



MID-TERM REVIEW OF THE PROJECT

“IMPLEMENTING SUSTAINABLE LOW AND NON-CHEMICALS DEVELOPMENT IN SMALL ISLAND DEVELOPING STATES (ISLANDS) - CARIBBEAN CHILD PROJECT (GEFID 10279)”

(2021-2026)

UNEP INDUSTRY AND ECONOMY DIVISION

GEF CHEMICALS AND WASTE UNIT

NOVEMBER 2025

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"Implementing Sustainable Low And Non-chemicals Development in Small Island Developing States (ISLANDS) - Caribbean Child Project (GEFID 10279)"

November 2025

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The reviewer would like to express her gratitude to all people met and who contributed to this process (see Annex II - People consulted during the review).

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

BRIEF EXTERNAL CONSULTANT BIOGRAPHY

Irene Galan is an Environmental Economist graduate. She worked for the UNEP GEF Chemicals and Waste team as communications lead and as programme officer for the process to establish the first science policy-panel on chemicals, waste and prevention of pollution. This is her first evaluation.

REVIEW TEAM

This review was conducted jointly by Irene Galan, UNEP MTR consultant, and Sandra Molenkamp, FAO MTR consultant. The final report is drafted by Irene Galan, with inputs from the FAO report and alignments to the ISLANDS Additional Caribbean Child Project (GEF ID 10472) MTR.

ABOUT THE REVIEW

Joint Review: Yes

Report Language(s): English.

Review Type: Mid-Term Review (MTR)

Brief Description: The UNEP/FAO GEF full-sized project "Implementing Sustainable Low And Non-chemicals Development in Small Island Developing States (ISLANDS) - Caribbean Child Project" (GEFID 10279) is part of the overarching "Implementing Sustainable Low and Non-Chemical Development in Small Island Developing States (ISLANDS)" Programme. The project's objective is "to prevent the build-up of materials and chemicals in the environment that contain POPs, mercury, and other harmful substances in SIDS, and to manage and dispose of existing harmful chemicals and materials in SIDS."

The MTR assessed project performance in terms of relevance, effectiveness, and efficiency, and examined the extent to which the project's outputs, outcomes, and impacts, both actual and potential are being achieved and sustained. It also aimed to provide formative insights to inform implementation during the remainder of the project period.

Key words: Small Island Developing States; Chemicals and Waste; Climate Change; GEF; FAO; UNEP.

Primary data collection period: August – November 2025

Field mission dates: 27 – 30 October 2025

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LIST OF ACRONYMS

BCRC-Caribbean	The Basel Convention Regional Centre for Training and Technology Transfer for the Caribbean
ELV	End-of-Life Vehicles
EPR	Extended Producer Responsibility
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreement
MTR	Mid-Term Review
NPA	National Project Assistant
NWG	National Working Group
PIR	Project Implementation Report
POPs	Persistent Organic Pollutants
PRF	Project Results Framework
ProDoc	Project Document
PSMS	Pesticide Stock Management System
SIDS	Small Island Developing States
ToC	Theory of Change
ToR	Terms of Reference
UNEP	United Nations Environment Programme
WEEE	Waste Electrical and Electronic Equipment

PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

GEF Project ID/SMA ID:	83965		
Type of GEF Project:	Child: Y	Global Coordinating Project:	N
	10279	Medium-Size Project or Full-Size Project:	FSP
UNEP Management (Division/Branch/Unit):	Industry and Economy Division, Chemicals and Health Branch, GEF Chemicals and Waste Unit	Executing Agency:	BCRC-Caribbean
Sources of Funding (Co-finance):	<i>Countries:</i> <i>Antigua and Barbuda, Barbados, Belize, Dominican Republic, Guyana, Saint Kitts and Nevis, Saint Lucia, Suriname, Trinidad and Tobago</i>		<i>Institution Name/Type:</i> Global Environment Facility/Multilateral Fund
Relevant SDG(s):	Goal 3, 6, 12		
MTS (at approval):	2018-2021		
POW Direct Outcome(s) number/reference OR POW Output(s) number/reference	<i>POW Direct Outcome:</i> N/A	MTS 2025 Outcome(s) number/reference OR POW Expected Accomplishment(s) number/reference	<i>MTS 2025 Outcome:</i> N/A
	<i>POW Output:</i> 5(b)		<i>POW Expected Accomplishment:</i> 5 (a) (i) 5 (a) (ii) 5 (a) (iii) 5 (b) (i) 5 (b) (ii) 5 (b) (iii)
Sub-programme:	Chemicals and pollution action subprogramme	Programme Coordination Project (if relevant):	N/A
UNEP approval date:	14 June 2021	GEF approval date:	28 May 2021
GEF Operational Programme/Cycle #:	GEF-7	GEF Strategic Priority:	Chemicals and Waste
Focal Area(s):	Chemicals and Waste		
Expected start date	February 2021	Actual start date:	21 July 2021
Planned completion date:	31 December 2026	Actual operational completion date:	N/A
Planned project budget at approval:	GEF grant allocation: \$ 11,000,000 UNEP: \$8,000,000 FAO: \$3,000,000		
	Expected co-financing: In-kind: \$47,041,860		
	Total planned budget: \$58,041,860		
Actual expenditures reported (cash only):	GEF grant expenditures reported as of 30 June 2025: \$ 2,065,268 (UNEP) \$ 1,241,702 (FAO)		
	Actual co-financing: N/A		
	Total actual expenditures reported as of 30 June 2025: \$3,306,970		

No. of formal project revisions:	N/A		Date of last approved project revision:	N/A
No. of Steering Committee meetings:	3		Date of Last Steering Committee meeting:	16-17 October 2024
MTR/ Evaluation:	UNEP requirement:	Y	MTR/ Evaluation actual date:	November 2025
	GEF requirement:	Y		
Terminal Evaluation (planned date):	30 June 2027		Terminal Evaluation actual date:	
Coverage - Countries:	Antigua and Barbuda, Barbados, Belize, Dominican Republic, Guyana, Saint Kitts and Nevis, Saint Lucia, Suriname, Trinidad and Tobago		Coverage - Region:	Latin America and the Caribbean
Dates of previous project phases:			Status of future project phases:	

I. EXECUTIVE SUMMARY

Project Background

1. The ISLANDS Caribbean Child Project (GEF ID 10279) is co-implemented by UNEP (Industry and Economy Division, Chemicals and Health Branch, GEF Chemicals and Waste Unit) and FAO (Plant Production and Protection Division), with UNEP as the lead Implementing Agency. The Executing Agency is the Basel Convention Regional Centre for Training and Technology Transfer for the Caribbean (BCRC-Caribbean).
2. The planned budget for the project is US\$ 11,000,000. UNEP budget is US\$ 8,000,000 and FAO budget is US\$ 3,000,000. The total in-kind co-finance is US\$ 47,041,860. The planned project duration is 5 years, from 21 July 2021 until 31 December 2026.
3. The project aims to build a sustainable model for the sound management of chemicals and wastes in the Caribbean so that countries can continue to sustainably develop without a build-up of toxic and hazardous substances in their territories. This will be achieved through harmonizing mechanisms for implementing the chemicals and waste Multilateral Environmental Agreements, border control procedures, standards and labelling and capacity building.
4. It is a child project of the ISLANDS Programme, supporting 33 Small Islands Developing States (SIDS) in the Indian Ocean, Pacific, Atlantic and Caribbean regions in strengthening their ability to control the flow of chemicals, products and materials into their territories and to unlock resources for long-term management, including integrated management, of chemicals and waste.

This Review

5. The review was conducted by the UNEP MTR consultant, in coordination with the MTR consultant recruited to evaluate the FAO component of the project, and with the UNEP MTR reviewer recruited to evaluate the Additional Caribbean Child Project (GEF ID 10479).
6. This MTR 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.
7. The main target audiences for the review findings are FAO, UNEP, the BCRC-Caribbean, the NWGs in the nine project countries and the various consultant (groups) and organizations involved in the development.
8. The assessment evaluated the project against seven established review criteria applying a standardized six-point rating scale (performance and likelihood). Data collection methods included a comprehensive desk review of project documentation and interviews with key stakeholders. The analysis applied a triangulated approach to validate findings and assess project performance against a reconstructed Theory of Change (ToC) and its underlying causal pathways.

Key Findings

9. The project has an ambitious scope supported by robust design, featuring comprehensive preparation, clear governance, and strong financial and monitoring frameworks. It incorporates risk mitigation, sustainability and replication strategies, and gender mainstreaming, while promoting efficiency and knowledge sharing through the ISLANDS CCKM Child Project. However, its ambition relative to time and resources, the

breadth of activities, reliance on aggregated regional indicators, limited clarity on long-term sustainability and private-sector engagement, and the absence of a defined exit strategy represent notable design gaps that should be addressed, together with a refinement of drivers/assumptions in the Theory of Change (ToC).

10. The project is strategically relevant as it directly addresses structural barriers faced by SIDS, including import dependency, limited waste infrastructure, and high exposure to hazardous chemicals, while considering tourism and climate-related challenges. It aligns with national priorities, GEF-7 Chemicals and Waste Focal Area, and UNEP and FAO frameworks, with stakeholders confirming its alignment with national priorities. Though some countries noted that national institutional turnover and limited absorptive capacity slow the uptake of planned activities, these context-specific factors do not undermine overall relevance. However, broad scope and numerous activities strain national teams.
11. The project has faced initial implementation delays and overload for the numerous activities, preventing it from fully achieving intended outputs and outcomes. However, progress has been made, and key preconditions for completing outputs are now in place - including trainings, technical assessments, roadmaps and synergies with the Additional Caribbean Child Project (GEF ID 10472). However, the project lacks the national financial and human resources and mandate to convert evidence into practical results, limiting its contribution to outcome-level change. The delayed implementation of demonstrative disposal pilots and the limited coordination with the ISLANDS CCKM Child Project further reduced effectiveness, representing a missed opportunity to produce practical evidence, validate approaches, and drive the uptake and application of new policies, standards, and regulations.
12. Financial management has complied with UNEP and FAO policies, with well-defined reporting and approval processes ensuring transparency and accountability. Financial documentation provided for the MTR was complete and reliable. The expenditure rate remains low, indicating delayed financial absorption, largely reflecting procurement delays, slow mobilization of technical teams, and staggered country engagement processes, all of which constrain timely implementation. However, significant spending is expected in the next phase with pilot project implementation. Minor challenges were effectively mitigated through proactive measures maintaining overall financial adequacy.
13. The Executing Agency adopted multiple cost-saving measures, including joint execution with the Additional Caribbean Child Project (GEF ID 10472), which maximized efficiency and avoided duplication. However, cost pressures arose from the limited availability of local consultants, requiring higher-cost international experts, and GEF's budget allocation process requires a formal request for a budget revision to reallocate saved funds. Significant delays at inception further compressed the implementation period to three years, limiting adaptation to country-specific contexts and affecting output quality. Additionally, the centralized budget structure, while ensuring oversight and compliance, also introduces multiple layers of approval that can slow decision-making and reduce operational efficiency (for example, lengthy procurement cycles, repeated ToR revisions, insufficient bids, and consultant performance issues). Additionally, institutional and country-level capacity constraints limited efficiency: frequent staff turnover, insufficient human resources in countries, and multiple activities occurring simultaneously (with short notice for inputs) left national stakeholders feeling overstretched. Several noted that implementation felt like a mandatory exercise, with insufficient time to provide substantive feedback.

14. Monitoring and reporting systems are functional, regular and provide reliable information through Project Implementation Reports (PIRs), Annual Project Steering Committee Meetings (PSCs), quarterly reports, monthly calls, and shared platforms. These mechanisms ensure compliance with donor requirements and maintain a steady flow of information. However, monitoring functions more as a reporting exercise than a strategic management tool, with limited oversight to guide implementation, anticipate problems, or adjust activities in real time. The introduction of National Project Assistants (NPAs) in support of both National Working Groups (NWGs) and the Executing Agency has improved document review and country-level communication. Delays in procurement and consultant performance are often addressed reactively, highlighting the need for more proactive risk management and expanded NPA roles or dedicated country coordinators. Gender considerations are integrated into procurement and activity design; however, the absence of a dedicated gender consultant has limited systematic monitoring against the Project Results Framework (PRF), and reporting does not explicitly cover persons with disabilities or other marginalized groups.
15. Foundational sustainability is strong, with the project generating robust policy and regulatory frameworks based on national assessments, gender-responsive analysis, and draft model policies and roadmaps that offer potential for long-term impact. However, these measures are not yet fully operationalized at the national level. The project lacks a formal exit strategy and structured sustainability plan, creating a significant risk to continuity. Institutional and financial sustainability remain fragile, with limited budget commitments and cofinancing, staff turnover, and political changes threatening adoption and implementation of outputs.
16. Collaboration among UNEP, FAO, and BCRC-Caribbean has been strong and constructive, supported by regular coordination, clear reporting, and satisfactory oversight. BCRC-Caribbean demonstrated effective and adaptive management, particularly through the introduction of NPAs, which strengthened country-level coordination and provided a bridge with the NWGs. However, staff turnover in the Executing Agency and in Governments created challenges that affected continuity and management efficiency. NWGs have shown commitment and motivation to implement activities and achieve outputs, despite general overload. Yet, full ownership of guidance materials is limited and additional support needed for practical application. Focal point agencies often have limited staff, NPAs lack decision-making authority, and frequent turnover requires continuous reorientation. These structural constraints weaken continuity and slow implementation.
17. Stakeholder engagement has been broadly inclusive, with strong gender integration and high female participation in decision making. However, private sector involvement in NWGs has been weak and inconsistent, and engagement of persons with disabilities and indigenous groups has been limited.
18. The project has demonstrated proactive planning and monitoring of safeguard risks, with mitigation measures in place for medium-level risks identified during design. However, sustainability remains vulnerable to external factors such as political shifts, climate-related disasters, and social challenges like weak enforcement and public apathy.
19. Communications and knowledge-sharing efforts have advanced through initiatives such as the Digital Learning Hub and the revitalized ISLANDS Knowledge Platform, which have improved outreach and stakeholder engagement. Nevertheless, systematic exchange of knowledge across SIDS remains limited, constrained by geographic and language barriers.

Table 2: Summary project ratings

Criterion	Rating
Quality of Project Design	S
Strategic Relevance	HS
Effectiveness	MS
Financial Management	HS
Efficiency	MS
Monitoring and Reporting	S
Sustainability	MU
Factors Affecting Performance	S
Overall Project Performance Rating at Mid-point	MS

Conclusions

20. Based on these findings the project is rated as: Moderately Satisfactory.
21. The absence of an exit strategy and sustainability plan reflects a core challenge for the project. While the design phase demonstrated strong architecture and ambitious multi-stakeholder and -focal area scope, its breadth exceeded available resources, creating implementation strain. Executing partners often focused on task delivery rather than strategic outcomes, limiting opportunities to plan for continuity beyond the project.
22. Early delays, such as pandemic-related disruptions, delayed legal agreements, and alignment with the additional Caribbean Child Project, compressed the timeline from five years to roughly three, leaving insufficient space to operationalize outputs and secure national (financial and institutional) ownership. As a result, critical activities, including disposal pilots, remain incomplete and overly dependent on other components.
23. The project remains highly relevant to UNEP and FAO priorities but risks being perceived regionally as a compliance exercise rather than a transformative initiative. Without corrective measures, including an extended timeline, a prioritisation of activities and revisited budget, as well as a structured sustainability plan, the project's long-term impact and replication potential will be compromised.

Lessons Learned

24. Lesson 1: Integration of UNEP and FAO components under ISLANDS Programme ensures a holistic chemicals and waste management approach, addressing upstream policy, midstream capacity, and downstream disposal needs in an integrated manner that aligns well with the complex, cross-cutting nature of chemicals and waste challenges in SIDS.
25. Lesson 2: Selecting project partners with strong technical and context expertise, established networks, strong background in SIDS and their challenge, and a clear commitment to chemicals management is essential for ensuring effective, high-quality implementation of project activities and for making meaningful progress toward achieving the planned outputs.
26. Lesson 3: It is important to make a realistic planning at project design, to ensure that all activities in such a complex project involving many countries, languages, national

partners and different waste streams have an adequate timeframe and support for implementation.

- 27. Lesson 4: A more systematic and structured approach to sustainability, including long-term capacity building and viable options for funding, could significantly enhance and extend the impact of project results beyond its duration.
- 28. Lesson 5: Future multifocal and regional programmes should group countries with the same strategic priorities (for example, type of waste, policies), with the same language.
- 29. Lesson 6: Consultant performance and contextual alignment issues affect the quality and consistency of deliverables. International consultants are not always grounded in local realities, while regional consultants tend to understand country contexts better and produced more relevant recommendations.

Recommendations

- 30. Recommendation 1: UNEP, FAO and BCRC-Caribbean should request an 18–24 months no-cost extension along with a budget revision (inclusive of funds reallocation between components) and an updated workplan. Activities must be prioritized and clustered, with low-impact tasks dropped to focus on essential outputs and pilots.
- 31. Recommendation 2: BCRC-Caribbean should significantly strengthen strategic management and leadership by adopting an outcome- and impact-oriented approach, improving strategic planning and oversight, clarifying roles across all levels, increasing field engagement, standardizing communication to avoid misalignments, and ensuring adequate team capacity, including senior leadership support and a Spanish-speaking member, to enable coherent, efficient multi-country implementation. The project requires a clear operationalization manual to guide implementation across countries, including an updated regional gender action plan to ensure consistent and contextualized gender integration and monitoring.
- 32. Recommendation 3: UNEP, FAO and BCRC-Caribbean should develop a structured sustainability plan that ensures continuity and scaling of project results post-completion. This includes securing national ownership of roadmaps, maintaining key knowledge platforms (Digital Learning Hub and the revived ISLANDS Knowledge Platform¹), and leveraging the ISLANDS brand for fundraising and stakeholder engagement.
- 33. Recommendation 4: BCRC-Caribbean should strengthen regional coordination and synergies through regular collaboration with the ISLANDS CCKM project, to improve knowledge sharing and harmonize approaches.
- 34. Recommendation 5: Evaluators conducting the Terminal Evaluations (TE) of the Caribbean Child Project (GEF ID 10279) inclusive of the FAO component, and the Additional Caribbean Child Project (GEF ID 10472) should be allowed to do so in a coordinated manner. ToRs should be harmonized to ensure consistency in approach, timing, and methodology. This coordination will allow evaluations to start concurrently, optimize resources, and enhance triangulation and validation of findings, while respecting UNEP and FAO's separate administrative requirements.

¹ See gefislands.org.

Table 3: Summary recommendation implementation plan

Recc. Number	Approved (Yes/No/Partially)	Responsible Officer/Unit	Mechanism for Implementation

II. THE PROJECT

A. Context

Intervention context

35. Caribbean SIDS face several barriers to improved waste and chemicals management. These include:

- Weak institutional frameworks: The region lacks adequate regulations and institutional structures to manage and enforce the control of imported products that are difficult to dispose of as waste.
- Limited recycling opportunities: The economies of scale have always proved to be a deterrent to engaging in recycling activities.
- Insufficient infrastructure: Lack of technical capacity and infrastructure to safely manage, store and dispose of wastes and chemicals has posed a challenge to the Caribbean. Many Caribbean SIDS also lack proper solid waste management systems and do not practice source separation.
- Climate change threats: Climate change poses a significant risk to these islands, which are characterized by densely populated, low-lying coastal areas.
- Education and awareness on chemicals and waste management is limited in the Caribbean Region.

36. Transforming the waste and chemicals sector requires a fundamental shift from business-as-usual approaches. The key drivers for change include strong government support for initiatives like integrated waste management, recycling, and extended producer responsibility. Given the small size of these countries, the most feasible and sustainable approach is to implement these initiatives at a regional level to achieve the necessary economies of scale.

37. In the ISLANDS Programme, 33 SIDS in the Indian Ocean, Pacific, Atlantic and Caribbean regions will benefit from six child projects expected to be conducted during a five-year period. The Programme aims to strengthen each country's ability to control the flow of chemicals, products and materials into their territories and to unlock resources for long-term management, including integrated management, of chemicals and waste in SIDS.

38. The ISLANDS Caribbean Child Project, subject of this review, aims to build a sustainable model for the sound management of chemicals and wastes in the Caribbean so that countries can continue to sustainably develop without a build-up of toxic and hazardous substances in their territories. This will be achieved through harmonizing mechanisms for implementing the chemicals and waste Multilateral Environmental Agreements, border control procedures, standards and labelling and capacity building. The project supports the ISLANDS Programme in creating and supporting long-term cooperation among SIDS to achieve the overall goal.

39. Its Project Document (ProDoc) objective is to "prevent the build-up of materials and chemicals in the environment that contain POPs and mercury and other harmful chemicals in SIDS, and to manage and dispose of existing harmful chemicals and materials in SIDS".

40. The project covers nine countries in Latin America and the Caribbean: Antigua and Barbuda, Barbados, Belize, Dominican Republic, Guyana, Saint Kitts and Nevis, Saint Lucia, Suriname, Trinidad and Tobago.

41. The project is executed synergistically with the Additional Caribbean Child Project (GEFID 10472) because of the similarities across the components and many of the activities of both projects. Approved in late 2021, the Additional Caribbean Child Project adds three more countries, The Bahamas, Cuba and Dominica, to the ISLANDS Programme's operations in the Caribbean Region. This child project will be evaluated by a different UNEP MTR consultant.

Institutional context

42. The project is co-implemented by the UNEP Industry and Economy Division, Chemicals and Health Branch, GEF Chemicals and Waste Unit and the FAO Plant Production and Protection Division. The Executing Agency (EA) is the BCRC-Caribbean.
43. It was approved by UNEP on 21 June 2021, and on 18 May 2021 by the GEF. The planned project duration is 5 years, from 21 July 2021 until 31 December 2026.
44. It has a budget of \$11,000,000. The UNEP budget is \$8,000,000 and the FAO budget is \$3,000,000. The total in-kind co-finance is \$47,041,860.
45. It contributes to UNEP Programme of Work Expected Accomplishments: 5 (a) (i), 5 (a) (ii), 5 (a) (iii), 5 (b) (i), 5 (b) (ii), 5 (b) (iii).

B. Summary of Project Design Strengths and Weaknesses

46. The project design rating is: Satisfactory (total score 5.13).
47. The project design demonstrates strong preparation through comprehensive problem and stakeholder analysis, human rights considerations, and a costed workplan, supported by risk identification and safeguards to minimize environmental and social impacts. Governance structures and partner roles are clearly defined, and the design aligns with UNEP, GEF and national priorities. It also links with key multilateral environmental agreements, including the Basel, Rotterdam, Stockholm and Minamata Conventions, as well as SAICM. A robust logical framework and theory of change outline causal pathways with SMART indicators, though some assumptions require refinement. Financial planning is complete, efficiency measures are integrated, and monitoring includes dedicated resources and gender-disaggregated data. Sustainability and replication strategies are addressed, alongside knowledge management and outreach, although a formal exit strategy is missing. Gender integration is rated 2a, reflecting mainstreaming across design and implementation.
48. However, this high degree of alignment is ambitious, as it seeks to address nearly all major chemical conventions at the same time within SIDS with distinct governance and policy contexts. While the multi-level approach reflects an understanding of structural barriers in SIDS, it also creates an inherent challenge of activity overload. By tackling multiple waste streams at once, including WEEE, ELVs, POPs, mercury and plastics, the design assumes national administrative capacities that sources indicate are often overstretched. The resulting density of activities across four components has contributed to implementation fatigue.

C. Results Framework

49. The table below presents an overview of the project objective, impact, intermediate states, outcomes, outputs, and activities as described in the narrative section of the ProDoc and in its Annex A: Project Results Framework.

50. Some of the outcomes outlined in the ProDoc are not fully aligned with UNEP's definitions of results. Accordingly, several outcome statements have been slightly reformulated to ensure consistency with UNEP terminology. Two comparison tables providing the rationale for these revisions, as well as for the expansion of ToC drivers and assumptions, are presented in Section IV: Theory of Change.

Table 4: Summary of the Project's Results Framework (PRF)

	Results Statement
Project objective	To prevent the build-up of materials and chemicals in the environment that contain POPs and Mercury and other harmful chemicals in SIDS, and to manage and dispose of existing harmful chemicals and materials in SIDS.
Impact	Human health and the environment are protected from hazardous chemicals and waste.
Intermediate state	Releases of GHG and hazardous pollutants into air, land and water are reduced.
Project outcomes	Outcome 1: Countries have adopted environmentally sound policies and control the import of chemicals, materials and products that lead to the generation of hazardous waste. Outcome 2: Harmful chemicals and materials present and/or generated in the countries are being disposed of in an environmentally sound manner. Outcome 3: Build-up of harmful materials and chemicals is prevented through establishment of effective circular and life-cycle management. Outcome 4: Increased awareness and ownership of stakeholders and beneficiaries on project results and methodologies.
Outputs	Output 1.1: The legislative and institutional framework is developed to support the environmentally sound management of hazardous chemicals in materials, products and wastes at national and regional levels in the Caribbean. Output 1.2: Sustainable training programme is developed to assist countries with implementing the Chemicals and Wastes MEAs at a national level. Output 1.3: National, institutional and technical capacity to reduce/control the current and future trade of chemicals and products containing hazardous chemicals is strengthened. Output 1.4: Increased capacity for the development and implementation of national and regional chemicals and products standards including GHS. Output 1.5: Sustainable Procurement is promoted to key stakeholders to reduce the manufacture/import of products containing hazardous chemicals. Output 2.1: Capacity for environmentally sound management of SC POPs and MC Hg products strengthened, and obsolete pesticides and chemicals, PCBs and DDT eliminated. Output 2.2: Capacity to manage other hazardous waste streams specific to the Caribbean improved. Output 3.1: EPR and Regional Approach to manage WEEE (Waste Electrical and Electronic Equipment) pilot tested in three participating countries. Output 3.2: Capacity built for the ESM of ELVs (End-of Life vehicles). Output 3.3: Improved management of plastics (including PVC) through the life-cycle approach and coordination with the public and private sectors. Output 4.1: Caribbean communities are informed and engaged with in the sound management of chemicals and waste. Output 4.2: Programme reports on project activities developed and disseminated.

1. The project identified the following targets related to GEF Core Indicators:

Table 5: GEF core indicators

Project core indicators	Expected at CEO Endorsement	Mid term
5: Area of marine habitat under improved practises (excluding protected areas) (Hectares)	5.3: 150,000 t	2,225 t
9. Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products (metric tonnes of toxic chemicals reduced)	9.1: 382.6 t 9.2: 69 t 9.6: 52,595 t	
10. Reduction, avoidance of emissions of POPs to air from point and non-point sources (grams of toxic equivalent gTEQ)	319 g TEQ	
11. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	2,901,636 (50% male, 50% female)	15,973 M: 6,211 F: 9,762

D. Project Implementation Structure and Partners

51. The institutional arrangements for the project are outlined in the ProDoc under “UNEP/FAO Child Project Institutional Arrangements.” The key partners and their respective roles are as follows:

- UNEP serves as the Lead Implementing Agency for the Child Project. It oversees overall project development and reports progress to the GEF Secretariat. It is also responsible for coordinating the dissemination of the project’s activities and results in collaboration with the other Child Projects under the ISLANDS Programme.
- FAO acts as the Co-Implementing Agency for the project. It oversees and provides technical supervision for the activities under its responsibility, ensuring that implementation and reporting are conducted in accordance with agreed standards and requirements.
- The BCRC-Caribbean functions as the Executing Agency, responsible for the day-to-day management and execution of project activities. The BCRC-Caribbean is well positioned for this role, as it serves as the regional centre for the Basel, Rotterdam, Stockholm, and Minamata Conventions within the Caribbean, with extensive experience in hazardous waste management and awareness-raising. For activities related to chemicals management in agriculture, FAO provides technical assistance to the BCRC-Caribbean.
- National Focal Points (NFPs) are integral to project implementation and decision-making. They ensure that relevant national stakeholders are engaged in meetings, consultations, and awareness-raising activities. NFPs are drawn from the primary government agencies responsible for chemicals and waste management in each participating country.
- The Project Steering Committee (PSC) comprises the nine National Focal Points, as well as representatives from UNEP, FAO, and the GEF. Key stakeholders may participate in PSC meetings in an advisory capacity but do not hold decision-making authority. The BCRC-Caribbean serves as the secretariat to the PSC.
- National Working Groups (NWGs) facilitate information gathering, review national project outputs, and ensure that activities align with national priorities. They also provide technical, policy, and institutional guidance to support the effective

implementation and sustainability of project outcomes. Each NWG includes relevant national stakeholders, is chaired by the National Focal Point and assisted by the National Project Assistant (NPA).

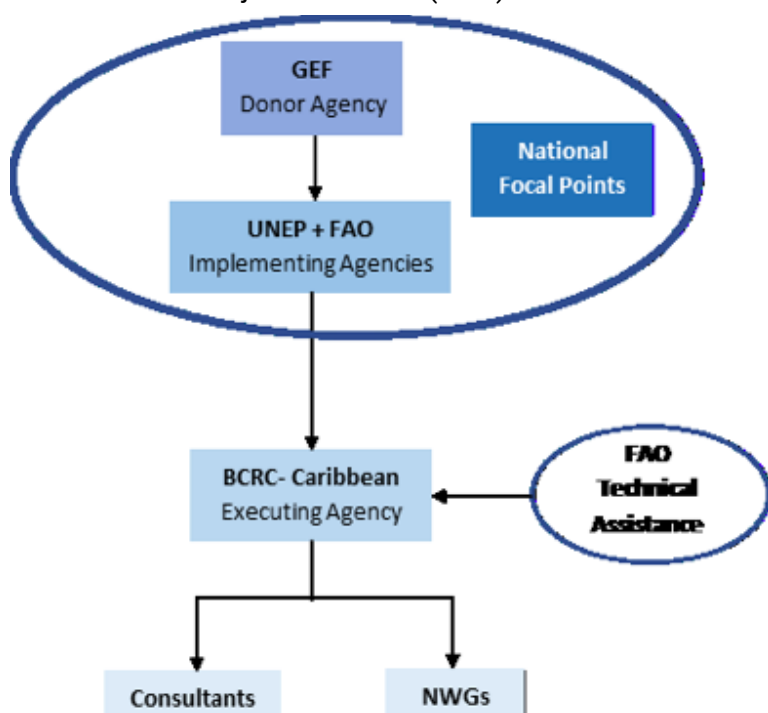


Figure 1: Organigram of the project with key project stakeholders

E. Stakeholders

52. Stakeholder engagement is primarily facilitated through the National Working Groups (NWGs) in each country. Stakeholders participate in national and regional meetings, training workshops, and awareness-raising activities. They are also actively involved in the review process through the circulation of draft reports, and technical documents for their feedback.
53. The project adopted a multi-tiered approach, primarily through the NWGs. Chaired by government focal points, they coordinated activities, validated outputs, and facilitated consultations across ministries responsible for the environment, waste management, agriculture, health, customs, and standards.
54. Beyond government actors, the project engaged a diverse set of stakeholders:
 - Civil Society and Community Groups: Indigenous communities, youth organizations, and gender-focused NGOs contributed to awareness-raising and advocacy, with initiatives such as the Tide Turners Challenge promoting behavioral change.
 - Research Institutions: Universities, notably the University of the West Indies, supported technical content development, including tools for pesticide management.
 - Private Sector: Engagement included importers, recyclers, and tourism operators, though participation was uneven and requires strengthening for pilots and circular economy initiatives.
 - Regional and International Organizations: CARICOM and CROSQ played key roles in harmonizing standards, while CAHFSA supported capacity-building on pesticide

labelling. UNEP, FAO, and BCRC-Caribbean provided technical oversight and coordination.

- Experts and Consultants: Delivered specialized outputs such as model legislation, training programs, and technical assessments.

55. Table 6 identifies the different stakeholders involved in the project. See Section R: Factors affecting performance and cross-cutting issues for a review of stakeholder engagement.

Table 6: GEF ISLANDS Stakeholders analysis

Stakeholder	Role in the Project	Power over / Interest in the Project	Included in the MTR
Government Stakeholders from the nine participating countries (Antigua and Barbuda, Barbados, Belize, Dominican Republic, Guyana, Saint Kitts and Nevis, Saint Lucia, Suriname, Trinidad and Tobago)	Ministries with responsibility for: Environment and Sustainable Development, Waste Management, Agriculture including Pesticide Board, Health, Customs departments, Bureaus of Standards. In the project these government stakeholders are represented within NWGs. The NWGs coordinate all project activities within their countries and ensure that national stakeholders are engaged in project activities. Other Ministries responsible for Legal Affairs, Finance, Tourism and Education are considered to have medium power over the project.	HP/HI	Interviews with representatives from all the nine NWGs.
CSOs/NGOs/citizen groups	Indigenous community groups, groups focusing on youth and gender, and other vulnerable groups, NGOs/CSOs with varying aims focusing on agriculture, environment and/or health and generally have a role in awareness raising. Local communities may be involved in case they are living near obsolete pesticides stocks/contaminated sites and can be considered direct beneficiaries if such stocks are eliminated.	LP/HI	Interviews with a representative from Tide Turners Guyana. These groups have not been involved in the FAO activities so far.
Research institutions/universities	They support the development of technical educational content. The University of the West Indies, Faculty of Food and Agriculture, is involved in the development of the Effect-Cause-Action Global (ECA-G) Tool (activity 1.2.2.b).	MP/MI	Interview with a representative from the University of the West Indies, Faculty of Food and Agriculture.
Farmers and agro-shops	Farmers may participate in training activities. Trainings are expected to enhance farmers' capacity in integrated pest management and increase their awareness of opportunities related to the use of biopesticides, including access to niche markets such as consumers concerned with organic production and pesticide residues in food.	LP/HI	These groups have not been involved in the FAO project activities so far, but are expected to be involved later (e.g. as target group for empty container management activities and for the online training hub).
Private sector	Importers and retailers of chemicals and products containing chemicals (incl.	HP/MI	Interview with AmberCove.

	plastics, EEE and vehicles); Private waste management recyclers (including informal waste handlers); Chambers of Commerce; Cruise sector such as Carnival Cruise Line. Other tourism companies; Manufacturers and distributors of PVC plastics; and shipping companies. Local industries including importers/retailers of (bio)pesticides.		This group has not been involved in the FAO project activities so far.
International organizations	Implementing agencies FAO and UNEP, the BCRC-Caribbean and GEF, IDB.	HI/HI	Interviews with FAO, BCRC and UNEP.
Other international/regional organizations	CARICOM (Caribbean Community): Political inter-governmental institution promoting economic integration and cooperation among its Caribbean member states); CROSQ (CARICOM Regional Organisation for Standards and Quality): Regional inter-governmental organisation which coordinates the development of harmonized regional standards based on requests by members states). PISLM (Partnership Initiative for Sustainable Land Management): Serves as a mechanism to facilitate exchange of good land management practices between participating countries, and serves as a mechanism for stimulating the replication of approaches, tools and methodologies throughout the region. Collaboration with PISLM is expected to be set up related to the development and implementation of guidelines and strategies and data collection in relation to harmful agrochemicals use; CAHFSA (Caribbean Agricultural Health and Food Safety Agency): This organization has been involved in the development and delivery of a capacity building /training workshop on Good Labelling Practice for Pesticides in agriculture (activity 1.4.1)	HI/MP	Interviews with CARICOM and CROSQ. Under the FAO component, CAHFSA has been involved in FAO activity 1.4.1 and a call has held with representatives from this organization during the main phase of the MTR.
Experts/consultants	Experts and consultants are being recruited to develop training, guidelines and other materials.	HI/MP	Interviews with experts and consultants.

F. Changes in Design during Implementation

56. The project has not undergone any extensions or formal revisions.

G. Project Financing

57. The project has a budget of US\$ 11,000,000; The UNEP budget is US\$ 8,000,000 and the FAO budget is US\$ 3,000,000. The total in-kind co-finance is US\$ 47,041,860.

58. The total actual co-finance according to the latest Project Implementation Report (PIR) (September 2025) is US\$ 4,699,863. UNEP, as the lead implementing agency, mobilizes the co-finance with the co-financing partners. The PIR notes challenges in receiving contribution reports from co-financing agencies, and that some countries do not actually realise the support described in their reports. In the coming period, UNEP will make greater efforts to clarify the co-financing from the partners
59. The FAO co-finance comes from three different FAO Technical Cooperation project funds (with contributions of US\$ 358,760, US\$ 9,964,800 and US\$ 497,500 respectively).

Table 4: Co-financing table

#	Co-finance Partner		Nature of Co-Finance		Total in US\$	Actual
	Name	Source	Type	Investment mobilized	Planned	
1	Antigua and Barbuda - Ministry of Health, Wellness and the Environment	Recipient Country Government	In-Kind	Recurrent expenditures	1,100,000	689,900
2	Barbados - Ministry of Environment and National Beautification	Recipient Country Government	In-Kind	Recurrent expenditures	264,100	145,952.91
3	Belize - Ministry of Fisheries, Forestry, the Environment and Sustainable Development	Recipient Country Government	In-Kind	Recurrent expenditures	737,500	631,239
4	Dominican Republic	Recipient Country Government	In-Kind	Recurrent expenditures		539,443
5	Guyana - Environmental Protection Agency	Recipient Country Government	In-Kind	Recurrent expenditures	323,500	150,517
6	Saint Kitts and Nevis - Solid Waste Management Corporation	Recipient Country Government	In-Kind	Recurrent expenditures	112,400	50,562
7	Saint Kitts and Nevis - Bureau of Standards	Recipient Country Government	In-Kind	Recurrent expenditures	925,000	-
8	Saint Lucia - Ministry of Education, Innovation, Gender Relations and Sustainable Development	Recipient Country Government	In-Kind	Recurrent expenditures	619,500	130,377
9	Saint Lucia - Ministry of Education, Innovation, Gender Relations and Sustainable Development	Recipient Country Government	Public investment	Recurrent expenditures	558,300	-
10	Suriname - Cabinet of the President, Coordination Environment/National Environmental Authority	Recipient Country Government	In-Kind	Recurrent expenditures	2,310,000	1,848,000

11	Trinidad and Tobago - Environment Management Authority	Recipient Country Government	In-Kind	Recurrent expenditures	3,720,500	33,871.57
12	IUCN	Civil Society Organization	Other	Investment mobilized	1,500,000	-
13	Carnival Cruise	Private Sector	Grant	Investment mobilized	20,000,000	-
14	OECS	Other	Other	Investment mobilized	3,000,000	-
15	BCRC-Caribbean	Other	In-kind	Recurrent expenditures	600,000	480,000
16	FAO GEF Agency	GEF Agency	Grant	Recurrent expenditures	11,371,060	-
Total					47,141,860	4,699,863

III. REVIEW METHODS

60. This MTR 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.
61. The main target audiences for the review findings are FAO, UNEP, the BCRC-Caribbean, the NWGs in the nine project countries and the various consultant (groups) and organizations involved in the development.

H. Data Collection

Primary data sources

62. Primary qualitative and quantitative data were collected through online stakeholder interviews and in person site visits. Interviews were conducted in a semi-structured format, allowing participants to share their views, raise concerns, and suggest improvements.
63. Stakeholders were selected based on their involvement in the project, including members of NWGs, consultants, and implementing organizations. All stakeholders listed in the Inception Report were contacted, and reminders were sent to those who did not respond initially. While a few individuals did not participate, all others agreed to be interviewed. In some cases, more than one person from the same organization or group was interviewed. Additional stakeholders were also included during the process to ensure the most relevant voices were heard. One interview was conducted in Spanish with the help of an interpreter, which helped overcome a previous communication challenge. To ensure the accuracy of the information, findings were cross-checked with other sources.

Table 5: Review respondents and field visits

Stakeholders - Individuals		A. Total number involved (M/F)	B. Number contacted (M/F)	Sample size (% B/A)	C. Total number responded Total (M/F)	Response rate (% C/B)
Project Team	Implementing agencies: UNEP	3 (2 / 1)	3 (2 / 1)	100%	3 (2M/1F)	100%
	FAO	2 (1 / 1)	2 (1 / 1)	100%	1 (1F)	50%
	8 (2 / 6)	8 (2 / 6)	8 (2 / 6)	8 (4M/4F)	100%	100%
Beneficiaries	NWG Guyana	2 (F)	2 (F)	100%	5 (F)	250%
	NWG Dominican Republic	4 (3M/1F)	4 (3M/1F)	100%	4 (3M/1F)	100%
	NWG Trinidad and Tobago	5 (F)	5 (F)	100%	3 (F)	60%
	NWG Saint Lucia	4 (2M/2F)	4 (2M/2F)	100%	7 (3M/4F)	175%
	NWG Barbados	6 (2M/2F)	6 (2M/4F)	100%	7 (3M/4F)	117%
	NWG St Kitts and Nevis	4 (2M/2F)	4 (2M/2F)	100%	3 (1M/2F)	75%
	NWG Antigua and Barbuda	3 (1M/2F)	3 (1M/2F)	100%	3 (1M/2F)	100%

	NWG Belize	7 (4M/3F)	7 (4M/3F)	100%	4 (2M/2F)	57%
	NWG Suriname	3 (1M/2F)	3 (1M/2F)	100%	3 (1M/2F)	100%
	CARICOM	1 (F)	1 (F)	100%	1 (F)	100%
	CROSQ	1 (F)	1 (F)	100%	1 (F)	100%
	TTO Bureau of Standards	1 (F)	1 (F)	100%	2 (F)	50%
	Suriname Customs and Excises	1 (F)	1 (F)	100%	1 (F)	100%
	St Kitts and Nevis Customs and Excises	2 (M)	2 (M)	100%	1 (M)	50%
	Indirect Beneficiaries: Private Sector	5 (4M/1F)	5 (4M/1F)	100%	3 (2M/1F)	60%
	Scrap Metal dealers	1 (M)	1(M)	100%	0	0%
	CSOs	4 (3M/1F)	4 (3M/1F)	100%	1 (F)	25%
Stakeholders - Entities		A. Total number involved	B. Number contacted	Sample size (% B/A)²	C. Total number responded	Response rate (% C/B)³
Partners	Project implementing/ executing partners	2 (1M/1F)	2 (1M/1F)	100%	1 (F)	50%
	GEF					
	Consultants	9 (4M/5F)	9 (4M/5F)	100%	8 (4M/4F)	89%
	Project collaborating/ contributing partners GGKP	2 (F)	2 (F)	100%	2 (F)	100%
Field Visits	Region / country / locality⁴	A. Total number sites	B. Number sites visited	Sample Size (%B/A)⁵		
	Trinidad	2	2	100%		
	Guyana	3	3	100%		

Strategies for inclusivity

64. To maximize response rates and ensure inclusivity, the reviewer employed a range of strategies tailored to the diverse needs of stakeholders. Initial outreach was conducted via email, followed by targeted reminders to non-respondents. To create a more comfortable environment, group interviews were offered where appropriate, and interviews were also conducted via WhatsApp to accommodate those with limited internet connectivity. For stakeholders with limited English proficiency, interpretation services were arranged in Spanish. In-person interviews were held at stakeholders' offices to reduce travel burdens, and sessions were also organized at a location where members of

² Percentage of entities involved in the project who were contacted.

³ Percentage of entities contacted who responded.

⁴ In case of a global project, the unit of analysis is 'region'. In case of a regional or multi-country project, the unit of analysis is 'country'. In case of a single country project, the unit of analysis is 'locality', which could refer to a city, town, village, etc.

⁵ Percentage of total number project sites in each region, country or locality that were visited.

a NWG were already convened, enabling broader participation. Additionally, when private sector and youth stakeholders preferred informal conversations over structured interviews, the reviewer adapted accordingly, receiving positive feedback for this flexibility.

65. To ensure the inclusion of women and marginalized groups, the review collected data disaggregated by gender and enhanced the participation of vulnerable groups and youth to the review.

Secondary data sources

66. Secondary data sources, such as project documents and monitoring reports, were used. Specifically, substantive and financial progress reports, as well as other documents relevant for the MTR, including documents from other ISLANDS child projects and the ISLANDS Programme package (see Annex III: Key documents consulted).

I. Data Analysis

67. In line with the UNEP, GEF and FAO Evaluation Policies and the UNEP Programme Manual, this MTR has been carried out using a set of 7 commonly applied review criteria which include: (1) Strategic Relevance; (2) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact); (3) Financial Management; (4) Efficiency; (5) Monitoring and Reporting; (6) Sustainability and (7) Factors Affecting Project Performance and Cross-Cutting Issues.

68. Review criteria are rated on a six-point scale: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU). The ratings against each criterion are weighted to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

69. The MTR was conducted in several key phases:

- **Inception Phase:** This phase included a comprehensive review of project documentation, the development of the evaluation framework, and initial consultations with UNEP, FAO and BCRC-Caribbean.
- **Main evaluation phase:** During this stage, the consultant conducted an in-depth review of additional project materials and collected data through detailed interviews with key stakeholders.
- **Report writing:** Information was consolidated and analysed for inclusion in this MTR report.
- **Presentation of preliminary findings:** The preliminary findings of the MTR were presented at the PSC meeting in Port of Spain on 19 November 2025 for discussion and feedback.
- **Dissemination and finalisation:** The report was finalised and disseminated with stakeholders.

70. The MTR employed a mixed-method qualitative approach, combining document review, semi-structured interviews, and triangulation of data sources to ensure the reliability and validity of findings. The methods applied included:

- **Desk review:** A detailed review of key project and strategic documents, such as the ProDoc, the ToR for the MTR, PIR reports, progress and financial reports, contracts and agreements, as well as materials produced under the components (see Annex III: Key documents consulted).
- **Semi-structured interviews:** A total of 72 stakeholders (27 male and 45 female) were interviewed, including representatives from UNEP, FAO, national focal points, consultants, and members of NWGs. Of this number, 18 stakeholders (4 male and 14 female) were interviewed in person, including representatives from BCRC-Caribbean, members of NWGs, and stakeholders. The list of individuals consulted is included in Annex II: People consulted, and in Annex IV: Itinerary.
- **Qualitative analysis:** Information collected during interviews was analysed thematically using a qualitative approach. Responses were tabulated and compared across stakeholders to identify patterns, explanations, and causal factors, focusing on the why and how of project performance rather than on quantitative measures

J. Limitations and Mitigation Strategies

71. Several limitations were encountered during the review process, particularly in relation to stakeholder participation, language barriers, timing of review components, and potential biases.

72. Some stakeholders did not attend scheduled interviews, which required rescheduling. Despite repeated outreach, certain key stakeholders did not respond to interview requests. Nonetheless, most stakeholders were ultimately responsive, although multiple reminders were often necessary. The MTR consultant was able to engage with almost all identified stakeholders, enabling comprehensive data collection and triangulation.

73. Because certain stakeholders were non-English speakers and the reviewer lacked Spanish proficiency, interpretation services were arranged to facilitate communication. Additionally, as these stakeholders had not engaged with the FAO consultant, the UNEP reviewer included FAO-related questions during the discussions on their behalf.

74. Due to delays in contracting the UNEP MTR consultant, the two components could not be reviewed concurrently. This affected the ability to jointly assess cross-cutting aspects of the project, such as the ToC, availability of outputs and outcomes, and the likelihood of impact. As a result, the FAO MTR consultant was unable to comprehensively assess all criteria. The sequential timing also meant that some stakeholders involved in both components had to participate in interviews more than once.

75. The review also considered the potential for bias in stakeholder responses, particularly from those directly involved in project implementation. To mitigate this, the reviewer included participants who were not directly responsible for implementation, asked respondents to justify their assessments, cross-checked responses across different stakeholders, and validated findings using documentary evidence.

76. While the UNEP reviewer was able to visit two project countries and conduct in-person interviews, the FAO reviewer conducted all interviews remotely. Although remote interviews provided sufficient information, the reviewers noted that additional in-person

visits by the FAO consultant could have enhanced the depth of data collection. Face-to-face interviews allow for deeper exploration of issues and reduce reliance on internet connectivity and other technical factors.

77. The involvement of three independent consultants in evaluating the ISLANDS Caribbean Child projects (the FAO MTR consultant for the FAO component, the reviewer responsible for the overall MTR report, and the UNEP MTR consultant for the Additional Caribbean Child Project (GEF ID 10472)) created an opportunity for triangulating data and ensuring a comprehensive assessment. To enhance consistency, the consultants independently decided to communicate, align their approaches, and propose common strategies for the evaluation process. Still, the arrangement resulted in several challenges. First, there was significant repetition of information across reports, which reduced clarity and added unnecessary volume. Second, some stakeholders were interviewed multiple times on the same issues, leading to stakeholder fatigue and, in some cases, diminished engagement. Third, the duplication of efforts contributed to inefficiencies in resource utilization, including time and costs. Additionally, repeated interviews with the same stakeholders introduced a potential risk of bias or response inconsistency. Finally, the absence of a formal coordination mechanism to streamline data collection and avoid overlap highlighted a gap in planning that should be addressed in future evaluations.

K. Ethical Considerations

78. Throughout the review process, data was collected with respect for ethics and human rights issues. This includes ensuring informed consent; protecting participants' privacy, confidentiality, and anonymity; respecting cultural sensitivity and participants' autonomy; and ensuring fair recruitment (including of women and socially excluded groups) while safeguarding against harm. This includes data protection during and after the data collection. For example, all discussions remained anonymous, and all information was collected according to relevant UNEP guidelines and UN standards of conduct. In addition, the review made concerted efforts to represent the views of both mainstream and more marginalised groups.

IV. THEORY OF CHANGE AT REVIEW

79. The project's ToC, developed during formulation, underpins the PRF in Annex A of the ProDoc. The PRF defines objectives, outcomes, outputs, indicators, targets, and risks (see Table 3). The ProDoc includes ToC diagrams for both the project and the ISLANDS Programme.
80. The project comprises four components, each with one outcome and related outputs. Activities are designed to lead to outputs and outcomes, though drivers, assumptions, and intermediate states are not clearly articulated in the narrative and appear scattered in the diagram, which lacks a clear causal flow.
81. Three complimentary approaches guide the ToC:
- Avoiding future imports and use of chemicals and products/materials that lead to waste which cannot be disposed of in Caribbean SIDS;
 - Treating chemicals and waste that are currently present in the region and cannot be disposed of under existing conditions or using existing infrastructure; and
 - Developing systems, circular, or otherwise, to ensure that those chemicals and subsequent wastes which cannot be avoided are used safely with capacity for recycling or environmentally sound disposal at end-of-life.
- A cross-cutting component addresses knowledge management and communication.
82. Component 1 focuses on preventing the build-up of chemicals entering the region through e.g. developing legislative and institutional frameworks; training customs control and relevant officers and inspectors responsible for the sound management of chemicals; establishing standards and building capacity to control, limit and prevent the import of hazardous chemicals, products containing hazardous chemicals or products that will result in hazardous waste; and promoting Sustainable Procurement to reduce the manufacture/import of products containing hazardous chemicals.
83. Component 2 focuses on the safe management and disposal of existing chemicals, products and materials in the region. This is done within two outputs by strengthening the capacity for the environmentally sound management of Stockholm Convention POPs (Persistent Organic Pollutants) and Minamata Convention mercury projects; eliminating obsolete pesticides and chemicals, PCBs and DDT; and improving capacity to manage hazardous waste.
84. Within component 3, effective circular and life-cycle management systems are to be established in partnership with the private sector. This will be realised through achieving 3 outputs that concentrate on developing an Extended Producer Responsibility (EPR) system and regional approaches to manage Waste Electrical and Electronic Equipment (WEEE), promoting the environmentally sound management of end-of-life vehicles (ELVs) and improving the management of plastics (including PVC) through the life-cycle approach and coordination with the public and private sectors.
85. Component 4 centres on the overall coordination, knowledge management, communication and outreach within the region, and to the ISLANDS CCKM Child Project, which is responsible for receiving and disseminating knowledge from all ISLANDS projects and is also responsible for executing the ISLANDS Programmatic communication strategy.
86. Under Component 4, activities will be implemented under two outputs aimed at generating and disseminating knowledge from both the project and the broader ISLANDS

Programme. These activities will include efforts to promote behaviour change in waste management, raise awareness about plastic pollution, and launch a regional campaign for a POPs- and Mercury-Free Caribbean. In addition, targeted outreach will be conducted for youth and indigenous communities. A specific activity led by FAO will focus on developing and strengthening decision-making tools related to the use and management of agrochemicals.

87. If all four project outcomes are achieved, emissions of greenhouse gases and hazardous pollutants to air, land, and water will be reduced, representing the intermediate state. Ultimately, the long-term intended impact is the protection of human health and the environment in Caribbean SIDS from hazardous chemicals and waste.
88. While the project is directly responsible for delivering outputs and achieving outcomes, the intermediate states and final impacts represent longer-term results that extend beyond the project's scope and duration.

Assumptions and drivers

89. The ToC diagram includes assumptions such as reduced brain drain through regional capacity building, country buy-in for chemicals and waste management, mitigation of COVID-19 impacts, and increased climate adaptation investment. Their placement is inconsistent, with some linked to specific components and others broadly positioned (see Table 9 below).
90. Drivers include private sector engagement, funds for waste disposal, political buy-in, and changes in consumption patterns. Current arrows showing drivers leading to other drivers or outcomes create confusion (ibid.).
91. The current ToC diagram lacks clarity due to inconsistent placement of assumptions and drivers and confusing arrows linking drivers to other drivers or outcomes. Assumptions are external factors beyond project influence, while drivers are factors that can be influenced.
92. Reviewers recommend revising the ToC for a logical flow: outputs → outcomes → intermediate states → impact. Assumptions and drivers should be positioned appropriately along these pathways and should be reformulated into full sentences. The *UNEP Guidance on the Use of Theory of Change in Project Reviews* emphasizes that changes should be mapped as interrelated pathways, with each step logically building on the previous one in a broad chronological flow. A left-to-right or bottom-to-top layout would better reflect this structure and improve the diagram's interpretability.
93. The reviewers also recommend expanding the list of drivers and assumptions to reflect the critical role of continued stakeholder commitment, motivation, financial and technical support, and investment in sustaining project results beyond its duration. The PRF offers a useful reference, as several assumptions and risks listed there can inform these additions. Additional drivers were also logically derived from the ProDoc narrative.
94. The current ToC includes both the assumption "Participating countries buy in to the regional approach for chemicals and waste management" and the driver "Political buy in," which appear to overlap. The assumption implies that buy-in is outside the project's influence, while the driver suggests it can be influenced. The PRF includes an assumption under Outcome 1: "The required buy-in will be received from CARICOM and relevant authorities in the Dominican Republic for the development of relevant regional models." Since political buy-in from regional organizations such as CARICOM can be influenced by the project, the reviewers recommend reframing this as a driver:

“Participating countries and regional organisations buy in to the project aims and approach for chemicals and waste management.”

95. Table 9 and 10 justify the reformulation of results statements and propose additional drivers and assumptions. A revised ToC diagram follows, presenting a clearer chronological flow and incorporating the suggested changes. General assumptions and drivers that apply across the results chain are grouped in a single box, as they are not specific to any one pathway.

Table 6: Justification for reformulation of results statements

Formulation in original project document(s)	Formulation for Reconstructed ToC at Review	Justification for Reformulation /changes
<u>(LONG LASTING) IMPACT</u> Human health and the environment are protected from hazardous chemicals and waste	Human health and the environment in Caribbean SIDS are protected from hazardous chemicals and waste	As per the TOC guidance, localisation in the impact and intermediate state is important.
<u>INTERMEDIATE STATES</u> Releases of GHG and hazardous pollutants into air, land and water are reduced	Releases of GHG and hazardous pollutants into air, land and water in Caribbean SIDS are reduced	Ibid.
<u>PROJECT OUTCOMES</u>		
Outcome 1. Countries have adopted environmentally sound policies and control the import of chemicals, materials and products that lead to the generation of hazardous waste		
Outcome 2. Harmful chemicals and materials present and/or generated in the countries are being disposed of in an environmentally sound manner	Countries/Governments dispose of harmful chemicals and materials present and/or generated in their countries in an environmentally sound manner.	Outcomes should be phrased actively, as now only Outcome 1 is.
Outcome 3. Build-up of harmful materials and chemicals is prevented through establishment of effective circular and life-cycle management systems in partnership with the private sector	Governments/countries establish circular and life-cycle management systems in partnership with the private sector through which build-up of harmful materials and chemicals is prevented.	Ibid.
Outcome 4. Knowledge generated by the project is disseminated to, and applied by, SIDS in all regions	SIDS in all regions disseminate and apply knowledge generated by the project	Ibid.

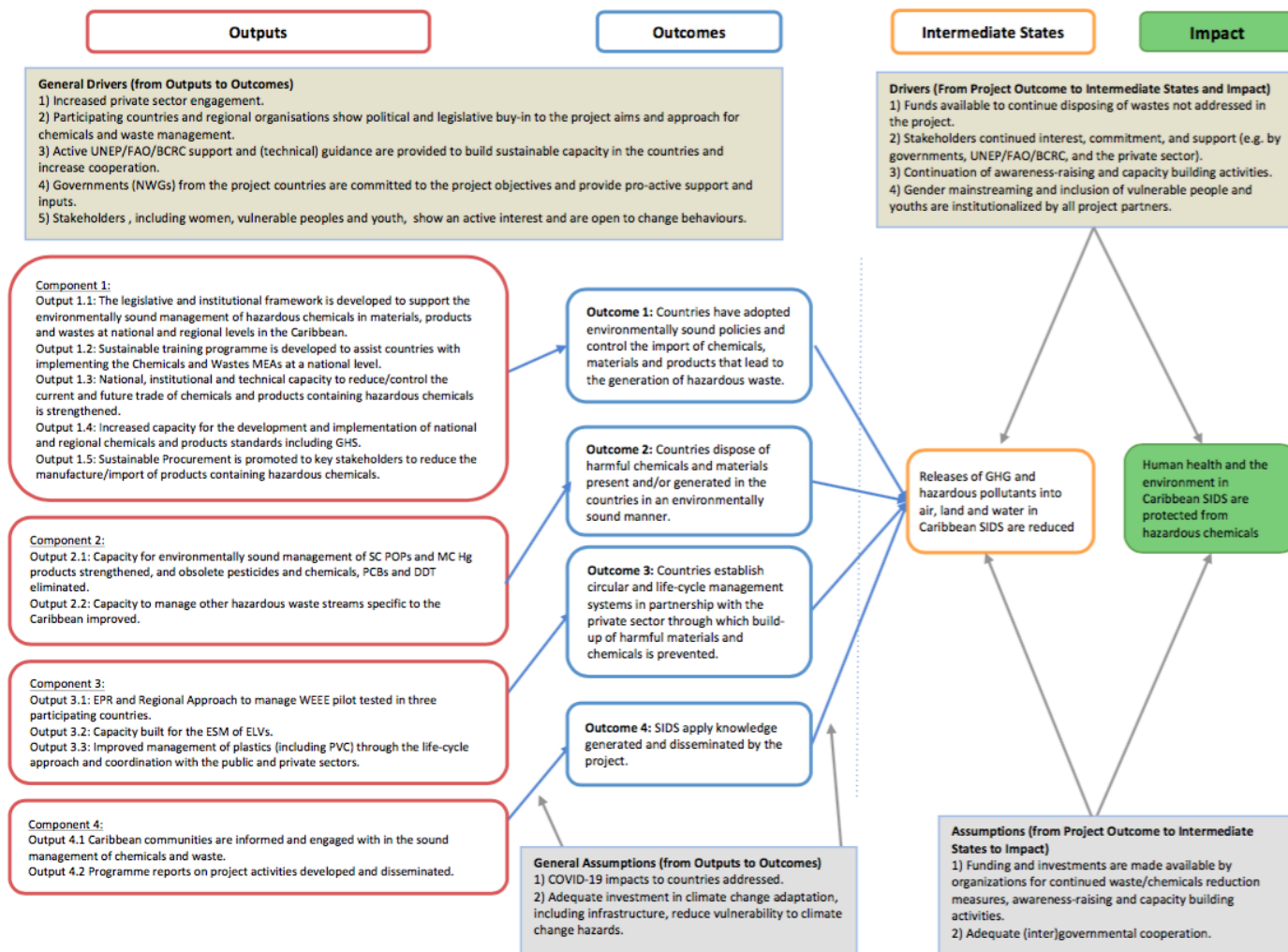
Table 7: Justification for reformulation / expansion of drivers and assumptions

Formulation in original project document(s) – <i>insert source/date</i>	Formulation for reconstructed ToC at review inception (RTOC)	Justification for reformulation and/or consultant’s explanatory notes on the interpretation of the driver or assumption
<u>ASSUMPTIONS:</u>	<u>ASSUMPTIONS (from Outputs to Outcomes):</u>	This table differentiates between “output to outcome” and “outcome to intermediate state” levels
Increased investment in climate change adaptation reduce vulnerability to climate change hazards	Adequate investment in climate change adaptation, including infrastructure, reduces vulnerability to climate change hazards.	Suggest changing “increased investment” to “adequate investment”; adequate means that investment needs to be increased, but increased investment still doesn’t necessarily mean that the investment will be adequate.

The impacts of the brain drain effect are reduced by the regional approach to capacity building		Suggest moving to “drivers”.
COVID-19 impacts to countries addressed		
	<u>ASSUMPTIONS (From Project Outcome to Intermediate States and Impact):</u>	
	Funding is made available by (development) organizations for continued waste/chemicals reduction measures, awareness-raising and capacity building activities.	
	Adequate (inter)governmental cooperation	
<u>DRIVERS:</u>	<u>DRIVERS (from Outputs to Outcomes):</u>	
Increased private sector engagement		Outcome 3 leads to this Driver, and this Driver leads to Outcome 1 and the Driver: “Funds available to continue disposing of wastes not addressed in the project”
Funds available to continue disposing of wastes not addressed in the project	Moved to drivers (From Project Outcome to Intermediate States and Impact).	The Driver “Increased private sector engagement” leads to this Driver
Political buy in	Participating countries and (regional) organisations show political and legislative buy-in to the project aims and approach for chemicals and waste management.	Outcome 4 leads to this Driver, and this Driver leads to Outcome 1
Change in consumption patterns	Deleted	Outcome 4 leads to this Driver, and this Driver leads to the Intermediate State “Releases of GHG and hazardous pollutants into air, land and water are reduced”
The impacts of the brain drain effect are reduced by the regional approach to capacity building		
	Active UNEP/FAO/BCRC support and (technical) guidance are provided to build sustainable capacity in the countries and increase cooperation.	
	Governments (NWGs) from the project countries are committed to the project objectives and provide pro-active support and inputs.	
	Stakeholders, including women, vulnerable peoples and youth, show an active interest and are open to change behaviours.	
	<u>DRIVERS (From Project Outcome to Intermediate States and Impact):</u>	

	Funds available to continue disposing of wastes not addressed in the project.	
	Stakeholders continued interest, commitment, and support (e.g. by governments, UNEP/FAO/BCRC, and the private sector).	
	Continuation of awareness-raising and capacity building activities.	
	The project works toward the UN principles on human rights and gender equality'	The original TOC does not mention gender and human rights, so it is suggested to add this language in the drivers.

Figure 2: Theory of Change at review



V. REVIEW FINDINGS

L. Strategic Relevance

Alignment to UNEP's, Donors' and Countries' (global, regional, sub-regional and national) Strategic Priorities

Table 11: Assessment and Evidence of Alignment with Strategic Priorities

	Assessment and Evidence of Alignment with Strategic Priorities	Level of alignment
UNEP Priorities	MTS (2018-2021): Key priority: Chemicals, waste and air quality SDGs Targets: 3.9, 6.3, 7.a, 11.6, 12.4, 12.5 2030 impact: 1. Sound management of chemicals leading to reduced negative impacts from chemicals on environmental and human health 2. Prevention and sound management of waste leading to reduced negative impacts from waste on environmental and human health POW (2018-2019) Key priority e) Chemicals, waste and air quality Objective: Sound management of chemicals and waste and improved air quality contribute to a healthier environment and better health for all. Expected accomplishment (all indicators): a. Policies and legal, institutional and fiscal strategies and mechanisms for sound chemicals management developed or implemented in countries within the framework of relevant multilateral environmental agreements and the Strategic Approach to International Chemicals Management (SAICM). b. Policies and legal and institutional and fiscal strategies and mechanisms for waste prevention and sound management developed or implemented in countries within the framework of relevant multilateral environmental agreements.	Full
FAO Strategic Framework	The project supports the following Programme Priority Areas (PPAs): 1. Better Production (BP): Promotes sustainable consumption and production through efficient, inclusive food and agriculture supply chains at all levels, ensuring resilient agri-food systems in a changing climate. Relevant PPA: BP3 – One Health: Strengthened national and international integrated One Health systems for human, animal, plant, and environmental health, achieved through improved pest and disease prevention, early warning, and management of health risks. 2. Better Environment (BE):	Full

	Protects and restores ecosystems and combats climate change through efficient, inclusive, and sustainable agri-food systems. Relevant PPA: BE2 – Bioeconomy for Sustainable Food and Agriculture: Promotes a bioeconomy balancing economic value, social welfare, and environmental sustainability through evidence-based policies and innovations at all levels.	
Donor Priorities	Under GEF-7, the Chemicals and Waste focal area (one of five) has two strategic objectives: - Create enabling conditions, tools, and an environment for the sound management of harmful chemicals and waste. - Reduce harmful chemicals and waste and promote clean alternative technologies and substances. Program 3 focuses on Least Developed Countries and Small Island Developing States. As stated in the ProDoc, its intended outcome is: “Sound management of chemicals and waste through strengthened capacity of sub-national, national, and regional institutions, and improved policy and regulatory frameworks in these countries.”	Full
Country / Regional / Global Priorities	Members of the NWGs confirmed that the project aligns with the priorities of their country, and that the project components and outputs are relevant for them (except for two countries). The ProDoc describes each country’s baseline situation, including an overview of status of ratification the various Chemicals and Waste Management Conventions, as well as a description of the different relevant laws and regulations, and relevant activities/projects that have been implemented nationally.	Full
Complementarity/Coherence with other interventions	The project is implemented in synergy with three other ISLANDS Childs projects: - Caribbean Child Project II (GEF ID 10472) has similar components and outputs as this project. It is implemented by UNEP in three countries: The Bahamas, Cuba and Dominica. - ISLANDS CCKM project (GEF ID 10266) for support to the overall coordination, knowledge management, communication and outreach within the Caribbean Region, - GEF ID 10258 is implemented by the Inter-American Development Bank (IDB) and supports seven countries: The Bahamas, Barbados, Belize, Dominican Republic, Guyana, Suriname and Trinidad and Tobago. The objectives of this project are i) to finance the development and strengthening of policy, legal, regulatory, and financial frameworks, tools, and instruments; and ii) to channel financing to the private and public sectors to advance the sustainable management of hazardous chemicals and waste. The project builds on two previous GEF projects: GEF 5558 “Development and Implementation of a Sustainable Management Mechanism for POPs in the Caribbean” and GEF/FAO 5407 “Disposal of Obsolete Pesticides including POPs, Promotion of Alternatives and Strengthening Pesticides Management in the Caribbean”. These projects collectively address legislation, training and capacity building, information storage, storage and treatment facilities, source separation, communication and awareness, and disposal of POPs and obsolete pesticide stockpiles.	Full

96. The project is aligned with national priorities and addresses critical gaps in chemicals and waste management. UNEP activities have been most impactful where institutional and legislative gaps exist, providing frameworks, hazardous waste solutions, and capacity building, while FAO interventions consistently strengthen pesticide regulation and agricultural chemical management through targeted training and tools such as biopesticide registration systems and GHS implementation. Two countries out of nine expressed that the project no longer satisfies their needs, citing limited tangible outcomes and direct national benefits. Capacity building remains a major strength across the region, though challenges persist, including the need for tailored approaches for advanced systems, improved stakeholder engagement, and clearer communication.
97. Stakeholders emphasized that integrating UNEP and FAO components within a single framework enhances cost-effectiveness and creates a holistic approach, incorporating agricultural dimensions alongside chemicals and waste management. Regional integration was seen as critical for harmonizing legislation and standards. Knowledge sharing and peer learning were highlighted as key benefits, promoting cross-sectoral collaboration and strengthening institutional capacity. Global engagement provided exposure to international standards and training, though links to other regions remain limited.
98. Despite these benefits, concerns were raised about the project's ambitious scope and the large number of concurrent activities, which strain limited national resources and sometimes dilute technical engagement.

Findings Statements on Strategic Relevance

99. **Finding 1:** The project responds directly to the structural barriers faced by SIDS - import-dependency, limited waste infrastructure, high exposure to POPs/mercury, and waste challenges exacerbated by tourism and climate-related disasters.
100. **Finding 2:** The project is aligned with national priorities, GEF strategies, and UNEP and FAO frameworks. Stakeholders confirmed its relevance, noting UNEP's role in policy and management of hazardous waste and FAO's contribution to pesticide regulation and agricultural chemical management. Integration of UNEP and FAO components within one regional framework under ISLAND Programme enhances cost-effectiveness and creates a holistic approach to chemicals and waste management in SIDS, addressing upstream policy, midstream capacity, and downstream disposal needs in an integrated manner.
101. **Finding 3:** Though some countries noted that national institutional turnover and limited absorptive capacity slow the uptake of planned activities, these context-specific factors do not undermine overall relevance. However, broad scope and numerous activities strain national teams.

Rating for Strategic Relevance:	Highly Satisfactory
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M. Effectiveness

Availability of Outputs

102. Implementation of activities are delayed compared to forecasts due to several factors:

- The project required time adjustments and new coordination mechanisms because of the COVID-19 pandemic, administrative delays in obtaining FAO approval, national and regional lengthy approval processes, and the need to align with the Additional Caribbean Child Project (GEF ID 10479), now completed.
- The project has the ambitious target of covering multiple waste streams, with numerous activities across nine countries with both English and Spanish languages. The complexity placed heavy demands on stakeholders, who required more time to achieve outputs.
- Human resources constraints also affected implementation. Staff turnover led to loss of institutional knowledge at BCRC-Caribbean and among NWGs. Consultant underperformance, technical issues such as poor connectivity and limited personnel further slowed progress.
- Other challenges included difficulty securing consultants, lack of bids, repeated revisions and re-advertisements of terms of reference, pairing international with local specialists, and lengthy procurement approval processes. These issues, combined with extended review periods by project countries, resulted in delayed deliverables and prolonged timelines.

103. Nevertheless, at mid-term the project has achieved several key milestones and is laying a strong foundation for impact in a relatively short time frame. For example:

- Under Output 1.1, the Regional Model Policy and Model Legislation were finalized, and nine draft national strategies were developed and validated through national workshops.
- Capacity-building efforts under Output 1.2 advanced with the completion of the Training Needs Assessment and six pesticide registration training topics, alongside progress on the Effect-Cause-Action Global Tool for highly hazardous pesticides. The Digital Learning Hub was launched in October 2025 for NWG's use, and various trainings are planned to appear there (on ELVs, pesticide registration, GHS, biopesticide manual, etc.).
- Output 1.4 delivered two CARICOM Regional Standards on hazardous substances (specifically labelling, classification, terminology and definitions), and roadmaps. CROSQ is translating the documents in Spanish with BCRC-Caribbean's support. GHS assessments, and correspondent UNITAR regional training were completed.
- FAO finalized a biopesticide registration manual and training under Output 1.5, strengthening sustainable procurement practices.
- Component 2 saw completion of hazardous waste assessment missions and a regional workshop, while UPOPs management assessments and pilot selection were finalized.
- Under Component 3, regional workshops and training for End-of-Life Vehicle management were conducted.
- Awareness initiatives such as the Tide Turners Challenge Badge concluded under Output 4.1.

See the 2025 PIR and Table 11: Progress towards project outputs.

104. While the strategic alignment of activities has been a planning strength, it also revealed as a challenge, as major interventions like disposal pilot projects depend on preceding assessments. The absence of demonstrative pilots remains a missed opportunity to generate practical evidence, validate approaches, and accelerate the uptake of new policies, standards, and regulations.
105. At the output level, BCRC-Caribbean continues to provide valued coordination and guidance to NWGs, supported by UNEP and FAO through technical and operational assistance such as documents' review and expert identification. Mitigation measures, such as deploying NPAs, flexible scheduling, bilingual training, interpretation glossaries, and enhanced supervision, have helped improving progress. However, BCRC-Caribbean's approach remains largely focused on activity delivery rather than adopting a more strategic implementation framework (see Section: Monitoring and reporting). Stakeholders remain committed and engaged and consider these foundational activities valuable for informing national decision-making.

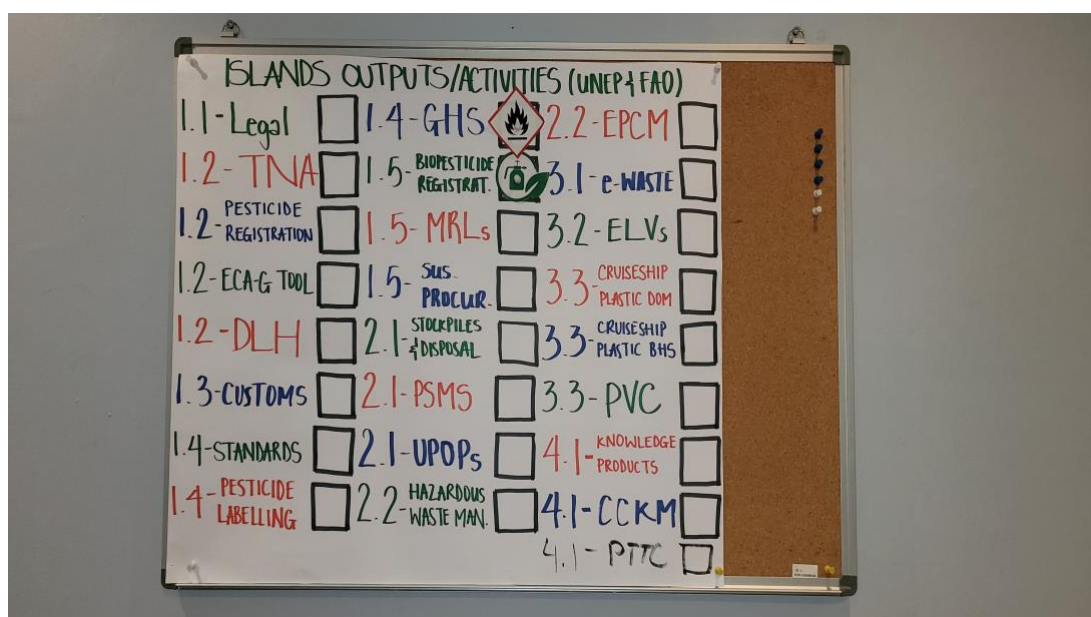


Figure 3: BCRC overview of activities

Table 11: Progress towards project outputs

Output	Narrative Assessment of Progress	Sources of Information or Evidence
Output 1.1 The legislative and institutional framework is developed to support the environmentally sound management of hazardous chemicals in materials, products and wastes at national and regional levels in the Caribbean Activity 1.1.1: Assess relevant legislation, infrastructure and institutional	Activity 1.1.1: Seven national assessment reports updated and shared for final national review; feedback from six received; two still being updated. Delay due to focus shifting to 1.1.2 and substantial feedback in some reports. Activity 1.1.2: Draft Regional Model Policy (RMP) and Model Legislation (ML) developed and validated (Jul 2024); further national review concluded (Mar 2025). Finalization	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation

capacities to manage hazardous chemicals in materials, products and wastes at national and regional levels • Activity 1.1.2: Specific hazardous chemicals and wastes policies and legislation developed to support management at national and regional levels • Activity 1.1.3: National strategies (one per country) developed for adoption and implementation of the model policies and legislation	and Spanish translation in progress; final expected by Sep 2025. Activity 1.1.3: Nine draft national strategies and roadmaps developed; workshops held Dec 2024–Apr 2025; feedback pending from two countries. Finalization targeted for Sep 2025. Status summary: Output ongoing; all three activities progressing; delays due to extended country reviews and consultant time. Level of delivery at mid-point: partially	
Output 1.2: Sustainable training programme is developed to assist countries with implementing the Chemicals and Wastes MEAs at a national level. • Activity 1.2.1: Conduct a Training Needs Assessment (TNA) for implementation of the Chemicals and Waste MEAs. • Activity 1.2.2: Develop targeted training material and conduct training for the gaps identified from the TNA. • Activity 1.2.3: Develop a "Training of Trainers" programme to extend the capacity in key agencies mandated with the implementation of and the monitoring of Chemicals and Wastes MEAs. • Activity 1.2.4: Develop, adapt or utilize an online training platform which is designed to promote sustainability. • Activity 1.2.5: Develop and implement an awareness raising programme on the Chemicals and Wastes MEAs Training Platform.	Activity 1.2.1 (TNA): Completed Mar 2025 (contract extended to accommodate holiday review). Activity 1.2.2 (Targeted Training): TORs for subject matter experts developed; procurement underway. FAO deliverables: six pre-identified training topics on pesticide registration completed (Mar/May 2025); ECA-G tool for Highly Hazardous Pesticides began Dec 2024. Activity 1.2.3 (Training of Trainers): TOR finalized; consultant procurement in progress; initiation planned Q3 2025. Activity 1.2.4 (Online Training Platform/Digital Learning Hub): Consultancy engaged Feb 2025; inception Mar 2025. Timeline extended to Dec 2026 due to higher effort needed to convert materials into e-learning. First course ongoing. Activity 1.2.5 (Awareness Programme): Communications strategy for the Digital Learning Hub drafted; products to be developed; activity extension aligned with 1.2.4 schedule. Status summary: Output in progress; schedule extended to Dec 2026 given expanded Hub scope. Level of delivery at mid-point: partially	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Output 1.3: National, institutional and technical capacity to reduce/control the current and future trade of chemicals and products containing hazardous chemicals is strengthened. • Activity 1.3.1: Develop a formal mechanism for inter-institutional collaboration and communication as it relates to the trade of restricted or controlled chemicals,	Activity 1.3.1 (Inter-institutional Mechanism/MOU): TOR finalized after country reviews (Q2 2025); will be synergized with 1.3.2. Activity 1.3.2 (Customs & Border Control Capacity): Consultancy engaged Feb 2025; inception Mar 2025; country summary reports initiated; data collection planning underway; completion expected Jul 2026. Level of delivery at mid-point: partially	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation

products and waste and management of data generated by relevant agencies Activity 1.3.2: Improve capacity of customs and border control agencies for the identification of trade in restricted and prohibited hazardous chemicals, products containing chemicals and waste.		
Output 1.4: Increased capacity for the development and implementation of national and regional chemicals and products standards including GHS. - Activity 1.4.1: Develop two regional labelling and product standards for relevant chemicals and products - Activity 1.4.2: Create national roadmaps to support countries with future development and implementation of labelling and product standards for relevant chemicals and products - Activity 1.4.3: Detailed multi-institutional assessment of current implementation of GHS, gap analysis and recommendations as it relates to capacity to respond and control chemicals imports at the borders	Activity 1.4.1 (Regional Standards): Two voluntary CARICOM Regional Standards finalized and approved (Jun 2025); FAO training package submitted Q3 2024. Activity 1.4.2 (National Roadmaps): Nine roadmaps developed; target Q3 2025. Activity 1.4.3 (GHS Assessment & Training): Completed Mar 2025; involved regional assessment and GHS training; UNITAR offered scholarships and discounted extended 11-week course. Status summary: Output nearly complete; awaiting one country's feedback on roadmap. Level of delivery at mid-point: partially	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Output 1.5: Sustainable Procurement is promoted to key stakeholders to reduce the manufacture/import of products containing hazardous chemicals - Activity 1.5.1: Assess enabling environment for Sustainable Procurement in countries and determine which products lend themselves to such policy - Activity 1.5.2: Assess and select sustainable suitable alternatives to PFAS, POP-PBDEs, SCCPs/PCBs/PCNs and mercury added products - Activity 1.5.3: Training and sensitization of stakeholders and consumers on the benefits of Sustainable Procurement	Activity 1.5.1 (Enabling Environment & Product Targets): TOR development begun; delayed; acceleration planned Q3 2025. Activity 1.5.2 (Alternatives to PFAS, POP-PBDEs, SCCPs/PCBs/PCNs, Mercury): TOR development begun; delayed; start Q3 2025. Activity 1.5.3 (Training & Sensitization): FAO biopesticides manual and training completed Apr 2025 (workshop Mar 2025). Procurement for Consumer Risk Assessment (MRLs) and Sustainable Procurement training for farmers underway; delays due to no bids and need for FAO technical vetting; aim Q3 2025. UNEP TOR development for broader sustainable procurement/training underway. Status summary: Output progressing (30%); key sub-activities entering procurement/delivery phases in H2 2025.	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation

	Level of delivery at mid-point: partially	
Output 2.1: Capacity for environmentally sound management of SC POPs and MC Hg products strengthened, and obsolete pesticides and chemicals, PCBs and DDT eliminated • Activity 2.1.1: Develop management and destruction/stabilisation strategies to eliminate PCBs, obsolete pesticides and chemicals, DDT stockpiles and selected mercury added products • Activity 2.1.2: Elimination of obsolete chemicals, PCBs, DDT and mercury added products through safeguarding, centralization and destruction/stabilisation • Activity 2.1.3: Awareness campaign to promote or apply BAT/BEP to minimize UPOPs emissions from open burning	Activity 2.1.1 (Strategies & Assessments): National missions (Antigua & Barbuda, Dominican Republic, Guyana, Saint Kitts & Nevis, Saint Lucia, Suriname) completed with capacity workshops; eight hybrid National Validation Meetings plus regional workshop Jun 2025 (Trinidad & Tobago) on disposal strategies and waste stream prioritization. DR faced delays (consultant procurement & stakeholder availability). On schedule for Oct 2025. Activity 2.1.2 (Safeguarding & Destruction): Planned start late Q3–early Q4 2025; guided by priorities from 2.1.1. Activity 2.1.3 (UPOPs Awareness, BAT/BEP & App): Assessment phase completed; pilot country selected; app requirements and comms strategy drafted; development initiated; delays from extended feedback/iterations; consultancy extended to Dec 31, 2025. Status summary: Output at ~30%; assessments and planning largely complete; implementation queued H2 2025. Level of delivery at mid-point: partially	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Output 2.2: Capacity to manage other hazardous waste streams specific to the Caribbean improved • Activity 2.2.1: Develop roadmaps for the implementation/execution of national hazardous waste management strategies in nine (9) project countries • Activity 2.2.2: Establish regional guidelines for the management of various hazardous waste streams specific to the Caribbean Region in nine (9) project countries.	Activities 2.2.1–2.2.3: Not planned for the period; procurement stage with finalized TORs and single-sourcing decision for timely execution; will be informed by 2.1.1 assessments. Status summary: Early stage; groundwork laid via procurement. Level of delivery at mid-point: limited	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation

Activity 2.2.3: Assess hazardous waste management in the rural areas and develop a model hazardous waste management strategy		
Output 3.1: EPR and Regional Approach to manage WEEE pilot tested in three project countries - Activity 3.1.1: Feasibility assessment for WEEE management, focusing on EPR and a Regional Approach - Activity 3.1.2: Extended Producer Responsibility (EPR) system for environmentally sound management of WEEE developed in the project countries - Activity 3.1.3: Improve the Capacity of WEEE Management through a regional approach	Activity 3.1.1 (Feasibility & Regional Approach): Inception Jan 2025; two UNITAR webinars (ENG/ESP) on data tool; assessment phase underway; five in-country missions conducted. Activity 3.1.2 (Develop EPR Systems): Planned late Q1–early Q2 2026. Activity 3.1.3 (Regional Capacity Improvement): Planned late Q1–early Q2 2026. Status summary: Output in early execution; feasibility in progress; EPR design & capacity actions later. Level of delivery at mid-point: limited	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Output 3.2: Capacity built for the ESM of ELVs - Activity 3.2.1: Material Flow, Economic and Technical Assessment in order to design ELVs management scheme, considering a regional approach - Activity 3.2.2: Improve ELVs treatment capacity - Activity 3.2.3: Demonstrate improvement of three (3) existing national ELV treatment facilities	Activity 3.2.1 (Material Flow/Economic/Technical Assessments): Eleven national assessment reports shared for review; awaiting finalization. Activity 3.2.2 (Improve Treatment Capacity): Regional training workshop held in Trinidad & Tobago (mixed in-person/online from multiple countries); training materials produced; workshop report in development. Activity 3.2.3 (Demonstrate Improvement at Facilities): In-depth facility assessments conducted in Suriname, Belize, Trinidad & Tobago; custom facility reports and roadmaps being developed. Status summary: Output ~70%; training completed; assessments nearing finalization; facility improvement plans underway, completion expected H2 2025. Level of delivery at mid-point: partially	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Output 3.3: Improved management of plastics (including PVC) through the life-cycle approach and coordination with the public and private sectors Activity 3.3.1: Assess plastic waste generation from the cruise ship sector in the DR, identifying ways to process cruise ship plastic streams parallel to municipal waste in an environmentally sound manner	Activity 3.3.1 (Cruise Sector in DR): Pilot design plan updated after UNEP feedback; stakeholder meetings (Ministry of Environment, Amber Cove, Carnival); further updates made; shared for final approval Jun 2025. Activity 3.3.2 (PVC Flow & ESM Options in 3 Countries): TOR updated, reviewed, re-advertised; consultant selected and engaged May 2025; mobilizing for assessment phase.	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation

Activity 3.3.2: Assess the material flow of PVC wastes from selected sectors in 3 pilot countries and identify environmentally sound management options.	Status summary: Output ~45%; DR pilot pending approval; PVC assessment mobilized. Level of delivery at mid-point: partially	
Output 4.1: Caribbean communities are informed and engaged with in the sound management of chemicals and waste - Activity 4.1.1: Creation and dissemination of knowledge products based on project implementation - Activity 4.1.2: Behavioural change activities related to a POPs and Hg free Caribbean including indigenous peoples and CSOs - Activity 4.1.3: Raising awareness on plastic pollution among Caribbean youth through implementation of the Tide Turners Challenge Badge	Activity 4.1.1 (Knowledge Products): Coordination with CCKM ongoing; Communications Officer hired; outputs include a hazardous waste disposal game (from 2.1.1 TAUW) and ELV videos; shared with National Working Groups (NWGs). Activity 4.1.2 (Behaviour Change incl. Indigenous/CSOs): Ongoing outreach via schools, symposiums, training; low reach led to hiring Communications Officer to enhance visibility. Activity 4.1.3 (Youth Awareness – Tide Turners Badge): Implementing partners engaged in all countries; activity completed (Dec 2024). Status summary: Output ~60%; continued content and outreach; one sub-activity complete. Level of delivery at mid-point: partially	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Output 4.2: Programme reports on project activities developed and disseminated - Activity 4.2.1: Global guidance and tools on sound management of pesticides developed by FAO are disseminated to participating countries and applied by SIDS - Activity 4.2.2: Quarterly reporting to the Communication, Coordination and Knowledge Management Project on project activities. - Activity 4.2.2: Regular receipt of knowledge assets and information from Communication, Coordination and Knowledge Management Project packaged and distributed to relevant stakeholders.	Activity 4.2.1 (FAO Global Guidance Dissemination): Not planned this period; to be executed via ISLANDS Global child project & FAO in Q3/Q4 2025. Activity 4.2.2 (Quarterly Reporting to CCKM): Ongoing; four quarterly reports submitted this period. Activity 4.2.3 (Receive/Package CCKM Assets): Activities resumed; comms planning and digital platform expansion; templates for tracking products developed; GEF ISLANDS site expanded with LEARN Platform. Status summary: Output ~55%; steady reporting and KM integration. Level of delivery at mid-point: partially	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation

Progress Towards Project Outcomes

106. At mid-term, progress toward project outcomes is mixed.

- Outcome 1 (policy adoption and import control) shows partial progress: regional model policy, model legislation, CARICOM standards, and national strategies have been developed, and customs capacity-building has started.
- Outcome 2 (environmentally sound disposal) and Outcome 3 (circular and life-cycle management systems) reflect limited progress, with preparatory work underway and synergized activities with the Additional Caribbean Child Project commenced, but disposal pilots and EPR systems are not yet operational.
- Outcome 4 (knowledge dissemination and application) demonstrates partial progress: four knowledge products have been developed, including ELV videos and the Tide Turners app.

107. Training and capacity-building activities have effectively raised awareness and partially addressed gaps in national technical capacity, contributing to early-stage outcome achievement. Despite this, most targets, such as hazardous waste elimination and marine litter reduction, are scheduled for later stages (see Table 12: Progress towards project outcomes).

Table 12: Progress towards project outcomes

Outcome 1:	Countries have adopted environmentally sound policies and control the import of chemicals, materials and products that lead to the generation of hazardous waste
Performance Indicator(s) and Target(s):	Quantity of waste and polluting chemicals avoided by the control of imports (Impact indicator 1.2) No. Of countries that adopted ESM policies for chemical wastes 100,000 tonnes of marine litter avoided 40,095 tonnes of POPs/Mercury containing waste avoided 182 tonnes of solid and liquid POPs/mercury avoided 200 g-TEQ/yr emissions of POPs to air avoided 9 countries have adopted environmentally sound policies 32,115 tonnes of POPs/Mercury containing waste avoided 3 countries have endorsed environmentally sound policies
Sources of Information /Evidence:	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Narrative Assessment:	Outcome targets are scheduled for later in the project. However, Component 1 is progressing well with the development of the regional model policy, model legislation, CARICOM Regional Standards, and strategies and roadmaps to support their adoption and implementation. In addition, the Customs activity aimed at strengthening the capacity of Customs and Border Control Agencies has been initiated. This work will help regulate imports and contribute to meeting the relevant indicators and targets. Drivers and assumptions are in place.
Level of progress:	Limited progress

Outcome 2:	Harmful chemicals and materials present and/or generated in the countries are being disposed of in an environmentally sound manner
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Performance Indicator(s) and Target(s):	Quantities of harmful chemicals and materials present and/or generated in Caribbean SIDS that are being disposed of in an environmentally sound manner 152 tonnes of PCBs eliminated regionally 5 tonnes liquid mercury and 9 tonnes mercury added products eliminated regionally Avoidance of 100 g-TEQ/yr of POPs to air emissions regionally Avoidance of 100 tonnes of HHP in rural areas At least 301.8 tonnes of hazardous waste managed sustainably across the region and at least 120 g TEQ/year reduced PCDD/Fs emission through elimination, roadmaps and guidelines
Sources of Information /Evidence:	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Narrative Assessment:	Outcome targets are scheduled for later in the project. Synergized activities between GEF 10279 and GEF 10472 (ISLANDS Caribbean II) have commenced, with steady progress. Drivers and assumptions are in place.
Level of progress:	Limited progress

Outcome 3:	Build-up of harmful materials and chemicals is prevented through establishment of effective circular and life-cycle management systems in partnership with the private sector
Performance Indicator(s) and Target(s):	Quantities of harmful materials and chemicals not disposed on dump sites 1.9 tonnes of BDEs in ELVs and e-waste eliminated regionally 1.7 tonnes of PFOS in products eliminated regionally 7,500 tonnes of POPs/Mercury containing waste avoided and 5,000 tonnes eliminated Avoidance of 19 g-TEQ emissions of POPs to air through diversion of waste going to landfill
Sources of Information /Evidence:	Project reports/PIRs Interviews with project team and beneficiaries Field visit/observation
Narrative Assessment:	Outcome targets are scheduled for later in the project. Synergized activities between GEF 10279 and GEF 10472 (ISLANDS Caribbean II) have commenced, with steady progress. Drivers and assumptions are in place.
Level of progress:	Limited progress

Outcome 4:	Knowledge generated by the project is disseminated to, and applied by, SIDS in all regions
Performance Indicator(s) and Target(s):	No. of beneficiaries and users from SIDS adopting good practices and BAT as a result of improved awareness 2,901,636 direct beneficiaries (20% of the population of participant countries) 50,000 tonnes of marine litter avoided through beneficiaries and consumers from SIDS adopting good practices and BAT At least six (6) knowledge products developed under project Knowledge products shared with at least ten thousand (10,000) recipients Feedback from at least 40 trainees (40% female) involved workshops hosted for activities under Components 1 to 3 on their implementation of BAT/BEP discussed at workshops into operations
Sources of Information /Evidence:	Project reports/PIRs Interviews with project team and beneficiaries

	Field visit/observation
Narrative Assessment:	Beneficiaries include youth participating in the Plastic Tide Turners Challenge activities across the nine participating countries, as well as youth and members of the general population who have downloaded the Tide Turners app. Additional beneficiaries include participants in webinars organized in collaboration with the CCKM Child Project. Outcome targets on marine litter avoided have reached an average of 2.225 tonnes during this reporting period. At least four knowledge products have been developed under the project to date. These include two ELVs videos, the PTTC app, and the video titled “Small Steps to Change”, which raises awareness about the overall PTTC initiative. Feedback from training workshops under Output 3.2 indicates that some private sector stakeholders have recognized and improved their business practices to support the environmentally sound management of ELVs. These changes followed national missions conducted by consultants and participation in the training workshops. Drivers and assumptions are in place.
Level of progress:	Moderate progress

Likelihood of Impact

108. Impact results have not yet materialized and with the assumptions outlined above, its likelihood is Moderately Likely (see Table 13: Likelihood of impact). Several countries noted that the project delivered a substantial amount of work within a short timeframe, and interactions with BCRC-Caribbean and consultants were generally positive and responsive. However, the ambitious design and limited national capacity often result in activities being addressed superficially rather than creating deep, sustained impact.
109. The absence of demonstrative pilots has further reduced overall effectiveness, representing a missed opportunity to generate practical evidence, validate approaches, and accelerate the uptake of new policies, standards, and regulations. Effectiveness has also been influenced by risks such as political turnover and shifting priorities, which can delay adoption and implementation of outputs. While these risks do not undermine the project’s relevance, they have slowed the pace of results realization. Delays in implementation, despite the presence of key drivers and assumptions, remain a primary constraint.
110. Interviews with NWG members reveal concerns that the project’s emphasis on upstream policy work rather than downstream operationalization does not favour national implementation. Several recommendations cannot be advanced at country level due to funding gaps and institutional constraints. Stakeholders consistently highlighted this gap, noting that while the project generates strong evidence, it lacks the resources and mandate to translate this evidence into practical results, reducing its contribution to outcome-level change.
111. Additionally, knowledge generated through project activities is not being systematically shared or leveraged through synergies with the ISLANDS CCKM Child Project. This lack of coordination, combined with geographic and language barriers, has limited opportunities for Caribbean SIDS to learn from each other or from other regions.
112. Continued monitoring will be essential to identify emerging positive or negative impacts as implementation progresses. Strong stakeholder commitment, technical support from implementing agencies, and political buy-in could improve the likelihood of achieving impact if timelines are adjusted and implementation bottlenecks are addressed.

Table 13: Likelihood of impact

Factors influencing likelihood of impact	Evident/emerging?	Discussion
Drivers to support transition from Outputs to the Project Outcomes	Yes	Drivers in place: Increased engagement from the private sector. Political and legislative support from participating countries and regional organizations for the project's approach to chemicals and waste management. Active technical guidance and capacity-building support from UNEP, FAO, and BCRC to promote sustainability and cooperation. Strong commitment from governments and NWG. Active interest and willingness to change behaviors among stakeholders, including women and youth.
Assumptions for the change process from Outputs to Project Outcomes	Yes	Assumptions in place: COVID-19 impacts on countries are effectively addressed. Adequate investment in climate change adaptation, including infrastructure, reduces vulnerability to climate-related hazards.
Proportion of Project Outcomes fully or partially achieved	Some	Outcomes 1, 2, and 3 have shown slow progress, while Outcome 4 demonstrates some advancement.
Drivers to support transition from Project Outcomes to Intermediate States	Partially	Drivers in place: Stakeholders continued interest, commitment, and support (e.g. by governments, UNEP/FAO/BCRC, and the private sector). Continuation of awareness-raising and capacity building activities. Gender mainstreaming and inclusion of vulnerable people and youths are institutionalized by all project partners. Partially in place: Funds available to continue disposing of wastes not addressed in the project.
Assumptions for the change process from the Project Outcomes to Intermediate States	Partially	Assumptions (partially in place) Funding and investments are made available by organizations for continued waste/chemicals reduction measures, awareness-raising and capacity building activities. Adequate (inter)governmental cooperation.
Proportion of Intermediate States achieved	None	
Drivers to support transition from Intermediate States to Impact	Partially	Drivers in place: Stakeholders continued interest, commitment, and support (e.g. by governments, UNEP/FAO/BCRC, and the private sector). Continuation of awareness-raising and capacity building activities. Gender mainstreaming and inclusion of vulnerable people and youths are institutionalized by all project partners.

		Partially in place: Funds available to continue disposing of wastes not addressed in the project.
Assumptions for the change process from Intermediate States to Impact	Partially	Assumptions (partially in place) Funding and investments are made available by organizations for continued waste/chemicals reduction measures, awareness-raising and capacity building activities. Adequate (inter)governmental cooperation.

Findings Statements on Effectiveness:

113. **Finding 4:** Due to initial implementation challenges and broad spectrum of activities causing delays in implementation, the project has not yet achieved its intended outputs and outcomes. Nevertheless, progress has been made, and several critical preconditions for completing outputs are now in place.
114. **Finding 5:** The project currently lacks both the resources and the mandate to translate evidence into practical outcomes, limiting its impact on achieving outcome-level change. The absence of demonstrative pilot initiatives so far has further reduced overall effectiveness, representing a missed opportunity to generate results validate proposed approaches, and accelerate the adoption and implementation of new policies, standards, and regulations.
115. **Finding 6:** Limited coordination with the ISLANDS CCKM Child project and language barriers among Caribbean SIDS further hinder knowledge management and sharing of lessons learned.

Rating for Effectiveness: Moderately Satisfactory

Rating for Availability of Outputs: Moderately Satisfactory

Rating for Achievement of Project Outcomes: Moderately Satisfactory

Rating for Achievement of Likelihood of Impact (Use 'Likely' scale): Moderately Likely

N. Financial Management

Adherence to UNEP and FAO Financial Policies and Procedures

116. The financial management of the project has fully complied with the financial policies and procedures of both UNEP and FAO. BCRC-Caribbean submits budget forecasts and quarterly expenditure reports to both organizations. At UNEP, the Task Manager, with support from the Financial Management Officer (FMO), reviews and approves financial reports, including requests for cash advances. At FAO, the Lead Technical Officer (LTO), supported by the Budget Holder, performs a similar role in reviewing and clearing financial reports and fund requests. Once approved, the GEF Coordination Unit, in collaboration with UNEP Finance team and FAO's Finance Division, submits the official fund requests to the GEF Trustee.
117. As of 30 June 2025, UNEP had disbursed US\$2,762,236 of its \$7,925,000 BCRC-Caribbean-allocated budget, while FAO had disbursed US\$1,242,867. BCRC-Caribbean's

total expenditures equal \$3,306,970 (30% rate), reflecting delayed financial absorption due to procurement bottlenecks, slow mobilization of technical teams, and staggered country engagement. Expenditures are expected to accelerate in the next phase with the rollout of major activities, including pilot projects.

118. Additionally, some cost savings have been realized thanks to the synergies of activities between the project and the Additional Caribbean Child Project (GEF ID 10472) during the inception phase. Once operationalised, these synergies maximised resources (such as consultants), ensured consistent standards, and avoided duplication saving time.
119. Overall, financial issues did not significantly affect project quality or timelines. Challenges included currency fluctuations, delays in invoicing linked to country-specific deliverables, and difficulties transferring funds to countries, sometimes requiring cash transactions. Slow payment confirmations and procurement delays, combined with low early expenditure, led to denied cash advances, forcing BCRC-Caribbean to temporarily use its own funds. Banking issues also delayed some workshops. Despite these hurdles, proactive measures, such as flexibility in partial invoicing and improved online payment systems, helped maintain adequate financial performance, though manual interventions remain necessary.

Completeness of Financial Information

120. The financial information provided was complete and sufficient for the review, offering a solid basis to assess performance in financial management.

Table 8: Financial management

Financial management components:		Rating	Evidence/ Comments
Adherence to UNEP's/GEF's policies and procedures:		HS	
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		No	
Was first disbursement carried out within 9 months of UNEP's project approval date.		Yes	The first disbursements are dated: August 2021 (UNEP), November 2022 (FAO)
Were the procurement policies of UNEP and the donor(s) followed? (where applicable)		N/A	
1. Completeness of project financial information:			
Provision of key documents to the evaluator (based on the responses to A-H below)		S	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Access to the project's master file and interview with FMO
B.	Revisions to the budget	N/A	
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Access to the project's documents in SharePoint
D.	Proof of fund transfers	Yes	Ibid.
E.	Proof of co-financing (cash and in-kind)	Yes	Ibid.
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	Access to the project's master file and interview with FMO

G.	Copies of any completed audits and management responses (where applicable)	Yes	Access to the project's documents in SharePoint
H.	Procurement documents, including the approved requisition document and Source Selection Plan (where applicable)	N/A	
I.	Any other financial information that was required for this project (list):	N/A	
Overall rating		S	

Findings Statements on Financial Management:

121. **Finding 7:** The project's financial management has been fully consistent with UNEP and FAO's established financial policies and procedures. The financial documentation made available to the MTR offered a solid basis for assessing the management and use of funds.
122. **Finding 8:** The slow expenditure rate reflects early implementation delays and harmonization efforts with the Additional Caribbean Child Project, which initially postponed activity start-up but generated cost savings and resource efficiencies. Significant spending is anticipated in the next phase with the rollout of major activities, including pilot projects.

Rating for Financial Management: HS

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

Rating for Completeness of Financial Information: S

O. Efficiency

Cost-Effectiveness

123. Project expenditures have remained within forecasts. However, cost pressures emerged due to limited availability of local consultants, requiring the engagement of international experts at higher-than-expected rates. Additionally, international consultants were not always grounded in local realities, while regional consultants tended to understand country contexts better and produced more relevant recommendations.
124. Although financial management complies with UNEP and GEF rules, the project's ability to adjust activities freely is limited by GEF restrictions on moving funds between components. Although budget allocations to specific lines can be revised (and new lines created) through a formal budget revision, this process requires a formal approval and can take time, reducing flexibility for rapid adaptation.
125. Despite initially causing delays, the joint execution with the Additional Caribbean Child Project (GEF ID 10472) maximized resources, avoided duplication, and enabled coherent technical delivery, strengthened by effective collaboration with CARICOM and CROSQ on regional standards and technical workstreams. To further optimize resources, several cost-saving measures were adopted. Consultancy groups were re-engaged for multiple tasks where feasible, and events were combined to reduce logistical costs. For example, the biopesticides registration manual workshop was held alongside pesticide registration training. Hybrid formats reduced travel and venue expenses, and cost considerations were integrated into procurement terms of reference. Travel by BCRC-Caribbean staff was minimized, though stakeholders emphasized the value of in-person meetings for meaningful engagement.

Timeliness

126. The project experienced significant delays at inception, leaving only three years for implementation within a five-year cycle. This compressed timeline, combined with the high number of activities and limited regional capacity, affected output quality. The sequencing of activities, establishing policy and capacity frameworks before disposal pilot, is logical, but delays have meant that the most impactful outputs, are still pending. Tight deadlines forced a “one-size-fits-all” approach, limiting adaptation to country-specific contexts. While partners have worked diligently to catch up, most interviewees considered a project extension necessary to ensure delivery of planned outputs and outcomes.

Coherence and Complementarity

127. The project builds on previous and current initiatives strengthening the Caribbean capacity to manage POPs and UPOPs through regional mechanisms, improved waste management, contaminated site assessments, and integration of chemicals management into national policies (see Section L: Strategic Relevance).

128. Cooperation among countries and stakeholders has been strong, supported by regional workshops, validation meetings, and plenary sessions that promoted peer learning and policy harmonization. Informal events, practical training, and country visits enabled experience sharing despite logistical and connectivity challenges. NWGs, steering committees, and technical committees, maintained engagement, alongside partnerships with institutions such as CROSQ, TTBS, and universities. Digital platforms like WhatsApp groups and the Digital Learning Hub facilitated communication, though stakeholders suggested improving these tools for interactive learning. Additional mechanisms, including ISLANDS Programme global calls and ISLANDS Forums, aim to strengthen regional dialogue and visibility.

Findings Statements on Efficiency:

129. **Finding 9:** The project has maintained expenditures within forecasts and implemented several cost-saving measures to maximize efficiency and avoid duplication. However, cost pressures and rigid GEF budget allocation rules constrained flexibility to reallocate funds across components.

130. **Finding 10:** Significant delays at inception compressed the implementation period limiting adaptation to country-specific contexts and affecting output quality. Despite partners’ efforts to accelerate progress, the current timeline is insufficient to deliver planned outputs and outcomes, making a no-cost extension, along with a budget revision (inclusive of funds reallocation between components) and an updated workplan, necessary.

Rating for Efficiency: Moderately Satisfactory

P. Monitoring and Reporting

Monitoring of Project Implementation:

131. The monitoring system is operational and facilitates timely tracking of results and progress toward project milestones through quarterly technical and financial reports, monthly coordination calls, and shared digital platforms. The Project Monitoring and Evaluation (M&E) Plan, outlined in the ProDoc, specifies responsibilities, budget, and timelines for all M&E activities, including the MTR and TE.

132. BCRC-Caribbean is responsible for monitoring project activities. They demonstrated to be up to date with the status of activity level outputs and aware of risks and issues. However, activity-level monitoring lacks strategic direction. Tracking focuses on summarizing progress rather than analysing how results are achieved or identifying areas for corrective action. Delays in procurement, reviews, and consultant performance were often addressed reactively. Indicators are aggregated at the regional level, masking slower progress or bottlenecks in individual countries. Consequently, underperformance at the national level is not always visible or acted upon.
133. BCRC-Caribbean introduced the role of the NPAs to strengthen monitoring of NWGs outputs, improve communication with and in the countries, and support review of consultant deliverables (see Section R: Factors Affecting Performance and Cross-Cutting Issues). A two-week turnaround for document review was established, though this was often missed initially.

Project Reporting

134. BCRC-Caribbean fulfils UNEP and FAO reporting commitments by submitting quarterly progress and financial reports, annual budget forecasts, and work plans. The quality of reports has been assessed as satisfactory, though UNEP's combined progress and financial reporting template, despite being comprehensive, is considered overly complex and time-consuming, reducing clarity compared to previous formats. UNEP and FAO reported minor issues such as duplicate expenditure reporting and currency exchange errors, which were promptly corrected, and audits remained clean. Annual PIRs submitted to the GEF by UNEP include ratings on output and outcome achievement, risk management, gender mainstreaming, stakeholder engagement, and Environmental and Social Safeguards (ESS).
135. Gender considerations are reflected in procurement and activity design, but the absence of a dedicated gender consultant, as planned in the budget, has limited systematic monitoring against the PRF. There is no explicit evidence of reporting on persons with disabilities or other marginalized groups, despite some countries having indigenous presence and the project having an activity with youths.

Findings Statements on Monitoring and Reporting:

136. **Finding 11:** M&E systems at both national and execution levels are functional and provide reliable information for tracking progress. The introduction of NPAs has improved document review and communication, though their role remains limited and could be expanded for greater impact. BCRC-Caribbean's approach remains largely focused on activity delivery rather than adopting a more strategic implementation framework
137. **Finding 12:** Gender considerations are reflected in procurement and activity design, but the absence of a dedicated gender consultant has limited systematic monitoring against the PRF. There is no explicit reporting on persons with disabilities or other marginalized groups.

Rating for Monitoring and Reporting: Satisfactory <i>Rating for Monitoring of Project Implementation: Satisfactory</i> <i>Rating for Project Reporting: Satisfactory</i>
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Q. Exit Strategy & Sustainability

Exit Strategy

138. Foundational sustainability is strong, with the project delivering robust policy and legislative frameworks informed by national assessments, gender analysis, and draft model policies and roadmaps that outline a clear pathway for long-term institutionalization across participating SIDS. However, the absence of a formal exit strategy means continuity relies on ad hoc efforts and external support.
139. While the ProDoc references sustainability at the program level, highlighting public-private partnerships, financing mechanisms, and an online training platform, these measures remain broad and insufficient for project-level continuity. UNEP has acknowledged this gap and proposed incorporating an exit strategy into the final-year work plan, alongside resource mobilization and knowledge transfer. Without such planning, sustainability risks remain high.
140. Stakeholders emphasized that extending the project timeline is essential to complete pilot activities and ensure quality implementation. Recommendations include streamlining execution by reducing workshops, avoiding stakeholder overload, and prioritizing achievable components. Additional suggestions include engaging private contractors, aligning activities with business cases, and strengthening coordination through NPAs and clear country-specific focal points.

Socio-political Sustainability

141. Government ownership and commitment vary across countries. Some countries have integrated outputs into national processes, developed policies, and advocated for institutional champions, while others reported no formal plans, indicating uneven uptake. NWGs have been effective in fostering collaboration among ministries and agencies, but challenges remain due to staff turnover, competing priorities, and limited participation of high-level decision-makers.
142. Political risks, such as leadership changes, election cycles, and lobbying by business interests, could disrupt progress. Social risks include limited public awareness, cultural resistance, and human resource gaps that threaten institutional memory. Environmental risks, particularly hurricanes and climate-related disasters, pose additional challenges for small island states. Sustaining momentum will require alignment with national mandates, inter-ministerial collaboration, and clear demonstration of socio-economic benefits such as job creation and public health improvements.

Financial Sustainability

143. Project outcomes are highly dependent on future funding. Most countries highlighted resource constraints and the need for external support to maintain capacity-building activities. While global initiatives like a possible second version of the ISLANDS Programme offer continuity pathways, reliance on these mechanisms underscores financial vulnerability. Limited funding to sustain disposal and implement developed tools and guidelines remains a critical risk, closely linked to whether chemicals and waste management is prioritized in national budgets. A country's plan to integrate hazardous waste management into recurring budgets is a positive example, but similar commitments are rare.

Institutional Sustainability

144. Institutional frameworks provide a partial foundation for continuity. Tools such as roadmaps, model legislation, and regional standards, particularly those linked to CROSQ, have strong potential for long-term impact if fully integrated into governance structures.

Some countries are advancing policy harmonization and legislative updates, while some Bureau of Standards entities committed to adopting and enforcing standards nationally.

145. However, gaps remain in institutional capacity, coordination, and accountability frameworks. Risks include fragmented legislation, insufficient stakeholder engagement, and limited technical expertise for database management and enforcement. Recommendations include succession planning, improved communication strategies, and proactive planning for legacy outputs such as documentation, translation, and integration into platforms like the Digital Learning Hub.

Findings Statements on Sustainability:

146. **Finding 13:** The project lacks a formal exit strategy and structured sustainability plan, creating a significant risk to continuity. While tools such as the Digital Learning Hub and regional standards offer potential for long-term impact, these measures remain insufficiently operationalized. Without proactive planning for resource mobilization, knowledge transfer, and integration of legacy outputs, continuity will depend on ad hoc efforts and external support.
147. **Finding 14:** Institutional and financial sustainability remain fragile across most countries. Limited budget commitments, staff turnover, and political changes threaten the adoption and implementation of project outputs. Without ministerial endorsement, recurring budget allocations, and strengthened institutional capacity, including succession planning and inter-ministerial coordination, the benefits of the project risk being short-lived. External funding and regional partnerships will continue to play a critical role in bridging these gaps.

Rating for Likelihood of Sustainability (use 'Likely' scale): Moderately Unlikely

Rating for Socio-political Sustainability: Moderately Likely

Rating for Financial Sustainability: Moderately Unlikely

Rating for Institutional Sustainability: Moderately Likely

R. Factors Affecting Performance and Cross-Cutting Issues

Quality of Project Management and Supervision

UNEP and FAO/Implementing Agencies:

148. Collaboration among FAO, UNEP, and the BCRC-Caribbean has been effective and constructive. Regular coordination calls are held between the three organizations to review progress, and project administration frameworks and arrangements are well established within UNEP and between the implementing and executing agencies.
149. UNEP and FAO project oversight, supervision, and provision of technical and operational support have been satisfactory. It was noted that, compared to UNEP, FAO's processes are less rigid, allowing greater flexibility in reallocating funds between components. As agricultural topics were new to the BCRC-Caribbean, FAO provided valuable assistance in developing ToRs for various project activities and offered technical backstopping to strengthen the capacity of the BCRC-Caribbean in these areas.
150. PSC meetings have been held regularly, including an ad hoc meeting in early 2022 and formal sessions in 2022, 2023, and 2024, with interim PSC meetings convened in May 2023 and 2024. Initial findings of this report will be presented at the 4th PSC meeting in November 2025.

Partners/Executing Agency:

151. The execution of project activities by BCRC-Caribbean is widely regarded as satisfactory, characterized by constructive and flexible working relationships, strong regional experience, and effective management. Stakeholders praised its responsiveness, adaptability, and ability to manage complex tasks, supported by frequent communication and logistical coordination. FAO and UNEP confirmed BCRC-Caribbean's reliability and commitment to delivering quality outputs.
152. Countries and stakeholders rated its support as strong, highlighting proactive engagement and technical competence, with the Digital Learning Hub noted as a valuable tool for training and knowledge sharing. However, staff turnover has occasionally disrupted continuity and weakened feedback loops, and some stakeholders called for more country-specific assistance and better alignment of outputs with national priorities. BCRC-Caribbean does not have a Spanish speaker staff member.

Adaptive Management

153. Responsiveness to emerging issues has been strong, supported by BCRC-Caribbean's proactive coordination and flexibility. UNEP, FAO and BCRC-Caribbean generally provided timely inputs and adapted well to the complexity of the project and its large number of activities. Several stakeholders suggested that the three agencies could strengthen sustainability by offering more structured support. For example, actively engaging key decision-makers could promote the use and implementation of training materials and guidelines.
154. To ease pressure on NWGs, BCRC-Caribbean extended review timelines and introduced NPAs to improve engagement and capacity at the country level. NPAs have enhanced performance, though expanding their role or appointing dedicated project coordinators in countries could further boost responsiveness. BCRC-Caribbean also adapted communication practices after polling NWGs on preferred channels and consistently met UNEP's reporting requirements on time.

Stakeholders Participation and Cooperation

155. Stakeholder engagement has generally been well-structured, with most relevant actors involved through NWGs, consultations, and targeted outreach. Consultants facilitated introductions, and NGOs contributed technical expertise through review teams. In-person outreach proved more effective than email communication for improving participation. Thanks to structure of the NWGs, stakeholders from across all ministries are represented, providing a breadth of knowledge and expertise to reviews.
156. Private sector engagement in the NWGs was notably weak and inconsistent. Although some cooperation occurred, many stakeholders were reluctant to share business data, limiting economic assessments. Engagement needs to be strengthened, particularly during pilot implementation. One private sector representative expressed concerns about project delays, noting that prolonged timelines risk misalignment with business priorities as companies advance independently.
157. Strong gender integration was observed in all countries and firms, with high female participation in activities and representation in NWGs, alongside engagement with associations to include both formal and informal sectors. People with disabilities were not engaged. Outreach to indigenous groups was limited in some contexts due to geographical and financial constraints, though there were examples of engagement with Amerindian peoples and youth initiatives, part of the project's Component 4. One representative from

the youth group was interviewed, noting limited participation in project's further activities after theirs finished.

158. Overall, while stakeholder engagement is inclusive and well-planned, improvements are needed to ensure consistent participation, stronger private sector involvement, systematic disaggregated data collection, and more country-specific strategies to reach underrepresented groups.

Responsiveness to Human Rights and Gender Equality

159. The project design incorporated gender and vulnerable group considerations in all components (see the ProDoc's Gender Analysis of Chemicals and Waste and Gender Mainstreaming Plan). During implementation, the project maintained a strong commitment to gender equality and inclusivity. Gender considerations were embedded in planning, stakeholder engagement, and procurement processes. NWGs prioritized gender balance, with women actively represented in leadership and decision-making roles. ToRs for project activities consistently included gender mainstreaming requirements, and consultants were encouraged to propose gender-diverse teams and strategies for maintaining equality throughout implementation. Workshops and consultations promoted equal participation and influence for both women and men. See Section P: Monitoring and Reporting for reporting on gender.
160. The FAO component, focused on technical guidelines and training materials, has referenced gender in project documents and ToRs but has not fully integrated gender considerations into activities. FAO's commitment to FPIC for Indigenous Peoples and Afrodescendants, along with recommendations to engage women and vulnerable groups in decision-making and awareness programs, provides a framework for advancing inclusivity in subsequent phases.
161. Overall, both BCRC Caribbean and FAO have demonstrated responsiveness to gender and human rights considerations, though continued efforts are needed to operationalize these principles more comprehensively in technical and capacity-building activities.

Environmental and Social Safeguards

162. The project incorporated environmental and social safeguards during its design phase through the Safeguard Risk Identification Form (SRIF) and a Risk Mitigation Plan, identifying medium-level risks under Safeguard Standards (SS) 3: Pollution Prevention and Resource Efficiency, SS 4: Community Health, Safety and Security, and SS 8: Labour and Working Conditions, with all other risks assessed as low. Mitigation strategies were developed accordingly, and no new risks have been identified during implementation. The PIR confirms that risks are monitored continuously for each output.
163. Countries highlighted a range of environmental, social, and political risks that could affect sustainability. Political changes emerged as the most significant concern, with shifts in government priorities and competing agendas potentially reducing investment in chemicals and waste management. Environmental risks include hurricanes and climate-related disasters, which threaten infrastructure and can delay implementation, particularly in SIDS. Social risks such as public apathy, convenience-driven plastic use, and weak enforcement were cited as barriers to behavioral change, while technical risks include outdated customs systems and limited capacity for hazardous goods tracking. Maintaining strong government support, adequate budgets, and effective communication channels is critical to mitigating these vulnerabilities.
164. For the FAO component, safeguard issues have less direct relevance due to its technical focus. However, community health risks under SS 4 are addressed through activities such

as training on biopesticide registration and good labelling practices for pesticides, with further mitigation planned through upcoming trainings and awareness campaigns.

165. Overall, the project demonstrates proactive planning and monitoring of safeguard risks, though continued attention to political, social, and climate-related vulnerabilities will be essential for sustaining results (see Annex VI: Safeguards).

Country Ownership and Driven-ness

166. Country ownership and driven-ness are evident, with NWGs demonstrating strong commitment to implementing activities and achieving outputs. Most project activities are considered highly relevant, and the process of providing feedback on guidelines and materials is appreciated as it ensures alignment with national and regional priorities. However, several interviewees noted that full national ownership of guidance materials has not yet been achieved, as additional support is needed to translate them into practical application.
167. The complexity and volume of activities, combined with frequent requests for reviewing documents and ToRs, have often overburdened NWG members, affecting the timeliness and depth of feedback. Even with NPAs supporting coordination, countries reported feeling overloaded and requiring more time than available. Responsiveness varied significantly, and large bureaucratic structures sometimes slowed processes. Despite these challenges, NWGs remain essential for validating policies and ensuring national ownership.
168. Interviewees emphasized the need for continuous engagement of high-level decision-makers to embed new guidance within ministries, departments, and agencies, thereby achieving higher-level results. FAO and BCRC-Caribbean can play a key role in supporting this process and strengthening institutional uptake.

Communication and Public Awareness

169. Component 4 of the project focuses on regional coordination, knowledge management, communication, and outreach within the Caribbean, as well as linkages with the ISLANDS CCKM Child Project. This project is tasked with collecting, managing, and disseminating knowledge generated across all ISLANDS Child Projects and implementing the Programmatic Communication Strategy to ensure coherence and visibility. However, as noted under Section M: Effectiveness, knowledge generated across SIDS is not yet being shared or communicated systematically, and that geographic and language barriers continue to limit exchange and learning between Caribbean SIDS and other regions.
170. However, several efforts to improve communications and awareness are noted. The launch of the Digital Learning Hub and the revamp of the ISLANDS Knowledge Platform have set a basis for improved outreach and knowledge of stakeholders. Stakeholders noted the importance of global meetings under the ISLANDS CCKM Child Project (GEF ID 10266) like the May 2025 ISLANDS Forum, as an opportunity to learn more about activities in other regions. Additionally, FAO activities embedded awareness raising within the various training sessions and guidance materials to educate stakeholders on pesticide-related issues.

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

171. **Finding 15:** Collaboration among UNEP, FAO, and BCRC-Caribbean has been strong and constructive, supported by regular coordination, clear reporting, and satisfactory oversight. BCRC-Caribbean demonstrated effective and adaptive management, especially with the introduction of NPAs, though staff turnover created challenges.
172. **Finding 16:** The NWGs are committed and motivated and consider it important to implement the activities and achieve outputs and outcomes. However, several interviewees

noted that they do not yet feel full ownership of the various guidance materials, as they require additional support to put them into practical use.

173. **Finding 17:** Stakeholder engagement has been broadly inclusive through NWGs, consultations, and outreach, with strong gender integration and high female participation. However, private sector involvement has been weak and inconsistent, and engagement of persons with disabilities and indigenous groups has been limited.
174. **Finding 18:** The project demonstrates proactive planning and monitoring of safeguard risks, though continued attention to political, social, and climate-related vulnerabilities will be essential for sustaining results.
175. **Finding 19:** While initiatives like the Digital Learning Hub and ISLANDS Forum have improved outreach, systematic knowledge sharing across SIDS is still weak, hindered by geographic and language barriers.

Rating for Factors Affecting Performance and Cross-Cutting Issues: Satisfactory

Rating for Quality of Project Management and Supervision: Satisfactory

Rating for Stakeholders Participation and Cooperation: Satisfactory

Rating for Responsiveness to Human Rights and Gender Equality: Satisfactory

Rating for Environmental and Social Safeguards: Satisfactory

Rating for Country Ownership and Driven-ness: Moderately Satisfactory

Rating for Communication and Public Awareness: Moderately Satisfactory

VI. CONCLUSIONS AND RECOMMENDATIONS

S. Conclusions

176. The overall rating for the ISLANDS Caribbean Child Project is Moderately Satisfactory.
177. The project demonstrates strong strategic relevance and technical soundness, addressing critical chemicals and waste management challenges in Caribbean SIDS through an integrated approach spanning policy, capacity building, and disposal. Its design reflects global and regional priorities and aligns with UNEP, FAO, and GEF frameworks, while responding to structural vulnerabilities such as import dependency, limited waste infrastructure, and exposure to hazardous chemicals. Collaboration among UNEP, FAO, and BCRC-Caribbean has been constructive, supported by clear governance and adaptive measures that improved country-level coordination.
178. However, the project's ambitious scope and complex structure, covering multiple countries, languages, and thematic streams, have strained resources and slowed implementation. Initial delays compressed the implementation timeline and limited flexibility. While key outputs such as technical assessments, training materials, roadmaps, and draft policies have been delivered, effectiveness remains moderate due to the absence of demonstrative pilots and limited operationalization of recommendations. Financial management is compliant and transparent, but expenditures have been slow, reflecting systemic bottlenecks and capacity constraints at national levels.
179. Monitoring and reporting mechanisms are robust and systematic, ensuring compliance with donor requirements; however, they function more as reporting tools than adaptive management instruments, with limited ability to anticipate risks or adjust activities proactively. Sustainability is the most critical concern: although foundational policy frameworks and gender-responsive measures have been established, the lack of a formal exit strategy, weak private-sector engagement, and low co-financing materialization pose significant risks to continuity. Institutional fragility, political turnover, and reliance on external funding further undermine long-term adoption and scaling of results.
180. In summary, the project has laid important groundwork for chemicals and waste management in the region, and its scope remains relevant for countries and for UNEP and FAO priorities. However, to be completed in feasible timelines and ensure impact beyond the project's lifespan, it requires urgent corrective measures with a no-cost extension of 18–24 months, coupled with streamlined activities and revised budget allowing for funds reallocation between components, strengthened strategic leadership, and a structured sustainability plan.

Table 9: Project Performance Ratings

Criterion	Summary assessment	Ratings
Quality of Project Design	The project design is technically sound and well aligned with UNEP, GEF, and relevant multilateral environmental agreements, presenting a coherent logic across the chemicals and waste life cycle and leveraging strong regional institutional arrangements. At the same time, the design reflects high complexity and ambition relative to available resources and time.	S
Strategic Relevance	The project is highly aligned with UNEP, FAO, and GEF priorities and national strategies, addressing key SIDS challenges such as hazardous chemicals and waste management. Integration under the ISLANDS Programme enhances complementarity and cost-effectiveness.	HS

Criterion	Summary assessment	Ratings
1. Alignment to UNEP's, donors and country (global, regional, sub-regional and national) strategic priorities	Robust design with clear governance, strong alignment to UNEP and GEF priorities, and integrated risk mitigation and gender strategies.	HS
Effectiveness	The project's delivery of outputs is progressing but its progress towards outcomes is partial, and the likelihood of impact is moderately likely.	MS
1. Availability of outputs	Most outputs are underway, but delays and compressed timelines have limited delivery; key preconditions are now in place.	MS
2. Progress towards project outcomes	Evidence has been generated, but lack of pilots and limited resources have slowed conversion into practical results.	MS
3. Likelihood of impact	Foundational work exists, but absence of demonstrative pilots and resource constraints reduce long-term impact potential.	ML
Financial Management	Fully compliant with UNEP and FAO policies, transparent reporting, and proactive mitigation of minor financial challenges.	HS
1. Adherence to financial policies and procedures	Processes followed rigorously, ensuring accountability.	HS
2. Completeness of financial information	Financial documentation was complete and reliable at mid-term.	S
Efficiency	Cost-saving measures implemented, but inception delays and rigid budget processes compressed timelines and limited flexibility, requiring a no-cost extension.	MS
Monitoring and Reporting	Systems are functional and provide reliable data; NPAs improved coordination.	S
1. Monitoring of project implementation	Regular reporting and calls maintained oversight, though monitoring remains activity-focused.	S
2. Project reporting	Reports are timely and comprehensive, but lack systematic gender and inclusion tracking.	S
Exit Strategy and Sustainability	Strong policy foundations but no formal exit strategy; institutional and financial sustainability remain fragile.	MU
1. Socio-political sustainability	Political changes and limited high-level engagement pose risks.	ML
2. Financial sustainability	Recurring budget allocations are not secured.	MU
3. Institutional sustainability	Staff turnover and weak succession planning threaten continuity.	ML
Factors Affecting Performance	Collaboration among UNEP, FAO, and BCRC-Caribbean has been strong, with inclusive stakeholder engagement and gender integration.	S
1. Quality of project management and supervision	Overall quality of management supervision is satisfactory, with a need to expand the Executing Agency's leadership skills.	S
1.1 UNEP/Implementing Agency:	Provided satisfactory oversight and support.	S
1.2 Partners/Executing Agency:	BCRC-Caribbean demonstrated flexibility and responsiveness. Adaptive management through NPAs improved coordination despite staff turnover.	S
2. Stakeholders' participation and cooperation	Broad engagement achieved, though private sector participation is limited and marginalized groups remain underrepresented.	S
3. Responsiveness to human rights and gender equality	Gender and youth integrated into activities; gaps remain for persons with disabilities.	S
4. Environmental and social safeguards	Political, environmental and social risks identified and mitigated; monitoring ongoing.	S
5. Country ownership and driven-ness	NWGs committed but need more support for practical application of guidance.	MS

Criterion	Summary assessment	Ratings
6. Communication and public awareness	Digital Learning Hub and ISLANDS Forum improved outreach, but knowledge sharing across SIDS remains weak.	MS
Overall Project Performance Rating at Mid-Point	Provided that the timeline is extended, activities are prioritised and budget revised, the project has great potential of impact.	MS

T. Lessons learned

Lesson Learned #1:	Integration of UNEP and FAO components under ISLANDS Programme ensures a holistic chemicals and waste management approach, addressing upstream policy, midstream capacity, and downstream disposal needs in an integrated manner that aligns well with the complex, cross-cutting nature of chemicals and waste challenges in SIDS.
Context/comment:	One of the strengths of the project is its ambitious and thorough planning considering all aspects of waste management, from the integration with agricultural pesticides to policy and disposal, as well as communications and knowledge management.
Cross-reference(s) to relevant paragraphs	Section L: Strategic relevance

Lesson Learned #2:	It is important to make realistic planning at project design, to ensure that all activities in such a complex project involving many countries, languages, national partners and different waste streams have an adequate timeframe and support for implementation.
Context/comment:	While project design is impressive, it is also very ambitious for the planned timeframe and capacity of the region.
Cross-reference(s) to relevant paragraphs	Section B: Project design, Section M: Effectiveness, Section O: Efficiency, Section R: Factors affecting performance and other cross-cutting issues

Lesson Learned #3:	Selecting project partners with strong technical and context expertise, established networks, strong background in SIDS and their challenge, and a clear commitment to chemicals management is essential for ensuring effective, high-quality implementation of project activities and for making meaningful progress toward achieving the planned outputs.
Context/comment:	BCRC-Caribbean shows exceptional knowledge in chemicals and waste management and reliable reputation as executing partner. NWGs are appreciative of their support and understanding of difficulties, which suggests that BCRC-Caribbean was able to establish a bond with institutions in countries.
Cross-reference(s) to relevant paragraphs	Section M: Effectiveness, Section O: Efficiency, Section P: Monitoring and reporting, Section R: Factors affecting performance and other cross-cutting issues

Lesson Learned #4:	Consultant performance and contextual alignment issues affect the quality and consistency of deliverables. International consultants are not always grounded in local realities, while regional consultants tend to understand country contexts better and produced more relevant recommendations.
Context/comment:	Interviews have highlighted that countries appreciate dealing with experts that are from and understand local nuances and have an aligned way of communications.
Cross-reference(s) to relevant paragraphs	Section O: Efficiency

Lesson Learned #5:	A more systematic and structured approach to sustainability, including long-term capacity building and viable options for funding, could significantly enhance and extend the impact of project results beyond its duration.
Context/comment:	Although planning an exit strategy during the design phase may seem less valuable due to the many variables that can affect implementation and long-term impacts, it is essential to establish systems that safeguard change efforts, such as building strong partnerships, securing stakeholder commitment, and ensuring sustainable funding.
Cross-reference(s) to relevant paragraphs	Section Q: Sustainability

Lesson Learned #6:	Future multifocal and regional programmes should group countries with the same strategic priorities (for example, type of waste, policies), with the same language.
Context/comment:	While SIDS experience the same challenges related to chemicals and waste and to climate, grouping countries with the same priorities or the same language could facilitate delivery of activities and communications.
Cross-reference(s) to relevant paragraphs	Section B: Project design, Section M: Effectiveness, Section O: Efficiency, Section R: Factors affecting performance and other cross-cutting issues, Section Q: Sustainability

U. Recommendations

Recommendation 1:	UNEP, FAO and BCRC-Caribbean should request an 18–24 months no-cost extension along with a budget revision (inclusive of funds reallocation between components) and an updated workplan and revise the budget and workplan accordingly. Activities must be prioritized and clustered, with low-impact tasks dropped to focus on essential outputs and pilots.
Challenge/problem to be addressed by the recommendation:	Initial challenges delayed the implementation of the project of two years, and the current timeline is insufficient to deliver planned outputs and outcomes, making a no-cost extension necessary.
Cross-reference(s) to relevant paragraphs	Section M: Effectiveness
Priority Level:	Critical
Type of Recommendation	Project level
Responsibility:	Implementing and executing agencies
Proposed implementation time-frame:	Immediate

Recommendation 2:	BCRC-Caribbean should significantly strengthen strategic management and leadership by adopting an outcome- and impact-oriented approach, improving strategic planning and oversight, clarifying roles across all levels, increasing field engagement, standardizing communication to avoid misalignments, and ensuring adequate team capacity, including senior leadership support and a Spanish-speaking member, to enable coherent, efficient multi-country implementation. The project requires a clear operationalization manual to guide implementation across countries, including an updated regional gender action plan to ensure consistent and contextualized gender integration and monitoring.
Challenge/problem to be addressed by the recommendation:	Due to the high number of activities, the high turnover and little capacity, BCRC-Caribbean's approach remains largely focused on activity delivery rather than adopting a more strategic implementation framework.
Cross-reference(s) to relevant paragraphs	Section O: Efficiency, Section P: Monitoring and reporting
Priority Level:	Important

Type of Recommendation	Partners recommendation
Responsibility:	Executing Agency
Proposed implementation time-frame:	Within the next 3-6 months

Recommendation 3:	UNEP, FAO and BCRC-Caribbean should develop a structured sustainability plan that ensures continuity and scaling of project results post-completion. This includes securing national ownership of roadmaps, maintaining key knowledge platforms (Digital Learning Hub and the revived ISLANDS Knowledge Platform), and leveraging the ISLANDS brand for fundraising and stakeholder engagement.
Challenge/problem to be addressed by the recommendation:	The project lacks an exit strategy and a sustainability plan. It is essential to establish systems that safeguard change efforts, such as building strong partnerships, securing stakeholder commitment, and ensuring sustainable funding.
Cross-reference(s) to relevant paragraphs:	Section B: Project design, Section Q: Sustainability
Priority Level:	Important
Type of Recommendation:	Project level
Responsibility:	Implementing and Executing agencies
Proposed implementation time-frame:	Within the next 3 – 6 months

Recommendation 4:	BCRC-Caribbean should strengthen regional coordination and synergies through regular collaboration with the ISLANDS CCKM project, to improve knowledge sharing and harmonize approaches.
Challenge/problem to be addressed by the recommendation:	Opportunities to share knowledge and experiences with other regions and communicate results to a global audience is not utilised accordingly to the design of the activities.
Cross-reference(s) to relevant paragraphs	Section M: Effectiveness, Section R: Factors affecting performance and other cross-cutting issues, Section Q: Sustainability
Priority Level:	Important
Type of Recommendation⁶	Partners recommendation
Responsibility:	Implementing and Executing Agencies
Proposed implementation time-frame:	Within the next 6-12 months

Recommendation 5:	Evaluators conducting the Terminal Evaluations (TE) of the Caribbean Child Project (GEF ID 10279) inclusive of the FAO component, and the Additional Caribbean Child Project (GEF ID 10472) should be allowed to do so in a coordinated manner. ToRs should be harmonized to ensure consistency in approach, timing, and methodology. This coordination will allow evaluations to start concurrently, optimize resources, and enhance triangulation and validation of findings, while respecting UNEP and FAO's separate administrative requirements.
Challenge/problem to be addressed by the recommendation	The involvement of three independent consultants hired at different times to evaluate the ISLANDS Caribbean Child projects resulted in several challenges such as repetition of information across reports, repetition of interviews for some stakeholders, resource and time intensive, potential risk of bias or response inconsistency.
Cross-reference(s) to relevant paragraphs	Section J: Limitations

⁶ Project Level, UNEP-Wide or Partners recommendation.

Priority Level:	Opportunity for improvement
Type of Recommendation	Project level
Responsibility:	UNEP
Proposed implementation time-frame:	At TE

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 10: Response to stakeholder comments received but not (fully) accepted by the reviewer, where appropriate. If all stakeholder comments were accepted, delete this annex.

Page Ref	Stakeholder comment	Reviewer Response
	While agreeing that adaptive measures are appropriate, the BCRC Centre notes that the MTR did not empirically assess intermediate behavioural, institutional, or systemic changes linking outputs to outcomes. Stakeholder consultations validated relevance and alignment but did not constitute causal pathway analysis. Without intermediate-outcome indicators or mechanism testing, conclusions on causal pathways and performance constraints remain descriptive and provisional. From the BCRC-Caribbean's perspective, the mid-term review should test the Theory of Change under real conditions, especially in multi-country projects where institutional and contextual differences affect uptake and outcomes. Without causal pathway analysis, the MTR identifies symptoms but cannot diagnose root causes of the output–outcome gap. Recommendations are constructive but evidentially limited, addressing immediate outputs rather than systemic sustainability. To strengthen restructuring decisions, the Centre proposes: - Targeted Supplementary Assessment (4–6 weeks) of intermediate outcomes and uptake mechanisms. - Embedded Causal Analysis in the first 8–10 weeks of the extension phase. Adaptive measures can proceed iteratively, refined as causal evidence is strengthened. Once again, we value the MTR's contribution but emphasizes that recommendations should be interpreted within methodological limits and complemented by targeted causal analysis.	The scope of the review at mid-term is to assess the likelihood of achieving intended outcomes and identifying key challenges, rather than empirically testing behavioral or systemic change. The MTR therefore remains formative, oriented toward accountability and operational learning. To strengthen analytical rigor beyond a descriptive assessment, the consultants assessed progress towards outputs, outcomes and likelihood of impact. Additionally, they reconstructed the Theory of Change, addressing limitations in the original activity-focused design. The ToC introduces intermediate states (e.g. improved enforcement, private-sector uptake, increased compliance) to better link outputs to longer-term impact and improve evaluability. Therefore, the comment is not accepted.

ANNEX II. PEOPLE CONSULTED DURING THE REVIEW

Table 11: People consulted during the review

Organisation	Position	Role in the project	Gender
UNEP	Task Manager	Implementing Agency	F
UNEP	Task Manager	Implementing Agency	M
UNEP	Financial Management Officer	Implementing Agency	M
FAO	Lead Technical Officer	Implementing Agency	F
GEF	Environmental Specialist	Former BCRC Caribbean Director	F
BCRC-Caribbean	Director	Executing Agency	M
BCRC-Caribbean	Research Analyst	Executing Agency	F
BCRC-Caribbean	Project Coordinator	Executing Agency	F
BCRC-Caribbean	Finance Manager	Executing Agency	F
BCRC-Caribbean	Project Execution Officer II	Executing Agency	F
BCRC-Caribbean	Project Execution Officer II	Executing Agency	M
BCRC-Caribbean	Project Execution Officer I	Executing Agency	F
BCRC-Caribbean	Project Execution Officer I	Executing Agency	F
BCRC-Caribbean	Project Execution Officer II	Executing Agency	M
GGKP	Knowledge Management and Research Specialist	ISLANDS CCKM Child Project	F
GGKP	Communications and Outreach Specialist	ISLANDS CCKM Child Project	F
Fiona Pompey Handl	Team Lead	Output 1.1 - Legislation Assessment	F
Fiona Pompey Handl			M
Resources and Waste Advisory (RWA) Group	Team member	Output 1.2 – Training Needs Assessment consulting team	F
Resources and Waste Advisory (RWA) Group	Team member	Output 1.2 – Training Needs Assessment consulting team	M
Ramón Madriñán and team	Team Lead	Output 1.4 - Activity 1.4.1 and 1.4.2	M
TAUW bv	Team Lead/Senior Land Remediation Expert	Output 2.1 - Activity 2.1.1	M
TAUW bv	Team Lead/Chief Site Assessor	Output 2.2 and key team member of Activity 2.1.1	F
Alejandra Acosta	Consultant	Output 1.4 – GHS and Activity 3.3.2 - PVC	F
Antigua and Barbuda	Director, Department of Analytical Services and BRS&M Focal Point, Ministry of Foreign Affairs, Agriculture, Trade and Barbuda Affairs	NWG - Chair	M
Antigua and Barbuda	Microbiologist, Department of Analytical Services, Ministry of Foreign Affairs, Agriculture, Trade and Barbuda Affairs	NWG	F
Antigua and Barbuda	NPA	NWG	F
Barbados	Director - Environmental Protection Department	NWG - Chair	M
Barbados	Senior Environmental Technical Officer, Environmental Protection Department	NWG	M
Barbados	Technical Officer-Environmental Protection Department	NWG	M
Barbados	National Project Assistant	NWG	F
Belize	Chief Environmental Officer, Ministry of Sustainable Development, Climate Change, and Disaster Risk Management	NWG - Chair	M
Belize	Environmental Officer, Head of the Projects Execution Unit and National Project Coordinator for the GEF ISLANDS Programme in Belize	NWG	M

Organisation	Position	Role in the project	Gender
Belize	Environmental Officer, Ministry of Sustainable Development, Climate Change, and Disaster Risk Management	NWG	M
Belize	Senior Environmental Officer, Ministry of Sustainable Development, Climate Change, and Disaster Risk Management	NWG	F
Belize	National Project Assistant	NWG	F
Dominican Republic	Director of Environmental Quality	NWG - Chair	F
Dominican Republic	Environmental Analyst, Department of Chemical Substances, Ministry of Environment and Natural Resources	NWG	M
Dominican Republic	Environmental Management Analyst, Department of Chemical Substances, Ministry of Environment and Natural Resources, Technical Assistant for the Basel Convention	NWG	M
Dominican Republic	Program Director for Integrated Solid Waste Management	NWG	F
Dominican Republic	Technical Coordinator of Solid Waste Projects, Programme for Solid Waste Management, Ministry of Environment and Natural Resources	NWG	F
Guyana	Registrar, Pesticides and Toxic Chemicals Control Board	NWG - Chair	F
Guyana	Senior Environmental Officer, Environmental Protection Agency	NWG	F
Saint Kitts and Nevis	Director, St. Kitts and Nevis Bureau of Standards, Ministry of International Trade, Industry, Commerce and Consumer Affairs	NWG	M
Saint Kitts and Nevis	Chemist, St. Kitts and Nevis Bureau of Standards, Ministry of International Trade, Industry, Commerce and Consumer Affairs	NWG	M
Saint Lucia	Deputy Chief Sustainable Development and Environment Officer	NWG - Chair	F
Saint Lucia	GEF Operational Focal Point, Chief Technical Officer, Department of Sustainable Development	NWG	F
Saint Lucia	Sustainable Development and Environment Officer	NWG	F
Saint Lucia	National Project Assistant	NWG	F
Suriname	Ministry of Spatial Planning and Environment (Ruimtelijke Ordeningen Milieu (ROM))	NWG - Chair	F
Suriname	Ministry of Spatial Planning and Environment (Ruimtelijke Ordeningen Milieu (ROM))	NWG	F
Suriname	Directorate for the Environment, Ministry of Spatial Planning and Environment	NWG	M
Suriname	National Project Assistant	NWG	F
Suriname	Ministry of Spatial Planning and Environment	NWG	M
Trinidad and Tobago	Environmental Engineering Specialist, Ministry of Planning and Development	NWG	F
Trinidad and Tobago	Technical Officer II-Waste Environmental Management Authority (EMA)	NWG	F
Trinidad and Tobago	Assistant Manager-Technical Services Environmental Management Authority (EMA)	NWG	F

Organisation	Position	Role in the project	Gender
Customs and Border Agency Belize	Customs Officer	Customs and border	F
Customs and Border Agency Saint Kitts and Nevis	Customs Officer	Customs and border	M
Customs and Border Agency Suriname	Customs Officer	Customs and border	F
CARICOM	Project Coordinator	Regional Stakeholder	F
CROSQ	Technical Officer	Standards	F
Trinidad and Tobago Bureau of Standards (Secretariat for the development of Standards relating to chemicals)	Head of Standardization Division	Regional Stakeholder	F
Guyana Sugar Corporation	Senior Supervisor of Operations and Coordination	Importers of chemicals and chemical-containing products	M
Amber Cove Cruise Port	HESS Manager	Private Sector - Output 3.3	M
Amber Cove Cruise Port	General Manager	Private Sector - Output 3.3	F
TideTurners	National Coordinator, Caribbean Youth Environment Network (CYEN) Guyana	Output 4.1 - Youth	F

ANNEX III. KEY DOCUMENTS CONSULTED

PROJECT PLANNING AND REPORTING DOCUMENTS

- Project Document (ProDoc): GEF Prodoc_ISLANDS_10279 - CEO Endorsement Package, including all annexes and appendices
- GEF ISLANDS Stakeholder Analysis Report June 2020
- GEF ISLANDS 10279 - Validation Workshop Report FINAL
- UNEP MTR documents at <https://communities.unep.org/spaces/EOU/pages/70320228/MANAGEMENT-LED+REVIEW+TOOLS>
- Work plans 2022-2025
- Project Implementation Reports (PIR) 2022, 2023, 2024, 2025
- BCRC Project Progress Reports (narrative and financial) 2022-2025
- Project Steering Committee reports
- BCRC OP budgets
- The GEF Evaluation Policy, GEF Guidelines on the Project and Program Cycle Policy, GEF Gender Policy
- ISLANDS-FAO Co-Financing Letter
- Risk Mitigation and Assurance Plan (OIC signed)
- ToRs for experts and consultants
- FAO MTR final report - Sandra Molenkamp
- UNEP GEF CW Master file
- 10279 - Appendix 14 - Co-finance Report June 2025

REFERENCE DOCUMENTS

- GEF ISLANDS website: <https://www.gefislands.org/>
- BCRC-Caribbean website: www.bcrc-caribbean.org

ANNEX IV. REVIEW ITINERARY

DATE	LOCATION	TITLES
27 OCTOBER 2025	BCRC-CARIBBEAN, PORT OF SPAIN, TRINIDAD	DIRECTOR AND PROJECT MANAGERS (9)
28 OCTOBER 2025	ENVIRONMENTAL MANAGEMENT AUTHORITY, PORT OF SPAIN, TRINIDAD	TRINIDAD AND TOBAGO NATIONAL WORKING GROUP MEMBER (1) AND NATIONAL PROJECT ASSISTANT (1)
29 OCTOBER 2025	CARA LODGE HOTEL, GEORGETOWN, GUYANA	TRINIDAD AND TOBAGO NATIONAL WORKING GROUP CHAIR (1), MEMBERS (3) AND NATIONAL PROJECT ASSISTANT (1)
29 OCTOBER 2025	CARA LODGE HOTEL, GEORGETOWN, GUYANA	TIDE TURNERS REPRESENTATIVE (1)
30 OCTOBER 2025	GUYANA SUGAR CORPORATION INC., LA BONNE INTENTION, GUYANA	PROJECT MANAGER (1)
31 OCTOBER 2025	CARICOM SECRETARIAT, GEORGETOWN, GUYANA	REPRESENTATIVE (1)

ANNEX V. COMMUNICATION AND OUTREACH TOOLS
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- GEF ID 10279 – ISLANDS Caribbean Child Project I – Preliminary Findings (UNEP)
[10279 ISLANDS Caribbean I - Preliminary Findings.pptx](#)
- GEF ID 10279 – ISLANDS Caribbean Child Project I – Preliminary Findings (FAO) (16 09 2025)
[GCP SEC 011 GFF/ISLANDS 10279- Preliminary findings.pptx](#)

SAFEGUARDS ASSESSMENT TOOL

Assessment of the Management of Environmental and Social Safeguards by the Project

Objectives:

- [i] To assess sufficiency in planning for Environmental and Social Safeguards (ESS) during project design
- [ii] To assess monitoring of potential and/or emerging ESS risks during project implementation
- [iii] To assess management responsiveness to ESS events that are triggered during project implementation

ESS PLANNING AT PROJECT DESIGN	
List any ESS issues identified at project design (e.g. SS 1.7, SS 2.3, etc.)	The project document contains the Safeguard Risk Identification Form (Appendix 7). Here, medium level risks were identified for: - SS 3: Pollution Prevention and Resource Efficiency; - SS 4: Community Health, Safety and Security; - SS 8: Labor and working conditions. All other risks were low level risks.
For any ESS issues identified at project design, were <u>mitigation strategies</u> developed (Y/N)? (If yes, briefly describe)	Yes, a Risk Mitigation Plan has been included in Appendix 8 of the ProDoc.
Were any <u>gaps</u> in ESS issues identified at the review inception phase (Y/N)? (If yes, briefly describe)	N

ESS MONITORING AT PROJECT IMPLEMENTATION	
Is there evidence that the potential emergence of ESS issues was actively <u>monitored</u> during project implementation (Y/N)? ⁴ (If yes, briefly describe)	Y, chapters on ESS have been included in the different PIR reports.
Is there a justification for the absence of ESS monitoring (Y/N)? (If yes, briefly describe ⁵)	N

MANAGEMENT RESPONSIVENESS DURING PROJECT IMPLEMENTATION	
Identify the ESS issues/events <u>triggered</u> ⁶ by the project. ⁷	No issues were triggered by the project.
Describe <u>consequences</u> of ESS issues/events during project implementation.	Bad weather occasionally impacted planning of missions and workshops.
Describe the management response and identify supporting documentation. ^{8, 9}	Management avoided significant delays to the project as we were able to reschedule the missions and host the impacted workshops in a hybrid manner.
Were negative ESS effects offset by management response (Y/N)? (If yes, briefly describe)	Y,

ANNEX VI. BRIEF CV OF THE REVIEWER

Name	Irene Galan
Profession	Evaluation Specialist
Nationality	Italian
Country experience	• Africa: South Africa, Nigeria, Ghana, Kenya, Uganda, Tunisia • Americas: Guyana, Trinidad and Tobago • Asia: India, Jordan
Education	• M.Sc. Environmental Economics (University of Turin)

SHORT BIOGRAPHY

Ms Galan is an independent consultant who has worked for 8 years in the United Nations System. She worked for UNOPS as an Evaluation Specialist, for the UNEP GEF Chemicals and Waste Portfolio as Communications Officer and Associate Programme Manager, and for the Intergovernmental Panel on Chemicals, Waste and Pollution Prevention as Programme Officer. She speaks Italian and English fluently; she has intermediate knowledge of French.

Key specialties and capabilities cover:

- Evaluations
- Project Management. PRINCE2 practitioner
- Reporting and communications

SELECTED ASSIGNMENTS AND EXPERIENCES

Independent reviews/evaluations:

- GEF ID 10279 ISLANDS Caribbean Child Project. Management-led Mid-term Evaluation
- GEF ID 9686 Med Programme Coordination Child Project. Pre-completion and Synergies Evaluation

ANNEX VII. GEF PORTAL INPUTS (FOR GEF FUNDED PROJECTS)

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

Table XX: GEF portal inputs

Portal Entry: 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)		
Project core indicators	Expected at CEO Endorsement	Mid term
5: Area of marine habitat under improved practises (excluding protected areas) (Hectares)	5.3: 150,000 t	2,225 t
9. Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products (metric tonnes of toxic chemicals reduced)	9.1: 382.6 t 9.2: 69 t 9.6: 52,595 t	
10. Reduction, avoidance of emissions of POPs to air from point and non-point sources (grams of toxic equivalent gTEQ)	319 g TEQ	
11. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	2,901,636 (50% male, 50% female)	15,973 M: 6,211 F: 9,762
Portal Entry: What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/programme?		
Stakeholder engagement was broadly inclusive, with strong gender integration and high female participation in decision-making in the design phase. At implementation, the project used a multi-tiered approach through National Working Groups (NWGs) in nine countries, chaired by government focal points to coordinate activities, validate outputs, and consult ministries responsible for environment, waste management, agriculture, health, customs, and standards. Stakeholders participated in meetings, workshops, and awareness campaigns, and reviewed draft reports and technical documents. Beyond government actors, engagement included civil society groups, indigenous communities, youth organizations, gender-focused NGOs, research institutions, private sector actors, regional bodies such as CARICOM and CROSQ, and international organizations including UNEP and FAO. Consultants provided technical assessments and model legislation. While NWGs ensured structured engagement, private sector participation was weak and inconsistent, with reluctance to share data and concerns about implementation delays. Outreach to indigenous groups was limited in some areas due to remoteness of groups, and people with disabilities were not engaged. Overall, engagement was well-planned and inclusive, but improvements are needed to strengthen private sector involvement, collect disaggregated data, and develop strategies for underrepresented groups.		
Portal Entry: 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)

Gender-responsive measures were integrated into project design and implementation, including procurement processes, activity planning, and stakeholder engagement. The project incorporated gender and vulnerable group considerations in all components, as outlined in the Gender Analysis and Gender Mainstreaming Plan. During implementation, NWGs prioritized gender balance, ensuring women's active participation in leadership and decision-making roles, and Terms of Reference for activities included gender mainstreaming requirements. Consultants were encouraged to propose gender-diverse teams, and workshops promoted equal participation for women and men. Despite these efforts, the absence of a dedicated gender consultant limited systematic monitoring against the Project Results Framework. The gender-disaggregated data collected in the 2025 PIR recorded 15,973 direct beneficiaries at midterm (6,211 men and 9,762 women), compared to the CEO endorsement target of 2,901,636 beneficiaries (50% male, 50% female). Overall, gender integration reflects mainstreaming across design and implementation, but further efforts are needed to operationalize these principles comprehensively.

Portal Entry:

- 1- Provide an overall ESS risk classification to be entered into the portal as either Low, Medium/Moderate, or High/Substantial).
- 2- Provide updates on any revisions to identified types of risk classifications/ratings and describe progress made in the implementation of the management measures as outlined in the CEO Endorsement/Approval. Please make reference to any PIR-reported ESS risks.
- 3- Provide supporting documents

Low

SS3: Pollution Prevention and Resource Efficiency was rated Moderate as CEO endorsement and Low in the subsequent PIRs. Project activities in this reported period consisted of assessments, data collection and trainings. With the successful completion of several trainings to improve the management of different waste streams, it is hoped that the prevention of pollution will become a reality. Additionally, under Output 1.1, national draft strategies and roadmaps for the adoption and implementation of the model policy and model legislation were drafted; it is hoped that as those deliverables are used, the prevention of pollution will be realised given its incorporation in the policy and legislation.

SS 4: Community Health. Safety and Security was rated Moderate as CEO endorsement and Low in the subsequent PIRs. Project activities in this reported period consisted of assessments, data collection and trainings. Highlighted risks related to Community Health Safety and Security will be addressed on the terms of references for the corresponding chemical disposal activities and pilot project scheduled for 2026.

SS 8: Labor and working conditions was rated Moderate as CEO endorsement and Low in the subsequent PIRs. Project activities in this reported period consisted of assessments, data collection and trainings. Some of those trainings would have included information on how to improve the management of certain waste streams, which we hope will have benefits for the workers involved. The BCRC-Caribbean follows UNEP guiding principles and being an intergovernmental organisation under the BRS secretariat these rules are integrated in their operations.

The project started in 2021 during the COVID-19 pandemic. This is no longer a risk.

Portal Entry: 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.

Component 4 focuses on regional coordination, knowledge management, communication, and linkages with the ISLANDS CCKM Child Project, which is responsible for collecting, managing, and disseminating knowledge generated across all ISLANDS Child Projects and implementing the Programmatic Communication Strategy. Progress on the project's Knowledge Management Approach includes the launch of the Digital Learning Hub and the revitalization of the ISLANDS knowledge platform under the ISLANDS CCKM Child Project, which have strengthened outreach and stakeholder engagement. Stakeholders participated to several trainings and workshops, which have improved technical capacity and sense of ownership. SIDS participated in the ISLANDS Forum in May 2025, which was the first gathering opportunity since the inception of the ISLANDS programme. Despite these efforts, systematic knowledge exchange across SIDS remains limited due to geographic and language barriers, and lessons learned are not yet consistently shared between regions through the ISLANDS mechanisms. FAO integrated awareness raising into training sessions and guidance materials, contributing to knowledge dissemination on pesticide-related issues. While progress has been made in developing platforms and embedding communication in activities, adaptive management actions are needed to overcome connectivity and language challenges and to ensure that good practices and lessons learned are captured and shared more effectively.

Portal Entry: *What are the main findings of the review?*

The project is strategically relevant, addressing structural challenges faced by SIDS and aligning with national priorities and global frameworks. Its design is robust, featuring strong governance, financial and monitoring systems, gender mainstreaming, and sustainability strategies, while promoting knowledge sharing through the ISLANDS CCKM Child Project. However, its ambitious scope relative to time and resources, reliance on regional indicators, unclear exit strategy, and weak private-sector engagement present notable gaps. Implementation has faced delays and activity overload, limiting outcome-level impact despite progress on trainings, technical assessments, and policy roadmaps. Foundational sustainability is strong, with draft policies and regulatory frameworks offering long-term potential, but these are not fully operationalized, and institutional and financial sustainability remain fragile due to limited cofinancing, staff turnover, and political changes. Collaboration among UNEP, FAO, and BCRC-Caribbean has been constructive, supported by NPAs that improved national coordination, though structural constraints and turnover slowed implementation. Stakeholder engagement was inclusive with strong gender integration, but private-sector involvement and outreach to marginalized groups were limited. Financial management complied with standards, though low expenditure reflects procurement delays and capacity constraints. Monitoring systems are functional but serve reporting more than adaptive management. Communications advanced through the newly launched Digital Learning Hub and the May 2025 ISLANDS Forum, yet systematic knowledge exchange across SIDS remains constrained by geographic and language barriers. Overall, while the project demonstrates strong design and relevance, sustainability and effectiveness depend on addressing structural gaps, political and financial commitment, strengthening ownership, and improving practical application of outputs.

Portal Entry: *Actual Sources of Co-financing*

Sources of Co-financing	Name of Co-financier	Type of Cofinancing	Investment Mobilized	Amount (\$)
Recipient Country Government	Anitgua and Barbuda - Ministry of Health, Wellness and the Environment	In-Kind	Recurrent expenditures	689,900
Recipient Country Government	Barbados - Ministry of Environment and National Beautification	In-Kind	Recurrent expenditures	145,952.91
Recipient Country Government	Belize - Ministry of Fisheries, Forestry, the Environment and Sustainable Development	In-Kind	Recurrent expenditures	631,239
Recipient Country Government	Dominican Republic	In-Kind	Recurrent expenditures	539,443
Recipient Country Government	Guyana - Environmental Protection Agency	In-Kind	Recurrent expenditures	150,517
Recipient Country Government	Saint Kitts and Nevis - Bureau of Standards	In-Kind	Recurrent expenditures	50,562
Recipient Country Government	Saint Kitts and Nevis - Solid Waste Management Corporation	In-Kind	Recurrent expenditures	-
Recipient Country Government	Saint Lucia - Ministry of Education, Innovation, Gender Relations and Sustainable Development	In-Kind	Recurrent expenditures	130,377
Recipient Country Government	Saint Lucia - Ministry of Education, Innovation, Gender Relations and Sustainable Development	Public Investment	Recurrent expenditures	-
Recipient Country Government	Suriname - Cabinet of the President, Coordination Environment/National Environmental Authority	In-Kind	Recurrent expenditures	1,848,000
Recipient Country Government	Trinidad and Tobago - Environment Management Authority	In-Kind	Recurrent expenditures	33,871.57
Donor Agency	IUCN	In-Kind	Recurrent expenditures	-
Private Sector	Carnival Cruise	Grant	Investment mobilized	-
Other	OECS	Other	Investment mobilized	-
Other	BCRC Caribbean			480,000
GEF Agency	FAO	Grant	Recurrent expenditures	-
Portal Entry: Key Risks (please refer to ANNEX VIII)				

ANNEX VIII. GEF RISKS TO ACHIEVING PROJECT OUTCOMES (FOR GEF FUNDED PROJECTS)

RISK CATEGORIES	RATINGS	ASSESSMENT AND MITIGATION MEASURES
CONTEXT		
Climate	Low	While some consultants did experience bad weather, which impacted missions to the project countries for data collection and workshops, significant delays to the project were avoided as missions were rescheduled and workshops hosted hybrid
Environment and Social	Moderate	Risk of environmental degradation during disposal pilots. Monitor implementation of the waste and remediation assessments in line with the Environment, Health and Safety (EHS) document.
Political and Governance	Moderate	Potential lack of political buy-in with change in governments, or because of conflicting priorities. Mitigation measures included involving NWGs and assisting them with NPAs. Necessary to monitor political development and adjust implementation accordingly, plan in the exit strategy for more country ownership, and institutional and financial commitments.
INNOVATION		
Institutional and Policy	Moderate	NWGs delays in reviewing activities' outputs have slowed implementation. Mitigation measures included assistance from the NPAs, but more ownership from countries is needed.
Technological	Low	Technical tools and Knowledge platforms were launched.
Financial and Business Model	Moderate	Because of initial and implementation delays the project needs a budget revision that will allow to redistribute savings and prioritise high impact activities.
EXECUTION		
Capacity for Implementation	Moderate	Despite initial delays and high number of activities, the project is progressing well towards outputs, but not yet towards outcomes and impact. An extension of 18-24 months is highly recommended, together with a budget revision (inclusive of funds reallocation between budget lines) and prioritisation of activities. More leadership skills are suggested for the EA to be able to work towards impact while managing many activities and to overcome the difficulties caused by recent turnover. NWGs are overburdened for the high number of tasks, low human resources, short review time and conflicting priorities, and the introduction of NPAs proved essential for managing related risks. It is suggested to expand their role. Procurement processes for engaging consultants took longer than expected and because of a lack of a local alternative, international and more expensive consultants had to be engaged causing issues with cultural understanding.
Fiduciary	Low	No risks foreseen

Stakeholder	Moderate	Stakeholders were engaged as per the ProDoc and through the NWGs, with notable participation of women in decision making roles. However, private sector and indigenous peoples engagement remain limited, and there is no record of engagement of people with disabilities.
Other	n/a	n/a
Overall Risk Rating	Moderate	Sum of ratings above

ANNEX IX. IMPLEMENTATION PLAN OF RECOMMENDATIONS

Project Title and Reference No.:

Contact Person (TM/PM):

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	REPOSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY

ANNEX X. QUALITY ASSESSMENT OF THE REVIEW REPORT
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UNEP Evaluation Office to insert