eradication
Tourism sector (national)	Major source of jobs, and liable to resist measures that restrict earning potential; generally low level of interest	Yes (limited)	Advocates for biosecurity measures related directly to tourism	Become advocates for green and blue economies

Agriculture sector	Important vector for pests; more likely to be victim of trade action of other sectors than active participant in introductions of IAS; low level of interest	Indirectly, through CPHD, in consultations, but otherwise not adequately engaged	Advocates for biosecurity measures related directly to farming	Become aware of risks to agriculture associated with trade, and advocates for biosecurity regimes in their own self-interest
Public Health sector	Public health is closely linked with biosecurity, but these linkages are not broadly known. Of particular concern for biosecurity is the risk of zoonotic disease spillover. A limited level of interest has been expressed, mainly in public health research	Yes, in port biosecurity activity	Advocates for biosecurity measures related to public health, e.g., IAS as vectors for zoonotic diseases; IAS as contributors to environmental degradation linked to health including water supply	Join forces with biosecurity movement through mutual self-interest
Type C: Lower power/high interest over the project = Show consideration				
National NGOs	Key partners for mobilization on the ground to achieve outreach under Objective 1 and the full suite of Objective 2 activities	Most were consulted in the design phase and some contributed information relevant to the design of the project.	Several operate under agreements with their governments to implement components of the project; others provide independent support through education and outreach	Increase in capacity and empowerment to influence decisions at the national and regional level
Academic institutions	Key partners for research and innovation, but underfunded	Some were engaged in the design phase and contributed knowledge, skills, and research	The UWI operates under an agreement with the project to provide technical support in information management; Ross University is contracted by the Government of St Kitts to conduct research	Increase in influence through the provision of knowledge, innovation
Caribbean Plant Health Directors	CPHD represents one of the most important interest groups for biosecurity and are critically important for achievement of Objective 3.	Yes, there were represented in consultations	CPHD has agreed to manage the successor to the CAIS.net, the Caribbean Invasive Species Network, a web portal for knowledge management and capacity development	Continued support for IAS broadly, as well as within the plant sciences
Type D: Low power/low interest over the project = least important				
Private sector not related to natural resources directly or indirectly (such as financial services sector)	They may oppose funding for biosecurity out of lack of awareness of relevance to economy, health etc.	No	None	Realize greater awareness of the relevance of biosecurity and IAS management/control to national interest

II. Review Methods

54. This MTR was conducted by an Independent International Evaluation Consultant in accordance with the Terms of Reference developed by the project for this purpose (Annex 2). The MTR Report was structured as per 'Guidance on the Structure and Contents of the Main Mid Term Review Report' of the Evaluation Office of UN Environment Programme, Revised Version 12th December 2019.
55. The MTR addressed the following key strategic questions.
- What is the impact of having part time National Project Coordinators manage the project in Antigua and Barbuda, Barbados and St. Kitts and Nevis with government employees assuming this role in the non-core countries?
 - What has been the impact of COVID 19 on project deliverables?
 - What can be done to ensure communication efforts result in lasting behavioural changes in the general population in Barbados and the OECS.
56. The MTR also addressed the following evaluation criteria:
- Strategic Relevance
 - Effectiveness
 - Financial Management
 - Efficiency
 - Monitoring and Reporting
 - Sustainability; and
 - Factors Affecting Project Performance and cross-cutting issues.
57. Evaluation questions were developed with the guidance provided in the Terms of Reference of the MTR, inclusive of addressing the Key Strategic Questions and those required by the GEF Portal, and in consideration of the results of the PDQ assessment. All evaluation indicators were analysed using the project's reporting mechanisms (actual available outputs, PIRs, Half Year Progress Reports, technical reports, etc.), using where possible quantitative and qualitative data, validated through semi-structured interviews with project staff, partners, beneficiaries and other key stakeholders.
58. Stakeholders were engaged through key informants identified by the project management team and by the stakeholder organisations. They were engaged through individual or small group interviews, and in some cases, follow up questionnaires, which focused on their experiences in implementation, including constraints and the strategies for overcoming constraints, champions and opponents, lessons learned, and recommendations for next steps. Those interviewed and/or engaged during the MTR process are presented in Annex 2.
59. The methodological steps for data collection in this MTR were as follows:
- A) A desk review of project documentation, including the Project Document and appendices; Annual Work Plans and Budgets; Half-Year Progress Reports, and Project Implementation Review (PIR) reports; financial reports; and progress reports from collaborating partners. In addition, literature relevant to IAS management and control in the Eastern Caribbean was reviewed.
- (B) One-on-one Interviews were conducted using the Zoom platform, which has been widely adapted by the stakeholders.

60. Semi-structured questions developed by the evaluator, based on questions in the Evaluation Framework developed during the Inception Phase, were used to secure responses and inputs from stakeholders on the primary evaluation criteria. These questions were presented as open-ended questions designed to produce an interactive conversation between the Reviewer and the stakeholders. Stakeholders were informed at the outset of the interviews that the report would not attribute any information collected to individuals or organisations, consistent with evaluation good practice. Clarifications were sought through invitations to review the first draft of the MTR report, through directed questions via email, and through an end-of-review interactive webinar.
61. (C) A presentation of Preliminary Findings (Annex 4) was presented to the UNEP Task Manager and the Project Team, to ensure all information sources have been accessed and to provide an opportunity to verify emerging findings. Additional discussions, information, and validation of project outputs after the preliminary findings' presentation were instrumental in the development of the final MTR Report.

Limitations of the Mid Term Review

62. The pandemic-related travel restrictions prevented the reviewer from interacting face-to-face with key informants, and from confirming evidence in the field. This was complicated by "Zoom-fatigue", where key actors spend a great deal of their working day in virtual on-line meetings, which it is reasonable to expect affected responsiveness. Nevertheless, key informants that could be contacted were generous with their time.
63. One-on-one interviews were undertaken with government partner project staff and implementing partner staff, including representatives of non-government organizations. Several key informants were not responsive to the requests for an interview. Few project stakeholders interviewed during the MTR process appeared to have much knowledge of the project preparation phase, and therefore could not respond to questions on Project Design and Implementation Arrangements. This is not unusual given the time between project formulation and implementation. Turnover of staff and the major delay in launching the project also presented challenges of loss of institutional memory of the project.
64. Measures were taken during the data collection process to ensure that potentially excluded groups (by gender, vulnerability, or other form of marginalisation) were reached, and their experiences captured effectively. The gender neutrality of the project design meant that there were limited risks of social exclusion.

III. Review Findings

65. Overall ratings given below are summarized in Table 6, below.

A. Strategic Relevance

66. **Alignment to UNEP's MTS, POW and strategic priorities:** The project is aligned with UNEP Biennia: 2018-19, Sub-programme 3: Healthy and productive ecosystems. It also contributes to Sub-programme 4 (b) of UNEP's 2016-2017 POW, in in the enhancement of the capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations.
67. **Alignment to Donor/GEF/Partner strategic priorities:** The project is aligned with GEF 6 Indicator 4.1 *Area of landscapes under improved management to benefit biodiversity*. This project is aligned with

GEF-6 BD program 4 and focuses on island ecosystems. *“The GEF will support the implementation of comprehensive prevention, early detection, control and management frameworks that emphasize a risk management approach by focusing on the highest risk invasion pathways. Targeted eradication will be supported in specific circumstances where proven, low-cost, and effective eradication would result in the extermination of the IAS and the survival of globally significant species and/or ecosystems”*. The project is also relevant to global priorities, including the Sustainable Development Goals (SDG) Target 15.8, preventing IAS on land and in water ecosystems.

68. **Relevance to regional, subregional, and national issues and needs:** It will assist participating countries to fulfil their commitment under the CBD as it directly contributes to Aichi target 9 and Program 4: Prevention, Control, and Management of Invasive Alien Species. It is also relevant to Sustainable Development Goals 2 (Zero Hunger), 4 (Quality Education), 12 (Responsible Production and Consumption), 13 (Climate Action), and 15 (Life on Earth).
69. **Complementarity with existing interventions:** The project is complementary to existing interventions, the Critical Ecosystem Partnership Fund’s Caribbean Islands Biodiversity Hotspot strategy, the Caribbean Invasive Alien Species Working Group led by CARICOM and the Caribbean Agricultural Research and Development Institute, and the OECS Organisation of Eastern Caribbean States (OECS) Biodiversity and Ecosystems Management Framework 2020-2035.

The overall rating for Strategic Relevance is 'Highly Satisfactory'

B. Effectiveness

70. This section provides a brief overview of the status of the project’s outputs by component at the time of the MTR. The assessment below is based on mid-term targets defined in the revised work plan, validated against the results of project implementation to date as reported in the PIRs, as observed during the MTR, and from inputs provided by the Project Team and stakeholders during interviews conducted as part of this MTR process. A summary of the project’s performance at the output level is provided in Table 5 below.
71. **Availability of outputs for Component 1:** These outputs are intended to create the enabling environment for effective IAS management in Antigua and Barbuda, St. Kitts and Nevis, and Barbados. They include:
72. 1.1 Quantification of risk by key pathways, in the form of critical situation analyses. These have been developed and approved by their National Steering Committees and are available on www.caribbeaninvasives.org.
73. 1.2 NISSAPs. In Antigua and Barbuda, the NISSAP has been approved by the Department of Environment and is undergoing stakeholder review before submission to Cabinet as official government policy. In Barbados and St Kitts and Nevis, NISSAP development is underway. In St Kitts the NISSAP is drafted but is delayed due to a combination of COVID restrictions and a change in government.
74. 1.3 Analysis of legal frameworks is underway, but it is highly unlikely that enactment of recommended legislation is possible during this project.
75. 1.4 Awareness and capacity building programs are fully underway.
76. 1.5 National cost recovery financial mechanism work is now underway, Barbados has a national consultant for theirs, and analysis for Antigua and Barbuda and St. Kitts and Nevis will be provided by a consultant hired by CABI.

77. **Availability of outputs for Component 2:** These outputs include:
- 2.1a1 An eradication program on three outer islands of Antigua and Barbuda and a biosecurity mechanism in support of the eradication effort to prevent re-introduction. This program is nearing completion
 - 2.1a2 An IAS reinvasion prevention plan is under development to support prevention of reintroductions and will be available by the end of the year.
 - 2.1a3 Rat and mongoose control at selected Antigua hawksbill turtle nesting beaches, which is underway, and linked to a public awareness program on waste disposal.
 - 2.1b1. The establishment of a biosecure site for threatened native reptiles in Barbados. Significant preparatory work has been done here, including through an important partnership with the Barbados Defence Force, but the material for the construction of the site is not in place, delayed as an indirect result of the pandemic restrictions.
 - 2.1b2 Effective control measures for invasive plant species in support of a gully system management plan in Barbados have not yet been put in place and are behind schedule, and CABI plans to contract with an NGO to complete this work.
 - 2.1c1 A management plan for control of vervet monkeys in St Kitts and Nevis is underway but hampered by poor coordination between national management agencies. A review of control strategies has been conducted. Analysis of monkey impact on agriculture is nearing completion. A study of the impact of the monkeys on biodiversity is now underway. Studies of impacts on tourism and on households is delayed due to COVID restrictions. The data is intended to contribute to a management plan, but poor coordination between the forestry and environment agencies makes successful completion not a given. Nevertheless, important insights that will facilitate improved management for biodiversity protection are emerging. It is noteworthy that a component of the research now underway addresses health risks to humans from disease transmission from the monkeys. Whatever the outcome of the research, the approach is very forward looking and should yield important lessons on integrated health and biodiversity management.
78. By design these are *pilot* activities, and are intended to have a demonstration purpose, and without follow-up evaluation and distillation of good practice, they will not be explicitly picked up in Component 3.
79. Very few outputs are available in UNEP's Anubis knowledge management system. While the outputs should put in place the effective management framework, there is no provision for an analysis of either institutional or human capacities to fulfil the management roles. This somewhat weakens the likelihood of impact. Nevertheless, the creation of an NISSAP with relevant branches of government and stakeholders is a significant achievement in advancing a national consensus on IAS action.
80. **Availability of outputs for Component 3,** increased regional collaboration on IAS control and management. The outputs include:
- 3.1 A regional strategy for surveillance and prevention of IAS at ports. The regional strategy has not been developed. A review of the prevailing biosecurity procedures and processes at ports of entry has been conducted. One element is in place, a risk assessment for the marine environment of the region. A risk assessment for the pet and aquaria trade, and a risk assessment for international trade and travel are still under development. A capacity building workshop on training on port biosecurity has been delayed due to COVID-19 restrictions.

- A port of entry interception database. The Caribbean Biosecurity Interception System completed testing and is operational. The Caribbean Plant Health Directors Forum (CPHD) has adopted the database and will continue to support its implementation post project. The project will engage with the OECS commission to encourage that they adopt it as well.
- A regional financing mechanism is under development. A review has been undertaken of successful Trust Funds and recommendations have been made for the establishment of a sustainable regional financing mechanism for shared IAS. The final report has been translated into a policy brief for circulation among policy makers. The Caribbean Biodiversity Fund has expressed a commitment to establish a dedicated trust fund for IAS in the Caribbean; this is expected to serve as the regional mechanism for the OECS countries and Barbados.
- The development of risk and economic impact assessment capacities. The marine risk assessment will be used to build capacity to do risk assessments for the marine environment. A port biosecurity study has been completed and its key recommendations are expected to be tested, specifically a self-declaration of items that poses a risk of introducing new invasive species for visitors. Testing and validating this approach before the project end date may prove to be a challenge, depending upon whether or not pandemic related travel restrictions are eased.
- An improved learning network based upon CIAS.net. The new CaribbeanInvasives.org website replacing CIAS.net is operational, providing a knowledge management and learning tool.
- Identification cards and a regional app to facilitate the identification by port authorities of high-risk species impacting biodiversity, food security, and/or human health. The design work is completed for this activity and the outputs are under production and soon to be available.

Achievement of Project Outcomes

81. For Component 1, project outcomes are leading to the creation of an enabling environment for national action. The development of an interagency NISSAP addresses a major hurdle in the development of action to manage IAS, supported by strong outreach and education on the importance of action. These achievements will anchor the attainment of national management capacity.
82. For Component 2, demonstrated, replicable success in protecting biodiversity from the threats of IAS, when completed, will be important for demonstrating that it is possible to have effective action against an apparently intractable problem. It is unfortunate that some outputs in Component 2 will not be finished in time to feed into outreach under Component 1. This is because the challenge is sustaining the gains made during the project, and public awareness and support is crucial for this to happen.
83. For Component 3, an enabling environment for regional collaboration must emerge, and achievement of the outcomes is not yet assured. Here, a pivotal step is the engagement strategy for Output 3a1, the regional strategy, which must ensure that economic decision-makers acknowledge the costs and benefits of IAS management as being in the national interest. A strategy that cannot appeal to the broader national interests will not produce effective action in the form of commitment to expenditures and policy support. The transition from outcomes to the intermediate state relies upon the project mobilizing a wider selection of stakeholders, including the private sector and the economic decision-making components of government. For the management of IAS to be mainstreamed into broader policies and development strategies, the costs of IAS control and the benefits of IAS management in the form of prevention, early detection and rapid response must be made clear. This logic is implied, but in the remaining period of the project, it must be made explicit.

84. The coherence of the ToC and the progress towards achieving outputs discussed above (Table 2) informs the assessment of outcomes. Table 4 above summarizes some of the supporting evidence for impact. Specifically:
85. **Outcome 1.1.** *Strengthened IAS management framework and cross sectoral arrangements to reduce IAS threats in terrestrial, marine and coastal ecosystems, is **moderately likely** to have an impact.* Much depends upon the extent to which the entirety of government can be engaged. Without champions at high levels in government, the work may languish. It is incumbent upon success in Outcomes 3.1 and 3.2 to drive follow through on Outcome 1.1.
- The critical situation analysis provides important contextual documentation for management.
 - The creation of an NISSAP with the participation of all relevant branches of government and stakeholders is a significant achievement in advancing a national consensus on IAS action.
 - The legal frameworks provide a blueprint for bringing the regulatory framework up to date with the latest knowledge of critical pathways and risk factors.
 - Awareness and capacity building programs (including citizen science) are essential to develop a constituency for IAS management.
 - National cost-recovery programs will provide operational support for the management framework.
86. **Outcome 2.1,** *Eradication and/or improved control of IAS impacting globally significant biodiversity, thereby reducing threats to key species* has three highly specialized pilot projects that are showing strong progress towards better biodiversity outcomes. These are **likely to have an impact**, but the impact will be strong only when lessons from these pilots is broadly disseminated to illustrate what is possible with control of established populations of IAS. The project has the capability and the intention to conduct this knowledge transfer. This will require strengthening of the International Project Steering Committee (IPSC), the performance of which has been weak.
87. **Outcome 3.1,** *Increased collaboration among Caribbean states to tackle IAS,* is lagging in implementation, and is pivotal to overall project impact. The movement for free exchange of goods within the OECS under an OECS Customs Union presents a test case of whether the outputs of this project are sufficiently compelling to put biosecurity squarely within the trade agenda.
88. Significant progress has been made in establishing a database to support biosecurity measures at ports, and progress is being made on a regional financing system through a partnership under development with the Caribbean Biodiversity Fund.
89. The regional strategy for prevention and surveillance of ports of entry is critical to long-term impacts from the project. The likelihood of adoption of such a strategy may depend upon the willingness of those branches of government concerned with trade and economic growth to embrace the risk-management logic being advanced in this project. This will be less likely if the strategy is developed by environmental experts without the benefit of input from other relevant stakeholders in law enforcement, taxation, and the private sector involved in international trade, or at risk from international trade.
90. **Outcome 3.2,** *enhanced regional IAS management through early warning system, response measures and capacity building,* has made significant strides including reformation of the CIAS.NET to serve as both a knowledge management tool and a learning centre. This is a significant output, as

is the app soon to be released to facilitate identification. Regional technical capacity development on the other hand is somewhat *ad hoc*, without the benefit of a systematic needs assessment or institutional capacity assessment. The training of trainers approach being employed is in principle a sound investment in long-term sustainability, but without training standards and quality control mechanisms to measure the impact of training, the approach is likely to collapse. In this regard, Outcome 3.2 is somewhat dependent upon a successful outcome of 3.1 and 1.1, which will put the systems in place to ensure that capacity development work is appropriately targeted and measured.

The overall rating for Effectiveness is ‘Satisfactory’

C. Likelihood of Impact

91. Assessment of likelihood of Impact was conducted using the Likelihood of Impact tool provided by the Evaluation Office of UN Environment Programme. Table 4 indicates the results across eleven criteria, seven of which are relevant for this review (four address intermediate states that were not part of the project design).

Table 4: Rating Likelihood of Impact (UNEP evaluation tool)

Drivers to support transition from Outputs to Project Outcomes are ...	Partially in place
Assumptions for the change process from Outputs to Project Outcomes ...	Hold
Proportion of Project Outcomes fully or partially achieved?	Some
Which Project Outcomes? (the most important to attain intermediate states / impact or others)	Others
Level of Project Outcome achievement?	Partial
Drivers to support transition from Project Outcome(s) to Intermediate States are ...	Partially in place
Assumptions for the change process from Project Outcomes to Intermediate States ...	Partially hold
Proportion of Intermediate States achieved?	n/a
Level of Intermediate State achievement?	n/a
Drivers to support transition from Intermediate States to Impact are ...	n/a
Assumptions for the change process from Intermediate States to Impact ...	n/a
Overall rating	Moderately Likely

92. Drivers to support the transition from Outputs to Outcomes are partially in place. These include national in from government and NGOs working together, heightened public awareness, and demonstrated success. What is missing is the feedback loop between the management framework (Outcome 1) and Practice (Outcome 2) together with and the transmission of lessons from these outcomes to the regional strategy under Outcome 3. This is implied, as discussed under the TOC. As a result, drivers are vague and unmeasurable.
93. Assumptions made for the change process from Outputs to Project Outcomes hold, but are, as noted above, incomplete.
94. Most, but not all of Project Outcomes fully or partially achieved. Those that aren't are under development, but some key outputs are not available, especially in Objective 3. This is mainly a function of the pandemic-imposed restrictions on implementation.
95. Those Project Outcomes that are mainly achieved are not necessarily the most important for impact; given the potential risk of a free trade union without effective biosecurity measures, the MTR assesses Outcomes from Objective 3 to be the most important.
96. Drivers to support transition from Project Outcome(s) to intermediate states partially hold. Intermediate states are not articulated in the design (which followed rules for the development of TOCs that are now superseded). The reconstructed TOC proposes two intermediate states (see paragraph 16). Drivers of regional cooperation include mandates from member states. The OECS has drafted a regional strategy for IAS management, but this has not been approved and released. The release of this strategy would complete the requirement of a driver to achieve the intermediate states proposed.
97. The change process from project outcomes to intermediate states assumes sufficient government commitment to act. Delivery of this commitment is outside of the manageable interests of the project. However, the public awareness work and demonstration projects are assumed to support the strengthening of commitment. The remainder of the project will test this hypothesis.
98. Questions regarding the achievement of intermediate states are not answered, as this would be premature given that the proposed intermediate states are not formally adopted.
99. At the MTR, the likelihood of impact using UNEP's scoring algorithm is 'Moderately Likely'.
100. Impact due to the outcomes is only moderately likely. Although some outcomes have a very high potential for impact, overall, key outputs are not yet fully available. there are some gaps in the intervention logic (e.g., lack of a sufficiently analytical approach to capacity development, lack of engagement with the private sector) that have been addressed in the reconstructed TOC. As it stands at the mid-term the likelihood of achievement of project outcomes is moderately likely.

The overall rating for Likelihood of Impact is 'Moderately Likely'

D. Financial Management

101. At the MTR the project has successfully accounted for disbursements totalling US\$ 1,656,284.75, with total expenditures to date of US\$ 1,349,448.57 (as of 30 June 2021). Disbursements for components 1 and 2 are 70.56% and 71.76%, respectively, and are consistent with the level of progress reported for outputs under those components. Similarly, the low level of delivery of outputs under Component 3 is consistent with a disbursement level at the MTR of only 49.72%. Overall disbursements at the MTR total 64.40% of the approved budget.

102. UNEP's approval of expenditures and provision of replenishments are evidence of compliance with required policies and procedures. All project financial information is complete and up to date, except the Audited Financial Statements for 2020 (the 2020 audit was submitted on time and has been approved by UNEP), which should be available by the next quarter, as per regular schedule.
103. There is no evidence of any issues in communication between the finance and project management staff. Complete and timely financial reporting also suggest communications are of the standard required.
104. The rate of spend is slower than would be expected given the project's length of implementation. This is of course largely attributable to the pandemic response, which has significantly slowed the project cadence, and with it the expenditures. It is therefore surprising that as much work has been accomplished as is the case.

All country representatives report that the outputs will be produced within budget. All indicate that they can achieve agreed outputs with additional time afforded them through an extension. One country indicated that because of government reorganization, it is not clear when they can arrive at a consensus concerning proposed legislation reforms.

The overall rating for Financial Management is 'Satisfactory'

E. Efficiency

105. The project has been cost-effective in terms of achieving a substantial volume of outputs while simultaneously maintaining a low spend rate. At the time of the MTR, the average rate of completion reported in the June 2021 PIR was 68.7%.for all activities during the MTR (see Table 5) is estimated at 74.6% (September-November 2021).
106. The project has largely been efficient in resource use. This is attributable in part to the COVID-19 restrictions, which imposed travel bans and made in-person meetings impossible. There was a trade-off between the cost savings from the use of digital conferencing platforms and the lack of immediacy and the opportunity to have the conversations on the side of meetings that are often essential in building a consensus. The major exception is the part-time funding of national project managers, which proved to be a false economy, since part-time positions were victims of cost-savings of the partner governments, meaning that where work could be continued the availability of the personnel to manage it could not be guaranteed.
107. Additionally, at the national level, additional obstacles have included bureaucratic inertia in terms of decision-making at the national level. A change of government involving transition of project management from one agency to another has slowed some aspects of implementation in St. Kitts and Nevis. The project, with UNEP support, has responded through direct intervention at senior levels to address challenges, and by securing a no-cost extension to recover time lost to pandemic shut-downs. Indeed, time, more than financial resources, is the most likely constraining factor to successful completion.

Table 5: Summary of Progress in Project Outputs at the MTR

(see Section III B, efficiency, for discussion)

Outputs	Progress at MTR	Details of Progress at MTR
Expected Outcome. 1.1. Strengthened invasive alien species management framework and cross sectoral arrangements reduce IAS threats in terrestrial, marine and coastal ecosystems.		
1.1.1 Critical Situation analysis	90%	All countries report that they are at or near completion, however, not all have made their reports available because final governmental approval is still pending.
1.1.2 National Invasive Species Action Plans Completed	85%	Antigua, Barbados, and St Kitts report that they are close to completion of their NISSAPs, pending legislative review.
1.1.3 Legal frameworks developed or upgraded	85%	Antigua, Barbados, and St. Kitts report that their recommendations are submitted to government and under review.
1.1.4 Awareness and capacity building programs developed & implemented (internalizing IAS threats, impacts, and new controls and regulations)	60%	Awareness and capacity building programs are by their nature open-ended; here substantial progress has been reported by Antigua, Barbados, and St Kitts and Nevis, with substantial on-going work.
1.1.5 Design and implementation of national cost-recovery programs	30%	Antigua has requested that CABI supervise this with the consultant that conducted the regional study. Barbados is pursuing this with a consultant. St. Kitts has agreed to allow CABI to supervise this, and a regional consultant has agreed to begin in December, with delivery by February 2022.
Outcome 2.1 Eradication and/or improved control of IAS impacting globally significant biodiversity, thereby reducing threats to key species.		
2.1.1 Eradication and/or improved control of IAS impacting globally significant biodiversity, thereby reducing threats to key species.	100% 70% 50%	Antigua – has completed 2.1a Barbados – has completed 2.1b1. 2.1b2 has been postponed due to pandemic limitations. 2.1b3 is underway and can be completed with the project extension. 2.1.b4 is ongoing and will be completed with project extension. St Kitts – 2.1.c1 is ongoing, with delays due to competing ministerial priorities and poor cooperation/coordination between the Ministry of Agriculture and the newly established Ministry of the Environment. It is expected that with high-level intervention roles and responsibilities will be clarified and the determination of best management practices to respond to biodiversity impacts of the monkeys, with sufficient time due to an extension.
Outcome 3.1 Increased collaboration among Caribbean states to tackle IAS		

3.1.1 Regional strategy for prevention and surveillance at ports of entry (i.e., customs) developed and Regional IAS Working Group established	50%	The pandemic has significantly constrained progress in development of a regional strategy and related analysis such as a risk analysis for cruise ships, and an extension is needed.
3.1.2 Database established for interception at ports	95%	The database was completed and launched on August 30, 2021 as the Caribbean Biosecurity Interception System (CBIS). With financial support from the USDA, The Caribbean Plant Health Directors Forum has agreed to host this system on their website and make it available to the wider Caribbean ensuring sustainability post project, even though the CBIS extends beyond the invasive plants and plant pests of concern to the CPHD forum.
3.1.3 A Strategic plan for the Regional Financing System for shared IAS developed	85%	The strategic plan has been produced and recommendations are in the process of being implemented
Outcome 3.2 Enhanced regional IAS management through early warning system, response measures and capacity building		
3.2.1 Regional technical capacity developed to conduct risk assessment and measure economic impact of IAS	50%	Training in the Economic Impact of IAS was completed in August 2019. Seven case studies were due by September 2020 by participants, but none has yet been delivered. The risk assessment training is scheduled to be done in February 2022.
3.2.2 CIAS.NET strengthened as a learning network for IAS	100%	The completed website is a significant source of information and therefore a major contribution to regional IAS control.
3.2.3 Regional App or ID IAS risk cards for prioritized species that can affect important biodiversity, agriculture, and human health developed for ports of entry	95%	The regional IAS Plant Guide is completed and undergoing layout. Mammals, birds and invertebrates are 60% completed. The IAS app is scheduled be available in Q1 2022.

The overall rating for Efficiency is 'Satisfactory'

F. Monitoring and Reporting

108. The project is largely compliant with UNEP's standing monitoring, reporting, and evaluation processes and procedure. All available progress reports and the PIRs for 2020 and 2021 were reviewed and they are comprehensive and complete. The project is being managed adaptively, for which the project team must be acknowledged; that the project is assessed as being moderately likely given the constraints under which it has worked is a tribute to the resilience of the team.
109. The project has not updated its GEF IAS tracking tool as required at mid-term.
110. The Mid-Term Review was not launched before the project reached its mid-point due to COVID-19 restrictions. Ultimately, the decision was taken to undertake the MTR virtually (without site visits or face-to-face interviews) due to continuing uncertainty concerning travel disruptions.

111. Monitoring of project implementation was facilitated by a sound monitoring plan. Monitoring visits to field sites have been hampered by travel restrictions. The project has adjusted using available communication tools. The timeliness and quality of national reports and deliverables is less than optimal and requires attention. As discussed in paragraph 117 below, this presents an opportunity for adaptive management on the part of the project. The IPSC has, as discussed in paragraph 119 below, has not been proactive and engaged in project management.
112. National level activities were universally behind in reporting and submission of deliverables, often due to delays in securing internal approval prior to submission. However, UNEP and GEF reporting commitments have been met. Only two technical reports have been uploaded to the ANUBIS information management system, while others are available on caribbeaninvasives.org. A comprehensive catalogue of project outputs and deliverables should be updated by project management.

The overall rating for Monitoring and Reporting is ‘Moderately Satisfactory’

G. Sustainability

113. The project explicitly deals with sustainability through the legacy enabling environment, financial mechanisms, and the building of capacity. Implicitly, it also addresses sustainability through awareness-raising.
114. **Socio-political sustainability.** The project has included strong outreach elements in St. Kitts and Nevis, Barbados, and Antigua and Barbuda. It has also secured interagency cooperation in these three countries in the negotiation of the NISSAPs. As noted throughout this report, the project could strengthen socio-political sustainability by first sensitizing and then engaging the private sector as another key stakeholder. Missing is the feedback loop between the work in these three countries and the wider region, to ensure socio-political sustainability in the regional strategy for prevention and surveillance at ports of entry.
115. **Financial sustainability.** An inflection point for sustainability lies within the regional financial mechanism, and the project has entered into negotiations for a grant window within the Caribbean Biodiversity Fund. That fund management is placed within a qualified independent institution is an important component for successful completion of the project. However, progress lags in securing a financial pipeline, including commitments from governments to fund this window. Given that governments in the region will be incentivized to fund national finance mechanisms, rather than a pooled mechanism, it will be necessary to develop a pipeline outside the region as well, from bilateral and multilateral sources. Other options may include private sector mobilization to fund the IAS window, but this will not be possible unless the project makes significant near-term progress in private sector engagement. This in turn requires a substantial push on public awareness targeted to the private sector to link biodiversity and ecosystem health with their economic interests, and link IAS with poor ecosystem health. Coral reef health is an obvious example of the intersectionality of interests, but the case can be made in a wide range of contexts including birds, turtles, healthy beaches, and the island landscape as a whole.
116. **Institutional Sustainability**
- Dissemination of project lessons and innovations can help to take some major project contributions into the mainstream. However, to the project leaves dissemination within the domain of public awareness, managed at national levels in three countries and through the Caribbean Invasives website, it may not. The enduring contributions in terms of institutional sustainability are a legacy of inter-agency coordination at the national level in the development of the NISSAP, and the specific

projects developed under Component 2 that will generate demands for institutional support. At the regional level, the creation of a regional strategy and coordinating body, and influence on the emerging Customs Union, if realized, may be substantial institutional legacies. A system for the institutionalisation of risk assessment, pathway identification and early detection/rapid response will also be a legacy of the project. The elements of such a system are taking place at this point in the project, e.g., the Caribbean Biodiversity Information System, an emerging institution with prospects of being sustainable through the partnership with the CPHD.

117. At the national level, respondents enumerated a range of strategies in play to continue IAS management and control beyond the life of the project. These included:
- Additional fundraising, which the project is addressing through the financial mechanism strategy, but which may not be sufficient to establish a funding pipeline by the close of the project
 - Strategic partnerships between governments and NGOs
 - Private sector partnerships, which in some cases may be used to replicate the pilot work done under this project. The project can support these efforts through high level government engagement and private sector engagement.
 - There is an ongoing need to engage with government at a high level to address weaknesses and gaps identified, including in legislation. Countries are looking to the OECS-Barbados IAS project for leadership here. The project, with support from UNEP, is stepping up high level engagement with national governments to bring the project to a successful conclusion.

The overall rating for Sustainability is 'Moderately Likely'

H. Other Factors Affecting Project Performance

118. **Preparation and readiness.** The project was able to adjust planning to address changes in the operating environment occurring after project approval. For example, in Antigua and Barbuda, the project substituted the biosecurity strategy after determining that this represented a significant gap in terms of management of visitation and visitor facilities.
119. **Quality of project implementation and execution.** In addition to the example cited above, additional examples of adaptive management include developing creative solutions to ensure that output components that were not implemented on schedule had a fallback plan. For example, the gully restoration Component of 2a1 (Barbados) included alternative arrangements to compensate for delays, including bringing on a new partner through a subcontracting arrangement. The project demonstrated adaptability in terms of drawing upon local resources when travel restrictions prevented drawing upon international consultants, as noted in lessons learned, below. Quality suffered, however; this could have constituted a “teachable moment” in terms of capacity development by working with the local experts to teach them how to improve their reports.
120. Overall, project management was highly interactive and demonstrated strong leadership.
121. **Stakeholder participation and cooperation.** Stakeholder participation has played a major role in implementation in Components 1 and 2, especially in the case of Component 2.1, the pilot activities. The Environmental Awareness Group in Antigua and Barbuda, for example, has leveraged stakeholder participation, and, through its wide network, advanced public support and cooperation. St.

Kitts and Nevis took stakeholder engagement to the field when COVID-based restrictions prevented large public gatherings. At the regional level, the IPSC has been less successful, with irregular and infrequent meetings, and largely functioning in an advisory rather than an executive function.

122. **Responsiveness to human rights and gender equity.** Implementers at the national level were highly responsive to human rights, social inclusion, and gender equity. Equity issues were not prominent in implementation, however, due to strong support and participation from women, and operations focused on uninhabited areas unlikely to generate land tenure and property rights concerns.
123. **Environmental and social safeguards.** Environmental and social safeguard policies were observed regarding the safe use of poisons and traps, and regarding customary rights and social equity in conservation. Unsustainable and unjust activities were effectively screened out at inception. There are however disagreements over approach, for example with regard to the management of monkeys in St. Kitts and Nevis where each management option has implications for biodiversity, employment, and social values (e.g., animal welfare).
124. **Country Ownership and Driven-ness.** Country ownership is strong at the Ministerial or Departmental level. The quality and degree of engagement is quite high. However, much work remains to be done to secure the buy-in of government at the highest levels, and this cannot rely exclusively on existing government partners. High level buy in will require a concerted push soon from civil society and from the private sector.
125. **Communication and public awareness.** During the pandemic, many of the customary communications channels, which involved face to face meetings, became unavailable, forcing the project to improvise. For example, in Antigua and Barbuda, the Environmental Awareness Group has been unable to use its floating classroom, which is known to be highly effective, but has successfully substituted new and untested digital approaches, which have become more acceptable as people have learned to adapt to limited options for engagement. In Barbados, the communications and outreach manager has developed an evaluation plan for communications and outreach to measure effectiveness and is using this to adaptively manage the limited resources available for best impact. Communication of learning and experience sharing between project partners has not been a prominent feature, being achieved primarily through the project steering committee.
126. Table 6, below, summarizes the ranking of progress using UN Environment's Evaluation Criteria Ranking template.

Table 6: Evaluation Criteria Ranking

Evaluation criteria	Rating
Strategic Relevance (select the ratings for sub-categories). This project is well-designed to align with strategic priorities at national, regional, and global levels	Highly Satisfactory
<i>Alignment to UNEP's MTS, POW and strategic priorities</i>	Highly Satisfactory
<i>Alignment to Donor/GEF/Partner strategic priorities</i>	Highly Satisfactory
<i>Relevance to regional, sub-regional and national issues and needs</i>	Highly Satisfactory
<i>Complementarity with existing interventions</i>	Satisfactory
Effectiveness (select the ratings for sub-categories). The outputs of the project have been set back by the pandemic restrictions but are now on track to achieve outcomes. The likelihood of impact is dependent upon some assumptions regarding feedback loops between management frameworks, practice, and policy. These are to be addressed in the remaining time.	Satisfactory
<i>Availability of outputs</i>	Satisfactory
<i>Achievement of project outcomes</i>	Satisfactory
<i>Likelihood of impact</i>	Moderately Likely
Financial Management (select the ratings for sub-categories). The project is in compliance; project financial information is adequate and there is regular communication between finance and project management staff	Satisfactory
<i>Adherence to UNEP's policies and procedures</i>	Satisfactory
<i>Completeness of project financial information</i>	Moderately Satisfactory
<i>Communication between finance and project management staff</i>	Satisfactory
Efficiency	Satisfactory
Monitoring and Reporting (select the ratings for sub-categories)	Moderately Satisfactory
<i>Monitoring of project implementation</i>	Moderately Satisfactory
<i>Project reporting</i>	Moderately Satisfactory
Sustainability A major, but not insurmountable, challenge; financial sustainability hinges on donor support for a new grant window in an existing regional fund, as well as national funds in various stages of development. This is outside the manageable interests of the project.	Moderately Unlikely
<i>Socio-political sustainability</i>	Likely
<i>Financial sustainability</i>	Moderately Unlikely
<i>Institutional sustainability</i>	Moderately Likely
Factors Affecting Performance The project suffered from delays in start-up and during the pandemic, which affected performance to a less-than-expected but real degree	Satisfactory
<i>Preparation and readiness</i>	Moderately Satisfactory
<i>Quality of project management and supervision</i>	Satisfactory
<i>Stakeholder participation and cooperation</i>	Highly Satisfactory
<i>Responsiveness to human rights and gender equity</i>	Satisfactory
<i>Environmental and social safeguards</i>	Satisfactory
<i>Country ownership and driven-ness</i>	Highly Satisfactory
<i>Communication and public awareness</i>	Satisfactory
OVERALL SCORE	MODERATELY SATISFACTORY

IV. Conclusions and Recommendations

Conclusions

127. The project “Preventing COSTS of Invasive Alien Species (IAS) in Barbados and the OECS Countries), seeks to address the lack a framework within which countries could manage the risks and costs of IAS on important ecosystems, and species, focusing on the highest risk invasion pathways of Barbados and OECS countries. Such a framework will enable Eastern Caribbean states to work together to address the barriers to the achievement of regional and global priorities. The project has completed most of the required outputs.
128. There is a risk that the drivers necessary to transform the outcomes into impacts will not materialize. The project management team must address this head on in the remaining months of the project. There is no evidence that the project has strategically engaged with the private sector to ensure commercial interests are considered either as allies or as barriers to a successful outcome.
129. The project has made significant progress towards the achievement of Outcomes 1.1, 2.1 and 3.2, but is experiencing delays in the delivery of Outcome 3.1. The delivery of Outcomes 1.1, 2.1 and 3.2 is a measurable contribution to GEF 6.
130. In terms of environmental and social safeguards (ESS), there is no systematic monitoring of ESS by the project, other than brief statements in the PIRs.
131. Gender mainstreaming by the project seems to be restricted to proportion of participants that are females in project implementation, which is to be expected given the low degree of social impact that the project has operationally.
132. The review of the ToC confirms that the project employs a robust theory of change with appropriately formulated outputs, direct outcomes, and long-term results. The outcome indicators are verifiable and appropriate for recording progress towards the achievement of the development objectives.
133. The success of the project thus far has benefitted from assertive leadership and competent project management from CABI. However, the IPSC has not played the leadership role envisioned in the project design.

Lessons Learned

Lesson Learned #1	Digital solutions were key to project continuity under pandemic restrictions.
Context/comment:	<p>The pandemic drove the adoption of digital solutions, with important results, including greater willingness on the part of countries to embrace data digitalization, leading to opportunities to combine data for regulation. The intense reliance upon web-conferencing tools resulted in “Zoom fatigue”; this was noted frequently. St. Kitts and Nevis innovated to address this by adopting a hybrid Zoom/in-person process working with small groups, meeting people where they lived and worked, and thus being enabled to go into greater depth. This approach has improved the project and deserves to be shared.</p> <p>The lockdown also intensified the use of social media and out of necessity, countries developed capacity for the use of social media out of necessity. Barbados stands out as an exemplar in this context.</p> <p>Additionally, the IAS website/portal is experiencing stronger than expected use, and this may be attributable to the increased reliance on digital tools for research and information access. This suggests that the appetite for distance learning may have increased, opening new opportunities for capacity building.</p>
Lesson Learned #2	Countries found capacity that they didn’t think that they had
Context/comment:	<p>While lockdowns in response to COVID19 were universal, and had major impacts on output delivery, a surprising number of noteworthy lessons arose. One country reported that it had to bolster its internal capacity because it didn't have access to the international consultants that it routinely relied upon for legal review, strategy development such as NISSAP, and for the critical situation analysis. They found that they could deliver substantially more than they thought that they could do, characterizing this as a "major eye-opener". Several countries reported that stakeholder groups stepped in to fill gaps, and that these were not only the environmental NGOs. Quality suffered, but as discussed in paragraph 119, this could provide an opening for necessary capacity development through training and technical assistance in report production. This has yet to be addressed in the project.</p>
Lesson Learned #3	The leadership of women has been key to success in this region and context.
Context/comment:	<p>Women predominated in the leadership of the national partners responsible for their work under Components 1 and 2. Anecdotally women generally appear to demonstrate a higher degree of interest in IAS issues in the region, as reported from stakeholder interviews. This was not quantifiable in the context of the MTR but deserves further investigation.</p>

Lesson Learned #4	Countries are providing leadership in conservation finance and can provide a way forward for the region.
Context/comment:	These include all of the participating States. Of particular interest is The Sustainable Island Resource Framework (SIRF), a development that has been put in place by Government of Antigua and Barbuda with OECS-Barbados IAS project support, and which is expected to provide continued support for IAS efforts. SIRF is intended to be a conduit for project funding (e.g., from the Green Climate Fund, Adaptation Fund). This mechanism will provide important lessons for other countries interested in developing sustainable finance mechanisms.

Recommendations

134. Overall, CABI needs to clarify how the outputs will aggregate to a coherent set of outcomes that will be meaningful at the regional level if the work is to be sustained. The project stakeholders are universally looking to CABI for guidance. Specifically, when the project is concluded, how will the outcomes achieved add up to something greater than the sum of their parts? A way must be found to generate significant regional action based on the outcomes developed, especially considering the movement for a regional accord on the free movement of goods in an OECS Customs Union. The following recommendations support this overarching recommendation on clarity of purpose.

<p>Recommendation 1: Direct greater attention to private sector engagement, recognizing this sector as an important stakeholder at all levels, in order to neutralise resistance to regulation. Awareness raising should be targeted to economic decision makers as part of this engagement.</p>	<p>In the Eastern Caribbean, the growing interest in a trade protocol facilitating the free exchange of goods is noteworthy. Industries that export to international markets will note; while goods can be exchanged freely, by the same token the risks and liabilities of one country can be exchanged with others in the trade pact. Control of the movement of IAS across the borders within the region will be even more important. This militates in terms of aggressive private sector engagement.</p> <p>The private sector has a controlling interest in the “4 T’s” linked to pathways for IAS (trade, travel, transportation, and tourism). The absence of acknowledgement of the role of the private sector is the major weakness in program design. In the remaining time, a strong push should be made to engage the private sector, and the most expedient way to do this is through identifying champions for the cause of IAS management that have credibility in the arenas of trade and economic policy.</p> <p>Through influential champions the project has the best chance of mobilizing the private sector to engage governments independently on the risks of open borders without biosecurity protection measures. The agriculture and tourism industries are pathways, but at the same time, they carry a high degree of exposure to risk from IAS. The OECS-Barbados IAS project should, during its remaining time, engage with business chambers, prominent businesses with environment and social governance commitments, and national trusts where they exist. in addition</p>
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	<p>to the work already underway for a partnership with the regional Caribbean Biodiversity Fund.</p> <p>At the conclusion of the MTR CABI has indicated that in 2022 it intends to work with the pet and aquaria trade, horticulture trade, importers of used vehicles, and agricultural commodities to develop voluntary codes of conduct to complement the national and regional strategies and policies. It also plans to identify champions and direct social media in support of this effort.</p>
Challenge/problem to be addressed:	Broad support for IAS, and sustainable finance
Priority Level:	High
Type of Recommendation	Project adjustment
Responsibility:	CABI and governments
Proposed implementation timeframe:	By end of project

<p>Recommendation 2: Provide the infrastructure to support regional collaboration and bridge the gap between national level implementation and the overall project and provide greater opportunities for technical exchange through invigoration of the IPSC and increase regional technical consultations.</p>	<p>The COVID-19 pandemic was disruptive in many ways, not least of which was in the absence of opportunities for face-to-face dialogue. The virtual meetings using digital conferencing tools satisfied the basic needs, but there is a profound need to improve exchange between stakeholders in order to create the feedback loops between theory and practice needed to take IAS management to scale in the region. <i>Assuming</i> no further disruptions as a result of the pandemic, convening stakeholders around technical issues is an important next step.</p> <p>Likewise, the IPSC needs to be invigorated to take a leadership role, which is necessary for sustainability of the activity. A strategy for maintaining a regional coordinating committee should be included in the exit strategy (cross reference with 3 below).</p> <p>Regional collaboration is outside of the manageable interests of either UNEP or CABI; only the governments themselves can decide to collaborate. It is critical that a regional approach fully engages stakeholders outside of the environmental community. It should be noted that the project teams for some participating countries were not aware of the implications of the proposed OECS Customs Union for IAS. Here, the strategic relevance can be improved by informing all stakeholders of latest developments.</p>
Challenge/problem to be addressed:	Regional integration, stakeholder engagement
Priority Level:	High
Type of Recommendation	Project adjustment
Responsibility:	CABI and governments
Proposed implementation timeframe:	By end of project

**Recommendation 3:
Develop an explicit exit strategy based upon lessons learned; and take innovations developed by the project to scale. Disseminate lessons and innovations aggressively to generate a sense of momentum against a seemingly intractable problem.**

This project includes key elements that are implicitly looking beyond the life of the project, including a regional strategy and action plan, and a regional funding mechanism. It has also developed significant innovations to overcome the external limitations faced during its implementation.

It should now frame these elements as a project exit strategy, outlining how outstanding components should be completed in a way that reinforces the overall project impact and sustainability, including an analysis of capacity of institutions to implement a regional strategy, and prescriptions that are concrete and measurable.

The exit strategy should be both explicit and costed in terms of the workplan for the remainder of the project. Where the regional strategy requires regional entities to have expanded roles in IAS management and control, the project should work with them to identify capacity requirements and additional costs with follow-up programming in mind. Here, the success of the dedicated funding mechanism will be pivotal. The exit strategy should explicitly address how aspects may be taken up by the UWI, the OECS, and other regional bodies including CARICOM.

The lessons from implementation so far are an important component and should be shared between the national project partners and more broadly. Examples include:

- The biosafety protocol developed in Antigua and Barbuda to prevent reintroduction
- The partnerships with government land managers not customarily associated with biodiversity conservation, such as the Barbados Defence Force.
- The lessons from national level financial mechanisms such as the SIRF financing mechanism in Antigua and Barbuda
- The pivot to social media
- The linking of port interceptions data to an existing program serving data on wildlife crime avoids duplication and helps to cultivate a strong user-base.

It will be beneficial to capture and share the experiences of pivoting to the use of social media for the future benefit of IAS work and of biodiversity at large, perhaps through a “how to” guide. Interactive exchanges between project partners to share innovations. Ultimately, this should militate the integration of a range of natural-resource related security issues, in the form of a broader biosecurity mandate of countries.

The project is highly ambitious for the resources available. The MTR takes note that Barbados is exploring options for applying some GEF7

	resources to a new, complementary project. This review encourages all participating countries to contribute resources to the successful completion of project goals, and especially those of Component 3.
Challenge/problem to be addressed:	The need to leverage resources to take IAS to scale. Absence of an explicit exit strategy in the Project Document
Priority Level:	High
Type of Recommendation	Adjustment to project design
Responsibility:	CABI, UNEP, PSC
Proposed implementation timeframe:	Within six weeks of acceptance of the MTR

Recommendation 4: Highlight and disseminate innovative approach to linking IAS and human health.	Build on efforts to link health and IAS. Invasive species are identified as a potential pathway to zoonotic disease spillover into human populations. This is a relatively understudied area; the work being undertaken in St. Kitts to identify potential risks of zoonotic transmission from the introduced green monkey (<i>Chlorocebus sabaeus</i>) may serve as an important case study and methodology, especially with regard to Barbados, which also has an introduced population of the same species. The current global focus on the COVID-19 pandemic presents an important opportunity to link ecosystem health and human health, including the role invasive species as potential vectors of infectious diseases, and the disease vector range expansion associated with climate change and with trade (e.g., <i>Aedes aegypti</i> and <i>Aedes albopictus</i>). This can present a compelling case for regional cooperation in managing high risk pathways for introduction.
Challenge/problem to be addressed by the recommendation:	Lack of priority given to IAS in the face of broad development challenges. Any linkages between IAS and public health will help to sway those who give economic growth precedence over conservation.
Priority Level:	Medium
Type of Recommendation	Adjustment to project
Responsibility:	CABI
Proposed implementation timeframe:	By end of project.

Recommendation 5: Target awareness raising to economic decision makers	CABI, as the project executor, should continue to raise awareness using the various information tools and apps developed by the project, and through the <i>Declare, Dispose or Be Fined</i> campaign. It is worth noting that not all project implementers at the national level are aware of the progress towards a free movement of goods agreement through an OECS Customs Union under the Revised Treaty of Basseterre; it will be beneficial if CABI were to prepare and circulate a policy brief on this subject for use by project stakeholders. If feasible, the integration of
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	citizen science in awareness raising would prove productive in giving a sense of ownership of outcomes to a wider range of stakeholders.
Challenge/problem to be addressed:	Lack of awareness of IAS
Priority Level:	Medium
Type of Recommendation	Adjustment to project
Responsibility:	CABI
Proposed implementation timeframe:	By end of project

Recommendation 6. Adopt a more evidence-based approach to capacity development	CABI should adopt a more rigorous and analytical approach to capacity development, based upon an analysis of policy direction, evaluation of institutional capacity at all relevant levels to implement the policies and a needs assessment that addresses institutional development needs and training needs holistically. (This approach is sometimes called an institutional analysis development framework). Training should be tied to specific development objectives of institutions, and should be objectively evaluated against targets through post-training testing, interviews with supervisors, etc.
Challenge/problem to be addressed:	Weak delivery of capacity
Priority Level:	Medium
Type of Recommendation	Adjustment to project
Responsibility:	CABI
Proposed implementation timeframe:	By end of project

Recommendations for Future Programming

139. Additionally, another issue arising that could usefully be integrated into future regional programming is to better understand the motivations of a key stakeholder – the community of women involved in IAS management.

Recommendation A: Better understand gender dynamics in IAS management	The leadership of women in this project is notable. For replicability purposes it would be beneficial to better understand the motivations guiding the participation in IAS control, and in environmental management more generally, by gender, to determine what specific needs or concerns are being addressed, for incorporation in biodiversity conservation activities elsewhere. Because a significant social science research effort is required, this is best be addressed in the future projects.
Challenge/problem to be addressed:	Social inclusion
Priority Level:	Medium
Type of Recommendation	General programming recommendation
Responsibility:	UNEP
Proposed implementation timeframe:	5 years

Recommendation B: Develop more focused regional projects targeting a specific outcome	GEF Secretariat and Implementing Partners should review regional programming to ensure that regional programming is coherent, with due respect to country demand, and achievable within available resources. Regional projects are at risk of being too diffuse and unfocused, which can hamstring implementers and reduce the potential for impact
Challenge/problem to be addressed:	Project design
Priority Level:	High
Type of Recommendation	General programming recommendation
Responsibility:	GEF, UNEP
Proposed implementation timeframe:	2 years

Recommendation C: Ensure that programming involving capacity development is based upon solid analysis.	GEF Secretariat and Implementing Partners should review programming to ensure that any resources directed to capacity development are supported by careful analysis of institutional capacity to meet policy objectives as well as training needs assessments. This should be undertaken during project development if capacity development is in the results framework.
Challenge/problem to be addressed:	Project design
Priority Level:	High
Type of Recommendation	General programming recommendation
Responsibility:	GEF and GEF Implementing Partners
Proposed implementation timeframe:	2 years

Annex 1: Table of Comments

	Reviewer	Location(s)	Comments	Response
1	C. Cox	Executive summary	Reorganize purpose and scope to present project rationale up front	done
2	C. Cox	Executive summary	Maybe elaborate in terms of how the remaining GEF project resources are deployed to gain effect at both regional and national levels on the context of re-assessed assumptions since project design and inception; determine how this may influence the results framework particularly at the outcome level	done
3	A. Witt	Executive summary	One of the main challenges has been that countries are more concerned about what is coming in than going out. That said, they are most concerned about what is going out if failure to ensure the absence of contaminants and pests may have trade implications. Preventing the movement of pests from one island to another has cost implications which is why countries are loathe to invest in them.	Noted. This is now reflected in Context subsection of Executive Summary.
4	N. Ramnanan	Table 5	The project document clearly identifies the Website; regional training events and attendance at regional meetings; public awareness etc. as means of sharing lessons learnt. Adoption of these is clearly beyond our control. However, the fact that the CBIS have already been adopted by the CPHD and the Sustainable Trust is being pursued by CBF are indications that at least some ideas will be taken up.	Noted and addressed.
5	A. Witt	Rec. 1	I don't think that the private sector has much interest in compliance unless it benefits them financially. Like I said above, if exports, and income derived from it, are dependent on the absence of pests and contaminants exporters will comply. However, the regulation of imports is not something the private sector is directly involved with – this is primarily a role for the quarantine authorities. Investment in this sector will benefit all farmers, so unless all farmers are organized and contribute as a group, individual farmers will not do so as they don't see why they should benefit non-paying farmers. Private sector engagement is a real challenge when it comes to IAS.	Somewhat disagree; the private sector exerts strong influence on legislation and regulation. Concerns expressed are addressed in new Context subsection of the Executive Summary.

6	A. Witt	12 et seq., Recs 1-5	... have past pandemics like Zika taught us anything? There is major distrust between countries, and that is the problem. In SE Asia we suggested that host range testing for the introduction of agents be undertaken by one country in collaboration with others. They would not accept the results. Regional cooperation is a huge challenge – look at some of the issues the EU has with the introduction of CBC agents and the like. Every country needs to be consulted, and if one objects the issue can be held up for years. How do we resolve these issues?	Noted. Addressing this is beyond the scope of this project, but it is important that the project contribute to the solution. This is referenced in the new Context subsection of the Executive Summary, and in Recommendation XXXX.
7	C. Cox	Executive summary	include summary statement on the performance of the project	Noted and addressed.
8	A. Witt	Executive summary	Please provide examples of where the private sector has contributed to biosecurity etc. in developing countries	In a globalized economy, the proper context for thinking of the role of the private sector is transboundary, transcending developed and developing countries. This is especially true of the travel and tourism industry. The OneHealth movement is perhaps the most advanced and widespread example of private sector engagement on biosecurity. Significant work has been undertaken for related biosecurity issues like hazard analysis critical control points (HACCP) in food safety. The aquaculture and livestock industries have been proactive in ensuring biosecurity in production.
9	N. Ramnanan	28	Regional partners also attend. The last meeting had quite a few regional partners including Flora and Fauna International; A representative of the Secretariat of Invasive Species of the UK , that work in the UK overseas territories; OECS Commission among others.	Corrected to include omissions

10	C. Cox	32	emphasize ... the rationale for the OECS and Barbados cluster. From geographic/spatial sense the proximities of the islands, but perhaps more important is the relatively high inter-regional travel between these countries with Barbados as a hub. But Bob should weigh in on this. The other obvious factor is the OECS community block where synergies can be built via common trade and environmental management policies and shared cooperation at policy level that supports implementation in a harmonized way.	Noted and addressed.
11	A. Witt	Executive summary	The irony is that the impacts of invasive alien plants is largely not known and as such this taxon receives little attention. Countries tend to focus on vertebrates. Many factors could be driving this, one of which is that there is often confusion as to origin. Useful IAS are also not considered to be problematic.	Noted; this is now reflected in Context subsection of Executive Summary.
12	C. Cox	Rec. 1	There is also a wider partnership network with organizations e.g., the EAG that extends the work of the project; this factor seems variable between the countries. Can something be said here?	Noted and addressed.
13	A. Witt	Executive summary	To be honest we know little about the impacts of IAS, especially plants, in the OECS, so creating awareness is not easy.	Somewhat disagree due to the global data available, but recognize that context is important, and that raising awareness concerning biodiversity is difficult where costs - material or otherwise, are not known. Addressed in new Context section of Executive Summary
14	A. Witt	Executive summary	We need to acknowledge that agriculture is not what it used to be-the focus is mainly on tourism. The importance of pests in terms of trade is probably not as important as it used to be.	Noted and addressed in Context.
15	C. Cox	Reconstructed TOC	Qualify threats and costs in terms of required decision-making, behavioural change, etc.	Noted and addressed
16	A. Witt	Reconstructed TOC	We need to develop the tools to enable capacity development or information generation. The need to have the institutions to facilitate that research is also key.	Agree that contextually appropriate tools including field guides are necessary.

17	A. Witt	Recon- structed TOC	don't think that control measure(s) will be influenced by climate change	This remains to be seen. The point is, if management measures do not work in changing conditions, how can they be pegged to the changing conditions - i.e., how does biosecurity fit in with climate security?
18	A. Witt	46-47	EDRR can only work if you know what is present and where. You need that baseline data to have an effective EDRR system. Countries also need to undertake RA on exotic species present. Doing all of this requires significant resources.	Disagree; data collection is part and parcel of EDRR; it is never too soon to take note of the presence of a non-native species; and to investigate that, even if a baseline is incomplete.
19	A. Hill	38 and 43	Should be IAS Reinvasion Prevention Plan; biosecurity protocol exists.	Noted and corrected
20	C. Cox	39	in the narrative, include references to the specific outputs and outcomes in the results framework	Noted and addressed
21	A. Witt	40	Agreed but one of the key factors we first wanted to assess is the risk these sectors pose and how best we can mitigate those risks. Much of that could not happen due to COVID – no cruise ships, no yachts, etc.	Even without the risk assessment, enough is known about potential risks to bring biosecurity risk to the attention of policy-makers involved in the OECS Customs Union negotiations.
22	A. Witt, C. Cox	43	(Abandonment of gully restoration) has not been approved	Noted, and corrected with new information on CABI's response
23	C. Cox	Stakeholder analysis	hard to follow discussion on exclusion of stakeholders; clarify.	Rewritten to clarify.
24	C. Cox	59, 60	clarify biodiversity threat issues related to specific countries	Noted and corrected
25	A. Witt	Executive summary	These projects generally never focus on priority targets – the worst or most abundant IAS. It is also about if the target lends itself to the trialling of different management interventions. Much of what we are trying to do is build capacity and create awareness about different management interventions. However, countries often have their favourite targets and dissuading them from those is often impossible.	Understood; this is now reflected in context.

26	A. Witt	Rec 1	My biggest concern is that the main culprits behind the introduction of IAS are never part of the solution – the nursery trade, pet shop industry, agroforestry, even NGO's that have a penchant for introducing IAS for restoration of whatever.	Noted, the review's point exactly. What is the project doing about it?
27	A. Witt	Recommendation 1	In my experience IAS interventions will only be sustained with funding – if government has not been convinced to allocate money to IAS management sustainability will be limited. The presence of IAS champions is also key. Obviously institutional support is also required.	Agreed, and the report has been reviewed to ensure that this is emphasized.
28	A. Hill	Recommendations 1-6	One concern raised by EAG was that the project did not include any sustainability and that future work on the management of IAS would be project-based. Systems need to be in place to address this long-term since the cost of stipends and boat transport are high costs for an NGO to manage annually	Noted, and adjustments made to recommendations
29	C. Cox	Findings, monitoring	Clarify that PIRs are performance assessments.	Noted and addressed
30	A. Witt	92, lessons learned #2	many of the reports were of an inferior quality.	Noted, and acknowledged in revisions; it presents a starting point for an important kind of capacity building.
31	C. Cox	7-9, 14, 18, lessons learned	Clarify, did CABI respond to this question on the regional level aspects?	Noted; CABI did weigh in on COVID-19 impact in terms of addressing barriers presented and this is reflected in revised text.
32	A. Witt	Executive summary, 37-45, Rec. 6	the lack of capacity is the biggest issue we are facing in developing countries. Without people who can generate IAS information/data we cannot create awareness – we cannot influence policymakers. However, without resources we cannot fund research. It is a bit of a catch-22 situation. So, we are trying to develop tools that can contribute to capacity development.	Noted, sympathetically, but this is a bit of a crutch; there is enough literature on risk, much of it generated by CABI, to use to create awareness of potential risk, if not actual risk. Tools, as noted elsewhere, are addressed in a revised recommendation.
33	C. Cox	Lessons learned #1	How is the IAS website significant in terms of serving as a portal for distance learning?	Noted; language expanded addressing this.

34	A. Witt	45	Without good baseline data it is hard to determine impacts. In addition, when you have other invasive vertebrates like rats and mongoose it is often hard to tease impacts apart.	See response to comment #32
35	C. Cox	23	Address role of green monkey in loss of agricultural productivity.	Noted and addressed.
36	A. Witt	Recommendation 2	We have tried to combine efforts to affect this, but it has not been easy because the issues generally fall under the mandate of different Ministries. That is why there is a need to form a Biosecurity Unit which is independent of any Ministry and that can deal with cross-cutting issues.	Noted and agreed; this will be reflected in recommendations.
37	A. Witt	deleted, but addressed in 20 and rec 3.	Our argument has always been that IAS should be a component in all development projects, just like CC. However, donors are still sector based are governments.	Agreed, strongly, and this is out of the manageable interests of this project but should be passed along to GEF and UN Environment.
38	A. Witt	Findings - effectiveness	...why would IAS be of concern to the tourism industry in the Caribbean – people come for the sun and the sand. Unless the biodiversity of the Caribbean is sold as an attraction the tourism industry will not come to the party. We all know that hotel and lodge gardens are the biggest source of IAS but how do we convince them not to plant them if tourists see no harm in them and their impacts are not none and biodiversity is not high on the agenda.	Where tourists see harm in IAS is neither here nor there. We cite the example of Rarotonga, in the S. Pacific. Hurricane Sally distributed ornamental climbing vine sees across the central massif, which now overtop the trees and threaten the surface water upon which the island is dependent. Do tourists come for water to drink and bathe in? Certainly not, but they will not stay if they cannot have such amenities. CABI should have access to a vast amount of literature with which to make such arguments.
39	C. Cox	Recommendations	Align Caribbean Biodiversity Fund with private sector discussion	Noted and addressed in Rec 1.
40	A. Witt	deleted but picked up in rec B.	It should be noted that project design is a process to which many contribute, including the donor. GEF funding is also to be used to enable people to achieve various targets which are not necessarily those developed by the country, etc. So, we are often hamstrung by a host of factors.	Agreed; this will be factored into the recommendations.

41	C. Cox	conclusions	this analysis of your observations should be elaborated in detail in the review findings	Noted and addressed
42	N. Ramnanan	Table 4, 1.1.3	This will be a challenge to achieve even with the extension.	Noted.
43	N. Ramnanan	Table 4, 1.1.5	SKN has since agreed. The regional consultant has also agreed to do this starting in December with delivery by February 2022	Section updated with new information
44	A. Witt	Table 2, 1.1.5	we are cognizant of the fact that cost-recovery mechanisms often require changes in legislation ... we are of the opinion that any CR will have to be supplemented by government support	Noted and clarified
45	A. Witt	Table 2, 3.1.3	This is a real challenge and we have tried to develop something like this in other regions. Countries are reluctant to share resources for shared problems. Within countries, even departments may show reluctance to share resources. This is a real problem that needs to be addressed at the regional level.	Noted and addressed in Context.
46	N. Ramnanan	Lesson Learned #3	Please expand	Additional detail added.
47	N. Ramnanan	General	MTR reported the need for additional funding to accomplish of the activities under this project... Is it possible that you can address additional co-financing it in the report	Noted; recommendation #2 picks up this point.
48	A. Hill	Table 5 monitoring and reporting	Project reporting was also late because project finances were disbursed more than a year after the initial start time. Inefficiencies on the part of the larger project donor had significant impact on project delivery	Noted and included
49	A. Witte	General	Compromises were made in project design, reflected in the project document. The biggest challenge is sustainability and long-term funding. Governments need to invest – that means capacity development. A Biosecurity Unit, independent of ministries, is the optimal mechanism for management.	Noted and included
50	K. Douglas	General	The Centre for Biosecurity Studies at UWI should be a partner. The UNEP focus on an integrated program for green and blue islands might involve an integrated biosecurity framework, which could include the Organisation of Eastern Caribbean States, CARICOM, and the Caribbean Agricultural Health and Food Security Agency.	Noted.

51	K. Dore	General	In St Kitts and Nevis, there are different dynamics in areas that monkeys are moving to, including new impacts to biodiversity in the form of “reinvasion”.	Clarification is noted.
52	C. Cox	General	App-based citizen science would be beneficial.	Noted and addressed in recommendations.
52	C. Gallagher	General	There does need to be a focus on governments, but we should be mindful of the importance of all stakeholders in addressing “harm reduction” principles and concepts. Stakeholders will build into government policy.	Noted.

Annex 2: Mid Term Review Terms of Reference

OBJECTIVE AND SCOPE OF THE MID-TERM REVIEW

1. Objective of the Review

In line with the UNEP Evaluation Policy² and the UNEP Programme Manual³, the Mid-Term Review is undertaken approximately half-way through project implementation to analyse whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTR will assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and supporting their sustainability. For the project under review, it is occurring in the final year of the originally planned completion. Primarily caused by delays in start-up and the impact of the Covid 19 pandemic. The review will be valuable to guiding the implementation of the proposed no-cost extension of one year.

2. Key Review Principles

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

As this Review is being undertaken at the mid-point of project implementation, particular attention will be given to identifying implementation challenges and risks to achieving the expected project objectives and sustainability, which will support potential course correction. Possible questions to be considered include:

- Does the TOC properly reflect the project's intended change process?
- Is the stakeholder analysis still appropriate and adequate to support the project's ambitions?
- Are results statements in keeping with both UNEP and GEF definitions (e.g., outcomes are expressed as the uptake or use of outputs)
- Are roles and responsibilities commonly understood and playing out effectively?
- Is there an effective monitoring mechanism for the project's implementation (this is separate from, and supports, reporting in the annual PIR)?
- Is the rate of expenditure appropriate for the mid-point?
- Have plans for inclusivity (human rights, gender considerations, disability inclusion etc) been implemented as planned, or does more need to be done?
- Are safeguard identification and mitigation plans being monitored and steps taken to minimize negative effects?
- Is there an exit strategy in place and are the elements needed for the project's benefits to be sustained after the project end, being incorporated in the project implementation?
- Have recommendations from previous performance assessments (where they exist) been appropriately addressed?

² <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

³ <https://wecollaborate.unep.org>

- (Where relevant) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

A Mid-Term Review is a *formative assessment*, which requires that the consultants go beyond the assessment of “*what*” the project performance is and make a serious effort to provide a deeper understanding of “*why*” the performance is as it is. (i.e., what is contributing to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project at the mid-point and the recommendations that support adaptive management for the remainder of the project.

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

A key aim of the Mid-Term Review is to encourage reflection and learning by UNEP staff, the Executing Agency and key project stakeholders. The Review Consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. There may be several intended audiences, each with different interests and needs regarding the report. The Task Manager will plan with the Review Consultant which audiences to target and the easiest and most effective way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation. Draft and final versions of the Main Review Report will be shared with key stakeholders by the Task Manager and a copy of the final version will be submitted to the UNEP Evaluation Office, who will provide an assessment of the quality of the Review Report based on a standard UNEP template.

3. Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Review will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the MTR.

1. What is the impact of having part time National Project Coordinators manage the project in Antigua and Barbuda, Barbados and St. Kitts and Nevis with government employees assuming this role in the non-core countries?
2. What has been the impact of COVID 19 on project deliverables?
3. What can be done to ensure communication efforts result in lasting behavioural changes in the general population in Barbados and the OECS.

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report**:

- a) Under Monitoring and Reporting/Monitoring of Project Implementation:
What is the performance at the project's mid-point against Core Indicator Targets? *(For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided).*
- b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:
What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/program? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*
- c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:
What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*
- d) Under Factors Affecting Performance/Environmental and Social Safeguards:
What has been the experience at the project's mid-point against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and any measures taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*
- e) Under Factors Affecting Performance/Communication and Public Awareness:
What has been the progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g., website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions. *(This should be based on the documentation approved at CEO Endorsement/Approval)*

4. Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-G below, outline the scope of the criteria and a link to a table for recording the ratings is provided in Annex 1. A weightings table will be provided in excel format (see notes in Annex 1) to support the determination of an overall project rating.

A. Strategic Relevance

The Review will assess the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval, as well as each country's UNDAF. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. Alignment to the UNEP Medium Term Strategy⁴ (MTS), Programme of Work (POW) and Strategic Priorities

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁵ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/Partner Strategic Priorities

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

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

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

iv. Complementarity with Existing Interventions/Coherence⁶

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁷, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP -programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should

⁴UN Environment's Medium-Term Strategy (MTS) is a document that guides UN Environment's programme planning over a four-year period. It identifies UN Environment's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

⁵ <http://www.unep.fr/ozonaction/about/bsp.htm>

⁶ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

⁷ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

B. Effectiveness

The Review will assess effectiveness across three dimensions: delivery of outputs, achievement of project outcomes and, where appropriate and feasible, likelihood of impact. At the mid-point more emphasis is placed on performance at the output and outcome levels, but observations about likelihood of impact may be helpful for course correction or adjusting the emphasis of the project's efforts.

i. Availability of Outputs⁸

The Review will assess the project's success in producing the programmed outputs and achieving targets and milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, a table should be provided showing the original formulation and the amended version for transparency. The delivery of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their usefulness and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

ii. Achievement of Project Outcomes⁹

The achievement of project outcomes is assessed as performance against the project outcomes defined in the Project Results Framework¹⁰. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to make them consistent with UNEP guidelines. Where possible, the Review should report evidence of attribution, contribution or credible association between UNEP's intervention and the project outcomes.

iii. Likelihood of Impact

Based on the articulation of longer-term effects as defined in the project objective or stated intentions, the Review will, where possible, assess the likelihood of the intended, positive impacts becoming a reality.

The Review will also consider the likelihood that the intervention may lead, or contribute, to unintended negative effects (e.g., will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these

⁸ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

⁹ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

¹⁰ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds), and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards¹¹. The Review will consider the extent to which the project is playing a catalytic role or is promoting longer-term scaling up and/or replication¹².

C. Financial Management

Under financial management the Mid-Term Review will assess a) whether the rate of spend is consistent with the project's length of implementation to-date, the agreed workplan and the delivery of outputs and b) whether financial reporting and/or auditing requirements are being met consistently and to adequate standards by all parties. This includes an assessment of whether UNEP's financial management policies and the GEF's fiduciary standards are being met. Any financial management issues that are affecting the timely delivery of the project or the quality of its performance will be highlighted.

D. Efficiency

The Review will assess the *cost-effectiveness and timeliness* of project execution. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will describe any cost or time-saving measures put in place to maximize results within the secured budget and agreed project timeframe and consider whether the project is being implemented in the most efficient way compared to alternative interventions or approaches. The Review will also assess ways in which potential project extensions can be avoided through stronger project management.

E. Monitoring and Reporting

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

i. Monitoring of Project Implementation

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART¹³ results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. The Review will assess the use and quality of the monitoring plan. In particular, the evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. The Review will assess whether the monitoring system is operational and facilitates the timely tracking

¹¹ Further information on Environmental, Social and Economic Safeguards (ESES) can be found at <http://wedocs.unep.org/handle/20.500.11822/8718><http://www.unep.org/about/eses/>

¹² *Scaling up* refers to approaches being adopted on a much larger scale, but in a very similar context. Scaling up is often the longer-term objective of pilot initiatives. *Replication* refers to approaches being repeated, or lessons being explicitly applied in new/different contexts e.g. other geographic areas, different target group etc. Effective replication typically requires some form of revision or adaptation to the new context. It is possible to replicate at either the same or a different scale.

¹³ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

of results and progress towards project milestones and targets throughout the project implementation period. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring are being used to support this activity.

ii. Project Reporting

Projects funded by GEF have requirements with regard to verifying documentation and reporting (i.e., the Project Implementation Reviews, Tracking Tool and CEO Endorsement template¹⁴), which will be made available by the Task Manager. The Review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. Where corrective action is indicated in the annual Project Implementation Review reports (e.g., as an identified risk), the Review Consultant will record whether this action has been taken.

F. Sustainability

Sustainability¹⁵ is understood as the probability of the benefits associated with the project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits at the outcome level. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

The Review will ascertain that the project has put in place an appropriate exit strategy and measures to mitigate risks to sustainability. The Review Consultant will consider a) the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards, b) the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained and c) the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

I. Factors Affecting Project Performance and Cross-Cutting Issues

These factors are rated in the ratings table but can be discussed as cross-cutting themes as appropriate under the other evaluation criteria, above. Where the issues have not been addressed under other evaluation criteria, the consultant(s) will provide summary sections under the following headings)

i. Preparation and Readiness

¹⁴ The Consultant(s) should verify that the annual Project Implementation Reviews have been submitted, that the Tracking Tool is being kept up-to-date and that in the CEO Endorsement template Table A and Section E have been completed.

¹⁵ As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

This criterion focuses on the inception or mobilisation stage of the project. The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.

ii. Quality of Project Implementation and Execution

Specifically, for GEF funded projects, this factor refers separately to the performance of the Executing Agency and the technical backstopping and supervision provided by UNEP, as the Implementing Agency.

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

iii. Stakeholder Participation and Cooperation

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

iv. Responsiveness to Human Rights and Gender Equity

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment¹⁶.

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

¹⁶The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

v. *Environmental and Social Safeguards*

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening, risk assessment and management (avoidance or mitigation) of potential environmental and social risks and impacts associated with project and programme activities. The evaluation will confirm whether UNEP requirements¹⁷ were met to: screen proposed projects for any safeguarding issues; conduct sound environmental and social risk assessments; identify and avoid, or where avoidance is not possible, mitigate, environmental, social and economic risks; apply appropriate environmental and social measures to minimize any potential risks and harm to intended beneficiaries and report on the implementation of safeguard management measures taken.

The evaluation will also consider the extent to which the management of the project is minimising UNEP's environmental footprint.

vi. *Country Ownership and Driven-ness*

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. Ownership should extend to all gender and marginalised groups.

vii. *Communication and Public Awareness*

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

REVIEW APPROACH, METHODS AND DELIVERABLES

The Mid-Term Review will use a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the Review Consultant maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings.

Where applicable, the Review Consultant should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key

¹⁷ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

intervention sites (e.g., sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

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

A **desk review** of:

Relevant background documentation, inter alia:

- Project Document and Appendices
 - Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget
 - Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.
 - Evaluations/Reviews of similar projects.
- (a) **Interviews** (individual or in group) with:
- UNEP Task Manager (TM) Mr. Christopher Cox and team members
 - Project Manager (PM) Naitram Ramnanan and Dr. Arne Witt of CABl and national project coordinators and project directors in the participating countries
 - UNEP Fund Management Officer (FMO)
 - Representatives from partner organizations that are collaborating to implement Component Two projects in Antigua and Barbuda, Barbados, and St. Kitts and Nevis
- (b) **Field visits:** [*Antigua and Barbuda; Barbados; and St. Kitts and Nevis*]
- Pilot project sites in Antigua and Barbuda; Barbados and St. Kitts and Nevis (these may have to be virtual if travel is prohibited due to Covid 19 restrictions).
- (c) **Other data collection tools:** If needed, to be decided by the Review Consultant at the inception phase

5. Review Deliverables and Review Procedures

20. The Review Consultant will prepare:

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

Review of the draft review report. The Review Consultant will submit a draft report to the Project Manager and revise the draft in response to their comments and suggestions. Once a draft of

adequate quality has been peer-reviewed and accepted, the Project Manager will share the cleared draft report with key project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Project Manager for consolidation. The Project Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response. The Task Manager will support as appropriate.

At the end of the review process and based on the findings in the Review Report, the Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate **Lessons Learned**.

6. The Review Consultant

The Review Consultant who will work under the overall responsibility of the Task Manager Mr. Christopher Cox and Team Assistant Gloritzel Frangakis in consultation with the Portfolio Manager Johan Robinson, Fund Management Officer, Michael Atogoh. The consultant will liaise with the Task Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders (with assistance from the Executing Agency), organize online surveys, and any other logistical matters related to the assignment. The project team supported by the Project Manager will, where possible, provide logistical support (introductions, meetings etc.) allowing the Review Consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired over a period of three months [01st April 2021 to 30th June 2021] and should have the following: a university degree in environmental sciences, international development or other related fields is required and an advanced degree in the same areas is desirable; a minimum of 10 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of invasive species management is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

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

7. Schedule of the Review

The table below presents the tentative schedule for the Review.

Table 3. Tentative schedule for the Review

Milestone	Indicative Timeframe
Inception Report	April 15
Review Mission (May have to be virtually)	April 22 nd to 29th
Telephone interviews, surveys etc.	April 22 nd to 29th
PowerPoint/presentation on preliminary findings and recommendations	May 9 th

Draft Report to Task Manager	May 31 st
Draft Report shared with the wider group of stakeholders	June 7 th
Final Main Review Report	June 28 th
Final Main Review Report shared with all respondents	June 30 th

8. Contractual Arrangements

Review Consultants will be selected and recruited by CABI under a Short-Term Consultancy contract on a “fees only” basis (see below). By signing the short-term consultancy contract with CABI, the consultant certifies that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance by the Project Manager and Task Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the Consultant:

Deliverable	Percentage Payment
Approved Inception Report (<i>as per annex document 3</i>)	30%
Approved Draft Main Evaluation Report (<i>as per annex document 4</i>)	30%
Approved Final Main Evaluation Report	40%

Annex 3. Persons Engaged/Interviewed/Respondents

Organisation	Name	Position	Gender
CABI	Arne Witt	NEA	M
CABI	Naitram Namnanam	NPC	M
UNEP	Christopher Cox	Project Task Manager	M
UNEP	Gloritzel Frangakis	Team Assistant	F
Gov of Antigua and Barbuda	Joseph Prosper	Consultant	M
Gov of Antigua and Barbuda	Helena Jeffery Brown	Project Director	F
Environmental Awareness Group	Arica Hill	Executive Director	F
Environmental Awareness Group	Nathan Wilson	Program Officer	M
Environmental Awareness Group	Shanna Challenger	Program Officer	F
Gov of Barbados	Kim Downs Agard	Project Director	F
Gov of Barbados	Jamilla Sealy	NPC	F
Gov of Barbados	Rohan Payne	Deputy Project Director	M
Gov of St Kitts and Nevis	Kerry Dore	NPC	F
Gov of St Kitts and Nevis	Eavin Parry	Project Director	M
Gov of St Kitts and Nevis	Augustine Merchant	NISSAP Consultant	M
Gov of St Kitts and Nevis	Joyelle Clarke	Communications Consultant	F
Ross University	Souvik Ghosh	Research Scientist	M
Ross University	Christa Gallagher	Research Scientist	F
Gov of Dominica	Nelson Laville	NPC	M
Gov of St Lucia	Augustine Dominique	NPC	M
UWI Biosecurity Institute	Kirk Douglas	Research Scientist	M
Caribbean Biodiversity Fund	Ulrike Krauss	Technical Officer	F
Island Conservation	Royden Saah	Programme Coordinator, Genetic Bio-control of Invasive Rodents	M

Annex 4. List of Documents Consulted

Project Outputs

Budget Revision #1 (rephasal end 2018)
Budget Revision #2 (rephasal end 2019)
Budget Revision #3 (rephasal end 2020)
Budget Revision #4
Budget V5
Co-finance Budget V1 12/07/2018
IAS Baseline Awareness Survey Antigua
January to June 2019 Half Yearly Progress Report
January to June 2021 Half Yearly Progress Report
July to December 2019 Half Yearly Progress Report
July to December 2020 Half Yearly Progress Report
National Project Document 11/28/2018
Periodic Expenditure Report V1
Project Cooperative Agreements (all partners)
Project Document (PRODOC)
September to December 2018 Half Yearly Progress Report
Workplan 2020
Workplan 28/06/2021
Workplan V1
Workplan V4

Previous Reviews/Evaluations

Project Review Committee Checklist – OECS IAS Final Minutes (no date)
GEF-6 Secretariat Review for FS/MS Projects, 9408
CABI Audit Report 2018-2019 V1
CABI Audit Report 2020 Rev
9408 PIR 2020
9408 PIR 2021

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Annex 5. Communication and Outreach (PowerPoint Presentation)

Due to COVID-19 restrictions, at the request of the consultant, UNEP hosted an interactive webinar for the Project Steering Committee and other interested parties, where a progress report by CABI and the preliminary findings of the MTR were presented and discussed, with a view to creating an opportunity for sharing lessons learned for the COST project community.





Summary

The COST Mid-Term Review found the project to be performing moderately satisfactorily, despite external barriers, including especially the COVID-19 pandemic.

In view of the challenges, the progress made, especially in component 2, is noteworthy, and national and regional project coordinators and staff deserve credit for what has been accomplished.

Component 1



Strengthened IAS management framework and cross sectoral arrangements reduce IAS threats in terrestrial, marine and coastal ecosystems.

1.1.1 Critical Situation analysis	All countries report that they are at or near completion (90% complete); however, not all have made their reports available.
1.1.2 National Invasive Species Action Plans Completed	Antigua, Barbados, and St Kitts report that they are close to completion of their NISSAPs (85%)
1.1.3 Legal frameworks developed or upgraded	Antigua, Barbados, and St. Kitts report that their recommendations are submitted to government and under review.
1.1.4 Awareness and capacity building programs developed & implemented (Internalizing IAS threats, impacts, and new controls and regulations)	Awareness and capacity building programs are by their nature open-ended; here substantial progress has been reported by Antigua and Barbados.
1.1.5 Design and implementation of national cost-recovery programs	Antigua has requested that CABI supervise this with the consultant that conducted the regional study. Barbados is pursuing this with a consultant. St. Kitts is expected to give feedback on whether they will also allow CABI to supervise this.

Component 2



Eradication and/or improved control of IAS impacting globally significant biodiversity, thereby reducing threats to key species.

<p>2.1.1 Eradication and/or improved control of IAS impacting globally significant biodiversity, thereby reducing threats to key species.</p>	<p>Antigua – has completed 2.1a</p> <p>Barbados – has completed 2.1b1. 2.1b2 has been postponed due to pandemic limitations. 2.1b3 is underway and can be completed with the project extension. 2.1.b4 is ongoing and will be completed with project extension.</p> <p>St Kitts – 2.1.c1 is ongoing, with delays due to competing ministerial priorities and poor cooperation/coordination between the Ministry of Agriculture and the newly established Ministry of the Environment. It is expected that with high-level intervention roles and responsibilities will be clarified and the management plan will be completed. This will require an extension.</p>
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Component 3.1



Increased collaboration among Caribbean states to tackle IAS

<p>3.1.1 Regional strategy for prevention and surveillance at ports of entry (i.e., customs) developed and Regional IAS Working Group established</p>	<p>The pandemic has significantly constrained progress in development of a regional strategy and an extension is urgently required.</p>
<p>3.1.2 Database established for interception at ports</p>	<p>The database was completed and launched on the 30th August as the Caribbean Biosecurity Interception System (CBIS). With financial support from the USDA, The Caribbean Plant Health Directors Forum has agreed to host this system on their website and make it available to the wider Caribbean ensuring sustainability post project.</p>
<p>3.1.3 A Strategic plan for the Regional Financing System for shared IAS developed</p>	<p>This output is at the mid-way point and requires an extension.</p>

Component 3.2



Enhanced regional IAS management through early warning system, response measures and capacity building

3.2.1 Regional technical capacity developed to conduct risk assessment and measure economic impact of IAS	Training in the Economic Impact of IAS was completed in August 2019. 7 case studies were due by September 2020 by participants, but none has been delivered as yet. The risk assessment training is scheduled to be done in February 2022.
3.2.2 CIAS.NET strengthened as a learning network for IAS	The completed website is a significant source of information and therefore a major contribution to regional IAS control.
3.2.3 Regional App or ID IAS risk cards for prioritized species that can affect important biodiversity, agriculture, and human health developed for ports of entry	The regional IAS Plant Guide is completed and undergoing layout. Mammals, birds and invertebrates are 60% completed. The IAS app is scheduled be available in Q1 2022.

Guiding Questions



Was the intended change from any given activity clearly understood?

Respondents were universally clear in their understanding of the intended changes, and their understanding was consistent with specific roles identified in the Project Document.

Guiding Questions



Are any critical stakeholders excluded? Give examples and explanation of impacts of exclusion on project.

Respondents generally reported that the biodiversity threats and policy responses were not gender-specific, and that no stakeholder exclusion was identified. One country identified one stakeholder group that required some remedial work, but they had been identified. One country reported that inclusive strategies were potentially problematic given that they were engaged in a security-sensitive activity. Another reported that the continuous presence of advocates played a key role in keeping stakeholders engaged in an IAS control strategy.

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Guiding Questions



Are results statements consistent with UNEP and GEF definitions?

Most respondents agreed that there are consistencies in results statements between GEF and UNEP definitions. One country responded that they took their overarching guidance on meeting the Convention on Biological Diversity's Aichi Targets and post-2020 goals. One country stressed that their target species had long been naturalized, so the biodiversity threat profile was not consistent with the GEF and UNEP definitions.

Guiding Questions



Are project roles and responsibilities clear?

Most respondents agreed that the project roles and responsibilities were clear. One country reported that a change in government and reorganization of the government agencies resulted in the transfer of some components of IAS including much of the work undertaken with COST. This resulted in unclear roles and responsibilities and produced significant delays in implementation. This is being addressed at higher levels of government and they are optimistic that they will be able to move on and complete their work with clarity in roles.

Guiding Questions



Do project indicators measure desired outcomes?

Most respondents reported that the indicators do measure the desired outcomes. The exception is a case where preliminary information collected by the project indicates that the target species may not actually be the highest priority for IAS control, and that strategies appropriate for this species require different indicators.

Guiding Questions



Given the rate of expenditure, can all project outputs be delivered?

All country representatives report that the outputs will be produced within budget. All indicate that they can achieve agreed outputs if additional time is afforded them through an extension. One country indicated that because of government reorganization, it is not clear if they can arrive at a consensus concerning proposed legislation reforms.

Guiding Questions



Do project activities have a detrimental impact on any groups or communities?

All countries reported that no detrimental impacts have been identified. One reported that the communication strategy was being informed stakeholder mapping of gender sensitivity, and that testing responses to communications and outreach was gender disaggregated. One significant departure was the report of a push and pull between agriculture and tourism that has left an impression that the government values tourism dollars more than food security. Here, efforts for inclusivity are helping to ensure that farmers voices are heard; however, interagency cooperation in government is lagging.

Guiding Questions



What is the exit strategy for the project?

A variety of responses were given. One country reports that government resources and private sector partnerships will be used to replicate the pilot work done under this project. Another responded that a system for risk assessment, pathway identification and early detection/rapid response would be a legacy of the project. Several motioned that government approval of the NISSAP would be key to the sustainability of outcomes. One country indicated the need to engage at a high level in government to address weaknesses and gaps identified, including in legislation, and looked to COST for leadership here.

Guiding Questions



What is the project's plan for inclusion, and is it adequate to stakeholder needs?

Inclusion plans varied based upon the specific outputs to be produced. One reported that there is an ongoing push to include more sectors, and that they were making significant progress in engaging with women farming on a former sugar plantation, with the possibility of creating an agricultural zone featuring agrotourism. Most respondents reported very strong participation of women in steering committees and in implementation.

Guiding Questions



What provisions are made in the project for continuity of outcomes?

Provisions varied. One country cited the importance of ongoing community engagement, making outreach a high priority. Another also cited the importance of their partnership with CSO organizations to continue public support. One country reported that with COST support, a sustainable financial resource framework has been developed and that this is expected to provide support for continuity of outcomes. This mechanism, among other things, will provide a conduit for project funding from major multilateral sources. One country is developing a biosecurity infrastructure and capacity to solidify gains made in eradication.

Guiding Questions



Have there been any prior performance assessments? If so, what recommendations were made, and were they implemented?

No prior assessments have been reported. An Eastern Caribbean IAS strategy has been drafted and is awaiting approval. OECS was not responsive.

Guiding Questions



How (specifically) did COVID-19 impact project implementation?

While lockdowns had major impacts on output delivery, a surprising number of lessons arose. One country reported that it had to bolster its internal capacity because it didn't have access to the international consultants that it routinely relied upon. They found that they could deliver substantially more than they thought that they could do, characterizing this as a "major eye-opener". Several reported that stakeholder groups stepped in to fill gaps, and that these were not only the environmental NGOs.

Guiding Questions



The pandemic drove the adoption of digital solutions, leading to greater willingness on the part of countries to embrace data digitalization, and to opportunities to combine data for regulation. Several countries innovated to address "Zoom fatigue" by adopting a hybrid process, working with small groups that could meet in person, meeting people where they lived and worked, and thus being able to go into greater depth. The lockdown also intensified the use of social media and built capacity for the use of social media out of necessity.

COVID did stop an important research survey in one country, which was a significant setback.

Guiding Questions



Was the use of a part time coordinator effective?

Responses were limited but universal in expressing dissatisfaction with the part-time arrangement. One country cited the difficulty in continuity since the part-time employee could not be paid during lockdowns, due to national regulations.

Guiding Questions



What factors affected performance?

Bureaucratic constrains were frequently cited.

Another constrain cited was the lack of on-island expertise, requiring the use of international consultants.

Politicization of an IAS issue was a major constraint in one country, resulting in the lack of cooperation between agencies.

Finally, idiosyncrasies in data management nation by nation will be ongoing challenges in regional work, but this is not considered to be a binding constraint.



Lessons from COVID-19

Bootstrapping worked. The region is learning that it can be self-sufficient and not dependent upon external advisors.

Large consultative meetings don't always yield the best results. Having meetings one-on-one or with small groups where they live or work makes it real.

The pandemic drove the adoption of digital solutions and intensified the use of social media.



Lessons learned from COVID (cont.)

Women appear to show greater interest in IAS affairs than do men. But why? Is this real, and if so, what can we do with it?

Antigua has developed a Sustainable Island Resource Framework as an umbrella funding mechanism. There should be lessons here for other island nations.

Flexibility is important – target species for eradication may not be the worst offenders.



Where the program can be cut, and funds redirected

For components 1 and 2, those cuts that should have been made have already been made.

For component 3, there are opportunities to make some adjustments. These include:

- a) *Promote catalytic exchanges between project participants by giving opportunities to share some of the lessons, e.g., in outreach and communications, and funding mechanisms.*



Cuts and redirection (cont.)

- b) *Find common ground with the private sector – double down on operational synergy, financial support, and the evolution of IAS policy.*
- c) *Develop cost-benefit analysis of IAS control to address governments, by using language that makes sense to them. Build regional capacity, if practicable, to undertake environmentally sensitive CBA. This will benefit the planning for a regional financing system.*



Cuts and redirection (cont.)

- d) *Technical capacity development (3.2.1) can waste resources when the institutional capacity necessary to make use of technical capacity is wanting. For the remaining time of the project, the emphasis should be on getting a biosecurity into the regional governance framework. The priority technical capacity in the near term will be training in the use of the Caribbean Biodiversity Interception System and promotion of its use by governments.*



Cuts and redirection (cont.)

- e) *Efforts such as the development of outputs such as apps that are not keyed to the CBIS should be discouraged.*



Additional Recommendations

CABI needs to clarify how the outputs will aggregate to a coherent set of outcomes that will be meaningful at the regional level. The project stakeholders are universally looking to CABI for guidance

There is anecdotal evidence to suggest that in the region, there is stronger affinity for IAS issues among women than among men. If practicable within available time and resources, it would be useful to attempt to validate this and uncover why this may be the case.



Additional recommendations (cont.)

The research on the potential for IAS to be pathways to zoonotic disease spillover is innovative and highly relevant. Results here should be circulated widely.

To advance regional biosecurity, linkages with other programs is advantageous, and efforts should be intensified to seek opportunities for synergy and leverage.

Annex 6. Summary of Project Financing Status as of June 30, 2021.

Ratings by Reviewer

Budget status (as of end of FY 2021, June 30, 2021)		
	Budgeted	Actual to date (June 30, 2021)
GEF Financing	US\$ 3,747,945.00	US\$ 1,656,284.75 (disbursed)
Co-financing	US\$ 6,656,477.00	US\$ 6,915,638.05

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:		HS:HU	
Any evidence that indicates shortcomings in the project's adherence ¹⁸ to UNEP or donor policies, procedures or rules		S	Interview with program management team
2. Completeness of project financial information¹⁹:			
Provision of key documents to the reviewer (based on the responses to A-H below)		HS:HU	
A.	Co-financing and Project Cost's tables at design (by budget lines)	S	Project documentation
B.	Revisions to the budget	S	Anubis documentation
C.	All relevant project legal agreements (e.g., SSFA, PCA, ICA)	S	Anubis documentation
D.	Proof of fund transfers	N/A	
E.	Proof of co-financing (cash and in-kind)	U	There is no specific or comprehensive tool to accurately account for partners' counterpart contribution. Services and provisions in-kind are monetized to determine dollar value
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes, HS	Detailed via Anubis, personal communication with project management assistant
G.	Copies of any completed audits and management responses (<i>where applicable</i>)	S	(The 2020 audit was submitted on time and has been approved by UNEP but is not yet available)
H.	Any other financial information that was required for this project (list):	N/A	

¹⁸ If the review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

¹⁹ See also document 'Criterion Rating Description' for reference

3. Communication between finance and project management staff	HS:HU	
Project Manager and/or Task Manager's level of awareness of the project's financial status.	HS	Interviews with project team
Fund Management Officer's knowledge of project progress/status when disbursements are done.	S	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	HS	Interview with project team
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	HS	Interview with project team
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	HS	Personal observation
Overall rating	S	

Annex 7: Brief CV of MTR Consultant

Profession	Natural Resources Manager
Nationality	USA
Country experience	<ul style="list-style-type: none"> • Africa: Sierra Leone, Liberia, Dem Rep of Congo, Rwanda, Kenya, Tanzania, Mozambique, S Africa, Zambia • Americas: USA, Bolivia, Colombia, Chile, Argentina, Venezuela, Brazil, Dominica, St. Lucia, Barbados, Bahamas, Jamaica, Dominican Republic, Anguilla • Asia: Thailand, Viet Nam, Cambodia, Lao PDR, China, Indonesia • Oceania: Australia, French Polynesia, Cook Islands, Kiribati
Education	<ul style="list-style-type: none"> • Dipl, Humanities • Dipl., Law Enforcement (Park Ranger) • Cert., Invasive Species Management

MTR Consultant John Waugh has worked for 40 years in natural resources management and development, mostly in an international context, including 20 years as a policy analyst and program manager for IUCN, eight years as a Practice Lead and Vice-President of a professional services firm in international development, and as a senior consultant. Mr. Waugh has extensive assessment work based on robust methodologies using evidence-based analysis. For performance evaluations, he designs evaluation frameworks to clarify questions, identify the appropriate tools and approaches to data collection, determine the necessary information, determine target populations and establish the sampling strategy, develop interview tools and documentation methods, controlling for biases (selection bias, availability bias, etc.).

Examples of Analyses and Evaluations Led

- Peatland Portfolio final evaluation, Indonesia, MCC, led team of 4, Peatland restoration
- Feasibility study, Zambia conservation law enforcement training center
- LESTARI mid-term performance evaluation, Indonesia, USAID, led team of 7, social forestry, peatland restoration, livelihoods
- PAMS Foundation, mid-term evaluation, Tanzania – for grant from US Dept. of State
- Community Forests and Biodiversity final evaluation, Zambia, USAID, oversaw team of 3, forest carbon sequestration, livelihoods
- Indonesia Clean Energy II mid-term performance evaluation, Indonesia, USAID, managed team of 4, clean energy
- CARPE III –Regional program for USAID Central Africa, midterm performance evaluation, Dem Rep Congo, Rep Congo, Rwanda, USAID, Led team of 14 senior experts
- Land Use Dynamics and Climate Change, regional technical assessment, 17 West African countries, USAID, led team of 4, land use, climate change
- STEWARD III –Regional program for USAID West Africa, performance evaluation, Sierra Leone, Liberia, Guinea, Côte d'Ivoire, USAID, led team of 4 senior experts
- Sustaining Forests and Biodiversity Project, mid-term performance evaluation, Cambodia, USAID, managed team of 3, indigenous people, social forestry, and sustainable livelihoods
- Inter-American Biodiversity Information Network (IABIN) regional program final evaluation, Western Hemisphere, World Bank/GEF, solo evaluator, Knowledge management and bioinformatics

Key specialties and capabilities cover:

- Protected Area Management
- Conservation Finance
- Program Evaluation
- Invasive Species Management
- Project Design
- Capacity Building

Membership in professional organizations:

- IUCN World Commission on Protected Areas
- IUCN Species Survival Commission (Invasive Species Specialist Group)
- IUCN Commission on Ecosystem Management
- Conservation Coaches Network