

**Project Evaluation Series**

**Terminal evaluation of the project  
“Improving forest and protected area  
management in Trinidad and Tobago”**

**Project code: GCP/TRI/003/GFF  
GEF ID: 4769**

**Annex 2. Inception report**

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## Acronyms and abbreviations

CANARI	Caribbean Natural Resources Institute
CDCA	Ministry of Community Development, Culture and the Arts
CFTDI	Caribbean Fisheries Training and Development Institute
CNIRD	Caribbean Network for Integrated Rural Development
DENR	Department of Natural Resources and the Environment
ECIAF	Eastern Caribbean Institute of Agriculture and Forestry
EMA	Environment Management Authority
EPPD	Environmental Policy and Planning Division
FPA	Forestry and Protected Areas Fund
FPAMA	Forest and Protected Areas Management Authority
GORTT	Government of the Republic of Trinidad and Tobago
IDB	Inter-American Development Bank
IFPAMTT	Improving Forest and Protected Area Management in Trinidad and Tobago
IMA	Institute of Marine Affairs
MEWR	Ministry of Environment and Water Resources
MNS	Ministry of National Security
MoFP	Ministry of Food Production
MOLSED	Ministry of Labour and Small Enterprise Development
MPD	Ministry of Planning and Development
MOU	Memorandum of Understanding
MT	Ministry of Tourism
NGO	Non-governmental organization
NTFP	Non-timber forest products
PA	Protected Area
PPA	Pilot Protected Area
PPASC	Pilot Protected Areas Sub-Committee
SDN	Sustainable Development Network
THA	Tobago House of Assembly
TTHTI	Trinidad and Tobago Hotel and Tourism Institute
TT	Trinidad and Tobago
UTT	University of Trinidad and Tobago
WASA	Water and Sewerage Authority

# **1. Introduction**

## **1.1 Purpose and scope of the evaluation**

1. This document presents the inception report for the Terminal Evaluation (TE) of the FAO-GEF project "Improving Forest and Protected Area Management in Trinidad and Tobago" (IFPAMTT) containing a brief background of the project and a presentation of its objectives and Theory of Change (ToC), a stakeholder analysis, as well as the approach and methodology of the evaluation, the evaluation framework and the timeline (including the deliverables).
2. The evaluation's main purpose is to provide accountability to the Government, FAO Management and the GEF (donor) on the achievements of the project. Being a terminal evaluation, the assessment will focus on the results achieved, although it will also review specific aspects requested by the donor, as indicated by the evaluation questions in the matrix. The evaluation will cover all the activities undertaken by the project during its implementation, with particular attention to the progress made since the Mid-Term Review (MTR, i.e., from July 2017 to date). The TE is undertaken at completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

## **1.2 Problem statement and description of the project**

3. An estimated 60% of the land area of Trinidad and Tobago (TT) is under forests and other wooded land. Managing biodiversity therein to provide national and global benefits to human societies is therefore relevant, especially when their sustainable supply is under constant threat. In addition, forests serve as carbon sinks which is relevant to TT because it is a high per-capita greenhouse gas emitter. Even though TT forests have been formally reserved since 1764, apart from their declaration as Protected Areas (PAs) under multiple laws, efforts to manage biodiversity remain fragmentary and ineffective. This has resulted in multiple designations of the same PAs with a fragmented responsibility for their management. Similarly, multiple pressures from diverse stakeholders and rapid economic growth have put pressure on forests and other natural areas and posed risks to biodiversity conservation. Loss of habitats and conflicting interests of various stakeholders have led to a decline in wildlife population in many natural areas, threatening the existence of many globally and nationally important species in both terrestrial and marine ecosystems.
4. As a response to the threats to biodiversity in TT forests, the IFPAMTT project was conceived. It sought to address the following problems:
  - i. Lack of a legally-constituted PA system and fund.
  - ii. Lack of appropriate enabling legislation for biodiversity utilization and
  - iii. conservation, including failure to incorporate international obligations in
  - iv. national law, as well as fragmented legislation with conflicting institutional
  - v. mandates.
  - vi. Inadequate law enforcement and lack of compliance.
  - vii. Inadequate financing for managing PAs.
  - viii. Lack of conservation mechanisms, such as incentives for private
  - ix. landowners.
  - x. Lack of comprehensive inventory/baseline of the state of biodiversity.

5. At the time of project design, the Government had initiated policy reforms to increase the management effectiveness of PAs. As a result, new PA, Forest and Wildlife policies have been implemented and new funding (from The Green Fund has the European Union) provided budget support assistance for the PA management and implementation of both Forestry and Protected Areas Policies. The new PA policy proposed institutional reforms were initiated, among others to create an autonomous authority for PA management and was planned. This GEF-FAO project was conceived with the objective to support this process as well as to enhancing management effectiveness, institutionalizing new financing strategies and developing management arrangements in pilot PAs. Therefore, the overall **Project Global Environmental Objective** was to strengthen conservation of biodiversity of global importance in Trinidad and Tobago through consolidating the PA system and enhancing capacity and finance for effective PA management. The **Project Development Objective was to** Promote sustainable management of PAs to support local livelihoods and assist in generating sustainable income to benefit the people in and around PAs. These objectives would be attained through:
- i. Proposing a new PA system for conservation of biodiversity;
  - ii. Increasing management effectiveness of PAs;
  - iii. Increasing capacity for sustainable financing of PAs management.
6. The objectives were planned to be met by parallel actions on the ground, within the six Pilot PAs and at a PA-systems level. In the former case, the project planned to showcase the application of enhanced mechanisms for stakeholder engagement and co-management; provide resources and capacity-building for all civil society and State stakeholders. In the latter case, the project was to provide the technical support for the design of the new system-level PA by developing the national gap analysis for PAs, proposing models for co-management and mechanisms for improving sustainable financing conservation at the pilot PAs The project design included seven project outcomes, organized in four project components:<sup>1</sup>
- Component 1: Improvements to the legal and institutional arrangements for PA management
    - Outcome 1.1. PA system consolidated to streamline and simplify management and ensure adequate coverage of all the important ecosystems
    - Outcome 1.2. Management of 6 PAs improved
    - Outcome 1.3. Conservation of 33 threatened species strengthened in 6 PAs covering about 98,452 ha; Population indicators (abundance indices) of key species increased or stabilized by PY4
  - Component 2: Improvements to the infrastructure for biodiversity conservation and forest restoration
    - Outcome 2.1. Forestry Division/ Tobago House Assembly (THA) staff have the resources and infrastructure for effective PA management.
  - Component 3: Development and testing of sustainable financing mechanisms.
    - Outcome 3.1. Sustainable financing study completed in PY3
    - Outcome 3.2. Funding gap reduced in one PA to support the long-term management of the PA system.
  - Component 4: Monitoring and evaluation and information dissemination

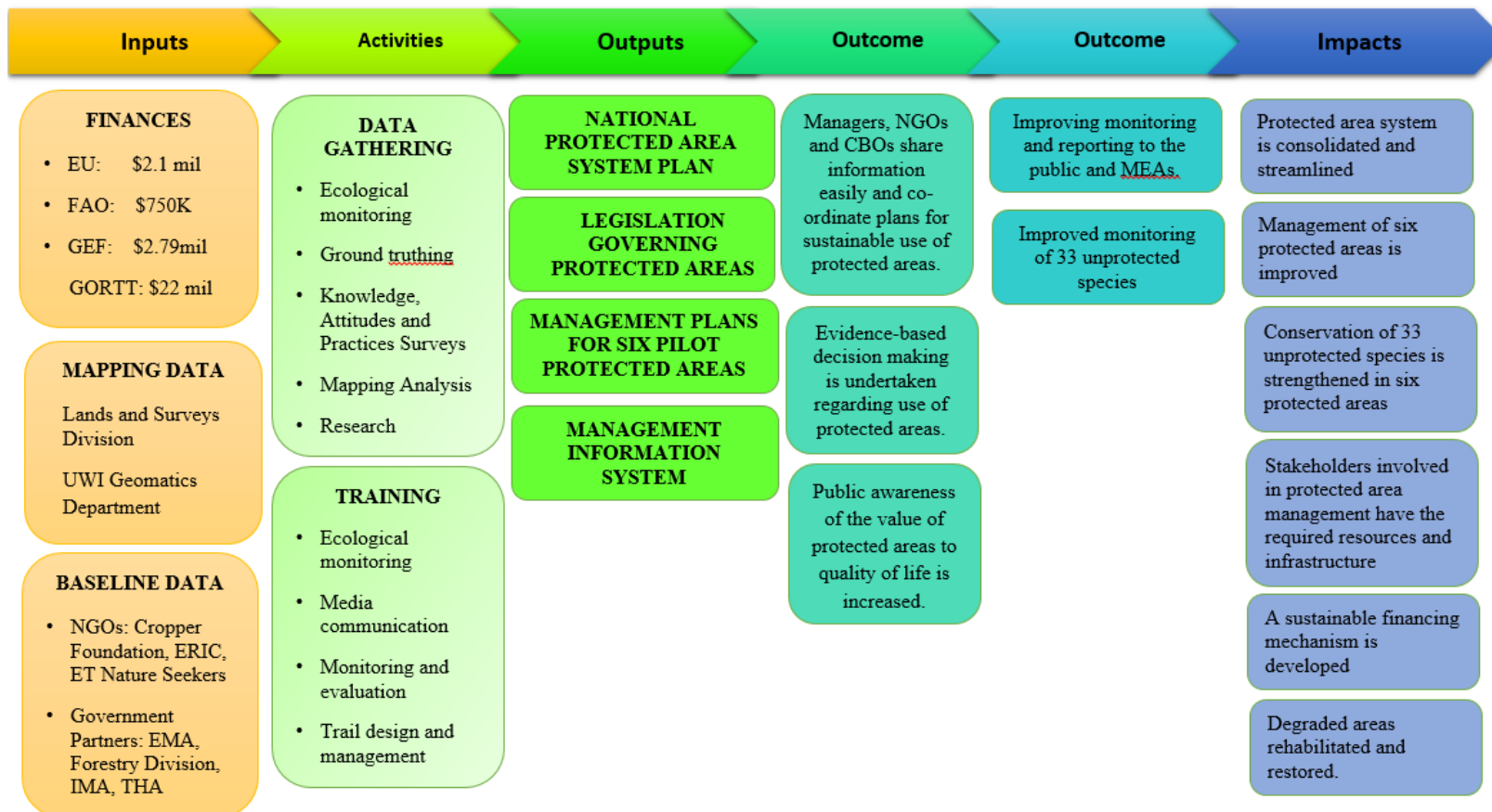
<sup>1</sup> Text of components and outcome taken from PIR June 2019.

- Outcome 4.1. Project implementation based on results-based management and application of project findings and lessons learned in future operations facilitated.
7. The Food and Agriculture Organization (FAO) is the GEF Agency responsible for the supervision, and provision of technical guidance during the implementation of the project. The key Executing Agencies (EA) for the project are the Ministry of Environment and Water Resources (MEWR) through the Forestry Division, and THA (through Department of Natural Resources and the Environment -DNRE- and the Marine Resources and Fisheries Department -MRFD-). The project was planned to be implemented over four years (June 2014 to June 2018) but received several extensions and is now planned for May 2020. The total budget, as presented in Prodoc, was USD 30 510 074, of which GEF contributed USD 2 790 000 (9 percent). The expected co-financing was USD 27 720 074, of which USD 26 433 546 would be in cash (95 percent).

### **1.3 Theory of change**

8. The Project Document (Prodoc) does not present an explicit theory of change (ToC) but its Results Framework provided the basis for inferring one by the Project Coordination Unit developed one based in early 2017. The MTR assessed the ToC and observed that its logic appears sound but the expectation that legislation for forests, wildlife and PA management and the FPA Management Authority would be in place by year 2 proved unfounded, rendering some of the outcomes and outputs difficult or impossible to achieve by the end of the project. The June 2019 PIR includes a results chain for the project (see figure below) which will be used by the during TE as a reference for the analysis.

### Results chain for Improving Forest and Protected Area Management in Trinidad and Tobago project



## 2. Stakeholder analysis

9. Overall, the Terminal Evaluation will seek to:
  - i. Ensure that the evaluation methodology includes mechanisms for the participation of key stakeholder groups in the process, including marginalized groups and women.
  - ii. Enable the evaluation to identify and make use of key channels of communication between the project and its stakeholders (and between the stakeholders themselves).
  - iii. Understand which individuals or groups are likely to have been affected by, or to have affected the activities of the project.
  - iv. Understand how project results impacted stakeholders and beneficiaries and whether there were any unforeseen impacts.
  - v. Identify whether there were examples of adaptive management related to shifting roles/engagement of stakeholders during implementation to address challenges and impediments.
  - vi. Identify the key lessons learned by stakeholders to inform future phases of PA management.
  - vii. Highlight how communication and knowledge was managed among stakeholders.
  
10. According to IFPAMTT documents, there are a range of stakeholders and beneficiaries identified within the scope of the project (Table 1). Broadly, the stakeholders can be categorized under the following headings: Government, Local Communities, Civil Society and the Private Sector, plus FAO as GEF agency. While this is an initial list of stakeholders to consult, it is anticipated that it may evolve as more information is brought to light.

**Table 1. Stakeholders of the IFPAMTT project and their roles**

Stakeholder	Tasks identified in Project Documents
<b>Government</b>	
Ministry of Environment and Water Resources (MEWR)	Policy/legal support and assistance with creation of new authority and fund. Technical support for Government co-financing arrangements. National government oversight of project implementation.
Forestry Division and Tobago House Assembly (mainly Department of Natural Resources and Environment (DNRE) and Fisheries Department)	Implementation of all project activities in the field and support to the project staff. Support for project management/oversight and M&E. Recipients of training.
Environmental Management Authority (EMA)	Policy and legal support, peer review. Partner for reforestation/habitat enrichment/biodiversity monitoring.
Regional Corporations	Policy and planning support. Assistance with implementation of project activities
Ministry of Finance	Advice on establishing and operating the FPA Fund. Technical support for Government co- financing arrangements. Support for adoption of PES systems in national accounting systems.
Ministry of Tourism (MT)	Support for capacity development and facilities development for ecotourism.
Fisheries Division, Ministry of Food Production (MoFP)	Support for development of future MPAs and national systems plan for PAs.
Green Fund	Co-finance of various project activities including developing ecotourism, capacity building for PAs management, strengthening PAs infrastructure, and



	habitat and species recovery and financing PAs. Support for establishing and operating FPA Fund.
Water and Sewerage Authority (WASA)	Support for implementation of PES system. Collaborator through Mega Watershed project and for developing visitor facilities.
Police Service, Coast Guard, Ministry of National Security (MNS) and Judiciary	Recipients of some training activities (e.g. for law enforcement) and collaboration on PAs management involving law enforcement.
Fire Service Division, MNS	Support for addressing threats to biodiversity.
Ministry of Planning and Development (MPD)	Support for PAs system development in context of national spatial plan, and adoption of PES systems in national accounting.
Ministry of Community Development, Culture and the Arts (CDCA)	Technical support for capacity building of community groups and development of community sustainable livelihoods.
Ministry of Trade, Ministry of Labour and Small and Micro Enterprise Development (MOLSED)	Support for developing community enterprises and marketing sustainably harvested products from PAs systems.
<b>Local Communities</b>	
Local communities around PAs	Beneficiaries of project interventions: alternative livelihoods; improved revenues; strengthened ecosystems
<b>Civil Society</b>	
Caribbean Natural Resources Institute (CANARI)	Assistance in implementation of participatory approaches, development and delivery of training modules, development of sustainable community livelihoods.
Caribbean Network for Integrated Rural Development (CNIRD), Caribbean Fisheries Training and Development Institute (CFTDI)	Development and delivery of training modules.
Eastern Caribbean Institute of Agriculture and Forestry (ECIAF), University of Trinidad and Tobago (UTT), Faculty of Natural Sciences - University of the West Indies, National Herbarium, Department of Management Studies (Tourism), Sustainable Economic Development Unit etc. (University of the West Indies), TT Hotel and Tourism Institute (THTI), Trinidad and Tobago campuses, Institute of Marine Affairs (IMA)	Support for biodiversity monitoring and assessment, research, education and training. Also for development and delivery of training modules.
Environment Tobago, Caribbean Forest Conservation Association, Trinidad and Tobago Orchid Society, Council of Presidents for the Environment, Pointe a Pierre Wildfowl Trust, Nariva Environmental Trust, TT Ornithological Society, TT Biological Society, UWI Biological Society, Centre for Rescue of Endangered Species of TT, Zoological Society of TT, Asa Wright Nature Centre, Nature Seekers Inc., Buccoo Reef Trust, Manatee Conservation Trust, Save Our Sea Turtles Tobago, North East Sea Turtles, Speyside Eco Marine Park Rangers, Ecological Research Institute Charlotteville, Blanchisseuse Environmental Awareness Trust, Grande Riviere Environmental Awareness Trust, Trust for Sustainable Livelihoods, Sustainable Development Network (SDN), Brasso Seco – Paria Tourism Action Committee, Network of Rural Women Producers and other NGOs and associations	Partners in implementing key project activities like biodiversity assessment and monitoring, developing modules for PA management, ecotourism development, education activities. Support for enhancing management effectiveness and developing strategies for species recovery. Sharing lessons learned and participation in selected project activities. Support to develop livelihoods from the sustainable use of biodiversity. Support for promoting ecotourism and sharing the lessons learnt.

Trinidad Environmental Science Teachers Association	Support for developing education material.
Private sector	
Hoteliers and tour operators, Scuba diving operators, Reef boat operators, Yachting Association of TT, TT Sailing Association, TT Tour Operators Association, TT Tour guide association, Tobago Tour Guide Association, TT Hotel and Tourism Association, Tobago Hotel and Tourism Association etc.	Support for the introduction of user fees to finance PAs and recipients of training.
Hunters association (e.g. TT Hunter Associations, South East Hunters Association Tobago Sport Hunters' Association etc.), TT Game Fishing Association, TT Sport Fishing Association, national and local fisher folk organisations, Toco Handicraft Association etc.	Recipients of awareness raising activities and participants in some conservation activities. Support for the introduction of user fees to finance PAs and recipients of training.
Local community members using resources from PAs including NTFP users (e.g. traditional medicines, craft material), subsistence farmers, fishermen, harvesters of marine products etc.	Support for developing strategies for sustainable use of biodiversity. Recipients of awareness raising activities trainings and participants in some conservation activities.
Energy sector companies (British Petroleum, Repsol, British Gas, Petroleum Company of Trinidad and Tobago, BHP Billiton etc.)	Contributors to development of visitor's facilities in PAs and communities in PA fringes. Logistic support for ecological studies. Support for PAs systems plan development and management of PAs (e.g. regulation of access to leased areas).
Private landowners	Partners in conservation through MOUs.
Tour guides/ tour operators	Inputs to design innovative ecotourism products. Also, recipients of ecotourism training. Recipients of awareness raising activities and participants in some conservation activities.
Consultant firms including Eco-Engineering Consultants Ltd, Kairi Consultants Ltd., Eco- Project Ltd., Rapid Environmental Assessments Ltd. etc.	Inputs for developing ecotourism/management plans, training modules etc. Support for PAs systems plan development and management of PAs through appropriate mitigation measures for development.
Film producers, media, creative artists, publishers etc.	Support for developing public education material.
GEF Agency	
FAO	Implementing agency, quality control, technical support.

11. This evaluation can be used by different stakeholders. For the main project partners the evaluation gives an insight in their own performance and provides recommendations for the consolidation of project results. For partners and similar initiatives, the lessons learnt can be useful for their own initiatives now and in the future. For project beneficiaries, the evaluation is an accountability and communication exercise.
12. With the use of this evaluation for different stakeholders in mind, there will be active involvement in the project approach and methodology (section 3). The main project stakeholders (project partners and direct beneficiaries) will be actively included in the evaluation through the participatory and consultative approach. Different stakeholder groups will be included in the interviews and field visit of the evaluation. During the stakeholder conversations, specific questions can be addressed to the different categories of stakeholders based on their roles in implementation. These specific questions will be used to generate discussion, understand the details of their engagement with the project and will contribute to responding the project evaluation questions (Table 2). Examples include the following:

#### *Government*

- i. Did the capacity of state agencies change? If so, how?

- ii. Do individual state agencies have greater clarity over roles and responsibilities in PA management?
- iii. Did coordination among state agencies improve? Why or why not? What were some of the challenges/impediments and opportunities?
- iv. Did new partnerships emerge between state entities and civil society?
- v. As one of the goals of the project was to implement best practices in the areas of conservation and PA management, what best practices were adopted? What were some of the challenges in adapting them to the TT context?
- vi. Were PA management plans enacted? Were they participatory in nature? What stage are they at now?
- vii. Were greater resources mobilized for state agencies to manage PAs?
- viii. Were individual staff capacities strengthened within state agencies? What types of trainings were provided to build staff capacity?
- ix. Is the user-fee system operational? Has it been successful in mobilizing resources?
- x. Are greater budgetary resources allocated to recruiting staff, developing infrastructure, and procuring equipment?
- xi. Is the PA system comprehensive? How so?
- xii. What were some of the issues that came up during implementation; how were these resolved?
- xiii. Was the Participation Strategy developed? Was it adhered to? How did it evolve?

#### *Local Communities*

- i. Did people's livelihoods improve?
- ii. How did living in a newly-designated PA or in a buffer zone impact people? How did it impact day-to-day life, as well as recreational or employment-related activities?
- iii. Were new employment activities, as envisioned in the project document, achieved?
- iv. Was a formal mechanism to include participation from local communities established? Was it successful, what were some of the challenges it faced?
- v. What trainings for alternative livelihoods were provided by the project?
- vi. Was there adoption of alternative livelihoods or have people reverted back to the activities they were doing before?
- vii. Did local communities see a change in their incomes?
- viii. Is there an improved understanding of PAs and their roles? What incentives do local communities have for supporting effective PA management?
- ix. Did food security change in any way?
- x. Was a user fee system established? How did this impact users of PAs?
- xi. What non-timber forest products were developed following project interventions?
- xii. Did certain members of the community have a greater voice than others? Why?
- xiii. How did women experience project activities and impacts differently than men?
- xiv. What were the mechanisms to ensure female participation in the project?

#### *Civil Society*

- i. Did the capacity of state agencies change? If so, how?
- ii. What agreements/MOUs were signed with the government to increase civil society participation in PA management? Did partnerships with the state improve?
- iii. How did civil society role change in PA management?
- iv. Were new resources mobilized for civil society?

- v. Did civil society carry out public awareness activities on the relevance of PAs? How were these received?
- vi. What is the ongoing and long-term role of the civil society in PA management?

*Private Sector*

- i. Did the capacity of state agencies change? If so, how?
- ii. How did the project engage the private sector? What were some of the activities conducted in collaboration with project implementation?
- iii. Did any private sector activities change as a result of PA demarcations? How so?
- iv. What will the long-term role of the private sector be with regards to PA management?
- v. Does the private sector play a role in participatory mechanisms?
- vi. Did the private sector receive any incentives for participation?
- vii. Did certain private sector actors benefit more than others? Who and why?

### **3. Evaluation approach and methodology**

#### **3.1 Evaluation approach**

13. The TE will be executed by a team of two: a senior team leader and a team member with complementary expertise. The Evaluation Team (ET) is supervised by the FAO Office of Evaluation's (OED) evaluation manager, and undertakes the evaluation as per the ToRs for this and according to the methodology included in this inception report. The evaluation will adhere to the UNEG Norms & Standards<sup>2</sup> and be in line with OED Manual and GEF guidelines. It is worth noting that one of the evaluation consultants has recently developed a project proposal in Trinidad and Tobago in collaboration with FAO country office. A conflict of interest is not noted, as said consultant did not have any role in drafting the IFPAMTT project.
14. The evaluation will adopt a participatory, consultative approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin the elaboration of findings, conclusions and recommendations. At the core of the evaluation work is a series of bilateral and group interviews with the different project stakeholders (supervisors, executors, collaborators, beneficiaries). The evaluation will seek to include marginalized voices and include a gender analysis, thereby noting the differentiated impacts of the project on men and women. Interviews will not follow a one-way question-answer pattern, but will be carried out in such a way that the interviewees are free to provide any information they want about the project and can make recommendations that they consider important to be include. This will demonstrate sensitivity to customary and cultural aspects influencing project performance. Participants will be assured of anonymity if they so choose.
15. During inception, the ET has carefully examined the MTR. The MTR concluded, among others, that the project had a slow implementation and serious institutional challenges and therefore, it was deemed unlikely several key outcomes would be in place by the project end date. Therefore, the MTR included a series of recommendations for adaptive action. This TE will refer to the MTR report in several instances, particularly to assess if the performance significantly changed during the last half of project execution and report and if and how recommendations were implemented.

#### **3.2 Evaluation questions**

16. The ToR for this evaluation includes a list of evaluation questions, related to ten evaluation criteria. During the inception phase, the ET reviewed the questions and adapted them slightly based on insights from the consulted documentation, particularly the MTR and PIR (Table 1). Although the TE is focused on results, the evaluation will also seek to assess a set of performance-related issues deriving from the donor's evaluation criteria. For some criteria, and where indicated in the Table, a rating is required by the GEF Evaluation Office.

<sup>2</sup> <http://www.uneval.org/document/detail/21>

**Table 2: Evaluation criteria and questions**

<p><b>1) Relevance</b> (rating required)</p>	<p>Are the project outcomes still congruent with the GEF focal areas/operational program strategies, country priorities and FAO Country Programming Framework? <i>Sub-question: Has there been any change in the relevance of the project since its design, such as new national policies, plans or programs that affect the relevance of the project objectives and goals?</i></p> <p>Was the project design appropriate for delivering the expected outcomes? <i>Sub-question: were the risks, which implied challenges for the delivery of outcomes (institutional changes, country ownership), well identified during design and managed during implementation?</i></p>
<p><b>2) Effectiveness</b> (rating required)</p>	<p>To what extent have project objectives (environmental and development) been achieved, and were there any unintended results? <i>Sub-question: what were the reasons for successful achievement or lack of achievement?</i></p> <p>To what extent did the project actual outcome commensurate with the expected outcomes? <i>Sub-question: what were the reasons for the difference between actual and expected outcomes?</i></p> <p>To what extent can the attainment of results be attributed to the GEF-funded component?</p>
<p><b>3) Efficiency</b> (rating required)</p>	<p>(implementation) To what extent did FAO deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well risks were identified and managed? <i>Sub-question: did FAO take adequate adaptive steps after MTR to increase project effectiveness?</i></p> <p>(execution) To what extent did the executing agency effectively discharge its role and responsibilities related to the management and administration of the project? <i>Sub-question: was the adaptive action undertaken after MTR effective to increase the pace of implementation while assuring the quality of outcomes and maximizing the potential for sustainability?</i></p> <p>To what extent has the project been implemented efficiently, cost-effectively, and management been able to adapt to any changing conditions to improve the efficiency of project implementation?</p>
<p><b>4) Sustainability</b> (rating required)</p>	<p>What is the likelihood that the project results will continue to be useful or will remain even after the end of the project? <i>Sub-question: What are the key risks which may affect the sustainability of the project benefits?</i></p> <p><i>Sub-question: Considering that the envisaged PA institutional structure is not in place, has adaptive action been undertaken to promote the likelihood of sustainability of project results after project implementation?</i></p>
<p><b>5) Factors affecting performance</b> (rating required)</p>	<p><b>Monitoring and Evaluation</b> (M&amp;E design) Was the M&amp;E plan practical and sufficient? (M&amp;E implementation) Did the M&amp;E system operate as per the M&amp;E plan? Was information gathered in a systematic manner, using appropriate methodologies? Was adaptive management undertaken based on the M&amp;E system? (was the information from the M&amp;E system appropriately used to make timely decisions and foster learning during project implementation?)</p> <p><b>Stakeholder engagement</b></p>

	<p>In how far have the national partners assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project?</p> <p><i>Sub-question: To what extent did the degree of country ownership influence project results?</i></p> <p>Were other actors, such as civil society, indigenous population or private sector involved in project design or implementation, and what was the effect on the project results?</p>
<b>6) Environmental and social safeguards</b>	To what extent were environmental and social concerns taken into consideration in the design and implementation of the project?
<b>7) Gender</b>	<p>To what extent were gender considerations taken into account in designing and implementing the project?</p> <p><i>Sub-question: Was the project implemented in a manner that ensures gender equitable participation and benefits? Were there any gender (intended or non-intended, positive or negative) effects on women empowerment? How was gender monitored throughout project duration?</i></p>
<b>8) Co-financing</b>	To what extent did the expected co-financing materialize, and how short fall in co-financing, or materialization of greater than expected co-financing affected project results?
<b>9) Progress to Impact</b>	<p>To what extent may the progress towards long-term impact be attributed to the project?</p> <p>Was there any evidence of environmental stress reduction and environmental status change, or any change in policy/legal/regulatory framework?</p> <p>Are there any barriers or other risks that may prevent future progress towards long-term impact?</p>
<b>10) Knowledge management<sup>3</sup></b>	<p>How is the project assessing, documenting and sharing its results, lessons learned and experiences?</p> <p>To what extent are communication products and activities likely to support the sustainability and scaling-up of project results?</p> <p><i>Sub-question: Have the project communication activities enhanced project awareness, buy-in and support from stakeholders at national and local level particularly after MTR?</i></p>

### 3.3 Evaluation methodology

17. The methodology that will be applied to this evaluation consists of a combination of methods and tools that collect qualitative and quantitative data necessary to answer the evaluation questions in an objective manner, based on evidence. The evaluation will include seven phases: inception, document review, stakeholder interviews, field-level interviews, information processing, elaboration of findings, conclusions and recommendations, and report elaboration.
- i. *Inception stage.* During inception, the evaluation team (ET) focused on familiarizing with the project, planning the evaluation, adapting the evaluation questions and

<sup>3</sup> See for reference: Stocking, M. et al. 2018. Managing knowledge for a sustainable global future. Scientific and Technical Advisory Panel to the Global Environment Facility. Washington, DC (2018)

development of this inception report. Therefore, the ET made an initial revision of the project design documents, the MTR report and Project Implementation Review (PIR).

- ii. *Revision of Documents.* The ET will undertake a thorough review of the available documentation. It is expected that during the evaluation, the PCU will provide all project-related documents and the ET will complement this with third-party documents. The various types of documents provide information for different evaluation criteria and question. The evaluation matrix (chapter 4) shows what type of documentation will be used to explore which question. The full tentative list of documents to be consulted includes the following:
  - Project design documents: Prodoc, PIF, CEO endorsement.
  - Project management documents: Project Progress Reports (PPR), Project Implementation Review (PIR), MTR report, Tracking Tool reports, work plans (multiannual and annual), the detailed budget and financial reports, audit reports, meeting minutes of governance committees.
  - Policy, strategy and legal documents (UN, GEF, National and local government).
  - Documents produced by the project as the output of activities: publications, reports, studies, plans, training materials and communication material.
  - Products from other, similar projects for comparison or complementation.
  - Academic literature, relevant to the project themes.
- iii. *Stakeholder interviews.* The ET will make a series of semi-structured interviews with a representative number of stakeholders. In agreement with the EA and the IA, during inception a selection from this list was made aiming at establishing a complete list of key informants (project managers, IA, Steering Committee members, focal point in public agencies, local beneficiaries) and a representation of all stakeholders. The ET will continue to identify interviewees through implementation of the evaluation. A full list of people interviewed will be provided at the final report. It is expected that between 25 and 30 people can be interviewed, distributed among the following categories:
  - Project Team and Implementing Agency.
  - National governmental agencies.<sup>4</sup>
  - Local governmental agencies.
  - Partnering university researchers.
  - Partnering NGO's.
  - Local community members.
  - Private sector partners.
  - External experts (people who are engaged in similar initiatives but have no direct working relation with the project).

<sup>4</sup> Both at the level of national governments and local governments, changes in staff have been taken place. When relevant, the ET will focus on staff that was involved during the most time of implementation rather than current (new) staff.



- iv. Given that all meetings have to be done by the team through telecommunication means, all interviews will be bilateral (one on one; no focal groups). A template will be designed for the interviews with specific questions, based on the evaluation questions. The questions are open-ended and allow the ET and interviewee to have a wider conversation and not be restricted to a specific subject. The data from each interview will be registered in writing and also audio-recorded (after having received explicit permission from the interviewees). The information from stakeholder interviews will be confidential and anonymous and they will be not accompanied by representatives from the EA or IA. However, during the entire evaluation process, contact with the EA will be maintained to validate where needed some specific information obtained, or to adjust evaluation sub-questions or the interviewed population.
- v. *Field-level interviews.* At the time of evaluation, due to the global COVID-19 situation, there are travel restrictions to and within Trinidad and Tobago. Therefore, no direct field observations can be made. Instead, a national Consultancy Assistant (CA), under supervision of the evaluation team, will contact local by telephone or e-communication means where possible. A structured interview will be applied, based on a questionnaire elaborated by the ET. During these field-level, the CA will focus on obtaining direct information on the indicators of the outcomes (PA management, people trained, awareness). The CA will audio record the interviews as much observation as possible (after having been granted explicit consent) and where necessary, because of language issues, explain the main points to the ET
- vi. *Processing and validation of data.* Once the gathering of the data from document review, stakeholder interviews and field visits will be completed, this will be organized according to the criteria and evaluation questions. The gathered information will be both of quantitative (number of hectares, people participating or benefiting, publications, plans, etc.) and qualitative nature (perceptions, opinions, comparisons, etc.). In the latter case, the evaluation will try to quantify the information as much as possible (e.g. by showing the number of respondents with a certain opinion or by accompanying subjective perceptions with objective data, such as a time line showing 'slow' or 'fast' processes). Information that sustain indicators will be compared with the project reporting on these indicators, to validate the reported information. In the cases where the data from certain interviews demonstrated a trend of coincidence and complementarity, this will be used directly to sustain findings. In the cases where this did not coincide, information will be validated through a process of confrontation (for example, with the Project Team) or a triangulation (with additional informants).
- vii. *Elaboration of findings, conclusions and recommendations.* Based on the data compiled during the information gathering phases and its indicial processing, the ET identifies preliminary findings. These initial findings will be presented to IA and EA evaluation for debate. This is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings with the main project partners. Based on the feedback received, the ET will define final findings, and the conclusions of the evaluation, referring to the findings and including his professional opinion. The conclusions sustain the rating of evaluation criteria according to the presented scale in Annex 3 of the ToR. As final elements of the evaluation, and referring to findings and conclusions, the ET will identify a series of lessons and recommendations. The lessons learned during the execution of the project are good (or not-so-good) practices in the design, implementation, governance or in the context of the project that are worth being considered in future similar projects. The

recommendations are directed towards agencies of implementation and execution and refer to the immediate corrective actions, future activities or recommendable practices to increase sustainability of the project outcomes, the probability to achieve the impact or the replica to another geographical or temporary scale.

- viii. *Report development and revision.* In line with the ToR for this evaluation, the ET will submit a draft report to the Evaluation Manager for OED review. The Evaluation Manager will then forward revised draft report (corrected by the ET where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any factual errors and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. The Evaluation Manager will provide all comments to the ET for consideration in preparing the final report. The ET will then prepare the final report and a separate document with the response to the main comments and suggestions received.

## 4. Evaluation matrix

18. The ET developed an evaluation framework for this evaluation, that explains how each of the evaluation questions will be responded, its indicators and sources of verification (Table 3).

**Table 3: Evaluation Matrix**

EVALUATION CRITERIA	EVALUATION INDICATORS	MEANS OF VERIFICATION
<b>1. Relevance</b>		
<p>Are the project outcomes still congruent with the GEF focal areas/operational program strategies, country priorities and FAO Country Programming Framework?</p> <p><i>Sub-question: Has there been any change in the relevance of the project since its design, such as new national policies, plans or programs that affect the relevance of the project objectives and goals?</i></p>	<ul style="list-style-type: none"> <li>• Level of alignment with (contribution of results to) sub-regional environmental issues, FAO mandate and policies at the time of design and implementation; and the GEF FA objectives</li> <li>• Level of alignment with ongoing initiatives of national and local government agencies and executing agencies</li> <li>• Changes in institutional, political, environmental or social context</li> </ul>	<ul style="list-style-type: none"> <li>• Comparison of project document and annual reports and policy and strategy papers of local-regional agencies, GEF and FAO</li> <li>• Interviews with FAO staff, project staff and governmental agencies</li> <li>• Comparison of project document and annual reports with progress reports of initiatives of project partners</li> <li>• MTR</li> </ul>
<p>Was the project design appropriate for delivering the expected outcomes?</p> <p><i>Sub-question: were the risks, which implied challenges for the delivery of outcomes (institutional changes, country ownership), well identified during design and managed during implementation?</i></p>	<ul style="list-style-type: none"> <li>• Clear and adequate problem analysis, stakeholder analysis and project logic (as expressed by ToC, RF) in project design</li> <li>• Inclusion of clearly formulated assumptions in design and their level of compliance of assumptions (PPR)/PIR</li> <li>• Effectiveness of risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Prodoc</li> <li>• Interviews with FAO staff, project staff and governmental agencies (incl. persons engaged with project development)</li> <li>• Risk monitoring reports</li> <li>• PPR/PIR/MTR</li> </ul>
<b>2. Effectiveness</b>		
<p>To what extent have project objectives (environmental and development) been achieved, and were there any unintended results?</p> <p><i>Sub-question: what were the reasons for successful achievement or lack of achievement?</i></p>	<ul style="list-style-type: none"> <li>• Consolidation of PA System</li> <li>• Enhanced capacity of finance for PA management</li> <li>• Examples of improved livelihood opportunities for communities living in or near PA</li> <li>• Key factors that positively or negatively impacted project objectives (in relation to stated assumptions)</li> </ul>	<ul style="list-style-type: none"> <li>• Tangible products (publications, studies, etc.)</li> <li>• Interviews with PCU staff, organizations who partnered in implementation, GORTT staff</li> <li>• Field-level interviews with local project beneficiaries</li> <li>• PPR/PIR/MTR</li> </ul>
<p>To what extent did the project actual outcome commensurate with the expected outcomes?</p> <p><i>Sub-question: what were the reasons for the difference between actual and expected outcomes?</i></p>	<ul style="list-style-type: none"> <li>• Outcome-level indicators (actual targets vs originally planned)</li> <li>• Key factors that positively or negatively impacted project objectives (in relation to stated assumptions)</li> </ul>	<ul style="list-style-type: none"> <li>• Means of verification of the outcome-level indicators (see Results Framework)</li> <li>• Interviews with FAO staff, PCU, organizations who partnered in implementation, GORTT staff</li> <li>• Field-level interviews with local beneficiaries close to Protected Areas and decision makers</li> <li>• Project products (printed, online). Incl. dissemination and event reports</li> </ul>

		<ul style="list-style-type: none"> <li>• PPR/PIR/MTR</li> </ul>
To what extent can the attainment of results be attributed to the GEF-funded component?	<ul style="list-style-type: none"> <li>• Level of attribution of GEF funded activities to reported project outputs and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with FAO staff, PCU, organizations who partnered in implementation and co-financers (Green Fund, EU), GORTT staff, other organizations with similar projects</li> <li>• PIR/MTR</li> </ul>
<b>3. Efficiency</b>		
(implementation) To what extent did FAO deliver on project identification, concept preparation, appraisal, preparation, approval and start-up, oversight and supervision? How well risks were identified and managed? <i>Sub-question: did FAO take adequate adaptive steps after MTR to increase project effectiveness?</i>	<ul style="list-style-type: none"> <li>• Perception of effectiveness by other project partners</li> <li>• Documented backstopping activities by FAO to project staff</li> <li>• Examples of adaptive action taken by FAO after MTR</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with FAO staff and project manager/EA directors</li> <li>• Documented support (audits, communication, reports on visits, etc.)</li> <li>• Meeting minutes</li> <li>• Interviews with project team and partners</li> <li>• FAO internal supervision meeting reports and communications</li> </ul>
(execution) To what extent did the executing agency effectively discharge its role and responsibilities related to the management and administration of the project? <i>Sub-question: was the adaptive action undertaken after MTR effective to increase the pace of implementation while assuring the quality of outcomes and maximizing the potential for sustainability?</i>	<ul style="list-style-type: none"> <li>• Level of satisfaction (among partners and project staff) of overall management by project managers</li> <li>• Adaptive action as response to MTR</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with FAO staff and project manager/EA directors</li> <li>• Interviews with PCU staff</li> <li>• Minutes of Steering Committee</li> <li>• PPR/PIR</li> <li>• MTR and management response</li> </ul>
To what extent has the project been implemented efficiently, cost-effectively, and management been able to adapt to any changing conditions to improve the efficiency of project implementation?	<ul style="list-style-type: none"> <li>• Level of compliance with project planning / annual plans</li> <li>• Level of compliance with project financial planning / annual plans</li> <li>• Level of inclusion of preexisting initiatives and institutions</li> <li>• Examples of adaptive management in response to internal factors (pace of implementation, pace of spending, HR issues)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual plans vs PPR</li> <li>• Project financial reports</li> <li>• Interviews with key stakeholders (preexisting initiatives and other institutions)</li> <li>• Minutes of Steering Committee and technical advisory group (TAG)</li> <li>• PPR/PIR/MTR</li> </ul>
<b>4. Sustainability</b>		
What is the likelihood that the project results will continue to be useful or will remain even after the end of the project? <i>Sub-question: What are the key risks which may affect the sustainability of the project benefits?</i> <i>Sub-question: Considering that the envisaged PA institutional structure</i>	<ul style="list-style-type: none"> <li>• Key factors positively or negatively impacting potential for sustained project results</li> <li>• Estimations of future financial requirements</li> <li>• Estimations of existing future budget (or new grants) of key project stakeholders</li> <li>• Existence of well-functioning institutes and institutional</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with PCU and key stakeholders</li> <li>• Revision of literature on national (political, economical, social, environmental) context</li> <li>• Figures on financial sustainability of this and other (similar) initiatives</li> <li>• Interviews with PCU staff and key stakeholders</li> </ul>

<i>is not in place, has adaptive action been undertaken to promote the likelihood of sustainability of project results after project implementation?</i>	<p>structures that sustain project results</p> <ul style="list-style-type: none"> <li>• Level of commitment by relevant stakeholders for active participation in institutional structures</li> <li>• Work security for human capital that worked or was trained by the project</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of existing institutional frameworks incl. documentation (agreements, declarations, meeting minutes)</li> <li>• PPR/PIR</li> </ul>
<b>5. Factors affecting performance</b>		
<i>Monitoring and Evaluation</i>		
(M&E design) Was the M&E plan practical and sufficient?	<ul style="list-style-type: none"> <li>• M&amp;E plan (timing, budget) vs execution</li> </ul>	<ul style="list-style-type: none"> <li>• Prodoc</li> <li>• Analysis of M&amp;E plan and monitoring reports</li> <li>• PPR/PIR/MTR</li> </ul>
(M&E implementation) Was Did the M&E system operate as per the M&E plan? Was information gathered in a systematic manner, using appropriate methodologies?	<ul style="list-style-type: none"> <li>• Level of implementation of M&amp;E system (execution of activities)</li> <li>• Level of timeliness and completeness of reports</li> <li>• Existence of project monitoring system</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with FAO staff, PCU</li> <li>• Interviews with key stakeholders</li> <li>• Management response to MTR</li> <li>• PPR/PIR</li> </ul>
Was adaptive management undertaken based on the M&E system? (was the information from the M&E system appropriately used to make timely decisions and foster learning during project implementation?)	<ul style="list-style-type: none"> <li>• Changes in project implementation as result of M&amp;E monitoring, MTR, supervision visits of Steering Committee decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with FAO staff, PCU</li> <li>• Interviews with Steering Committee members</li> <li>• Steering Committee minutes</li> <li>• PPR/PIR/MTR</li> </ul>
<i>Stakeholder engagement</i>		
In how far have the national partners assumed responsibility for the project and provided adequate support to project execution, including the degree of cooperation received from the various public institutions involved in the project? <i>Sub-question: To what extent did the degree of country ownership influence project results?</i>	<ul style="list-style-type: none"> <li>• Endorsement of project by governmental agencies</li> <li>• Mobilization of counterpart funding</li> <li>• Documented decisions to provide continuity/sustainability to project actions or results</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with national partners, FAO and PCU staff</li> <li>• Interviews with GORTT staff and local governments</li> <li>• PPR/PIR/MTR Documented endorsements and co- financing</li> </ul>
Were other actors, such as civil society, indigenous population or private sector involved in project design or implementation, and what was the effect on the project results?	<ul style="list-style-type: none"> <li>• Level of participation of project partners and local beneficiaries (incl. IP, women, youth) in project design and actual inclusion in project implementation arrangements</li> <li>• Perceived satisfaction of main partners of collaboration in project, including institutional benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with FAO staff, PCU, organizations who partnered in implementation, GORTT staff</li> <li>• Field-level interviews with local beneficiaries and decision makers</li> <li>• Minutes of meetings of working groups, training events, dissemination events</li> <li>• PPR/PIR</li> </ul>
<b>6. Environmental and Social Safeguards</b>		
To what extent were environmental and social concerns taken into consideration in the	<ul style="list-style-type: none"> <li>• Level of inclusion of HR, Gender, IP rights, potential negative environmental impact and</li> </ul>	<ul style="list-style-type: none"> <li>• Prodoc</li> <li>• Interviews with PCU</li> </ul>

design and implementation of the project?	climate change/DRR in project design and reporting	<ul style="list-style-type: none"> <li>• PPR/PIR</li> </ul>
<b>7. Gender</b>		
<p>To what extent were gender considerations taken into account in designing and implementing the project? <i>How was gender monitored throughout project duration?</i></p> <p><i>Sub-question: Was the project implemented in a manner that ensures gender equitable participation and benefits? Were there any gender (intended or non-intended, positive or negative) effects on women empowerment?</i></p>	<ul style="list-style-type: none"> <li>• Sex-disaggregated numbers of project beneficiaries, participants (in training, execution, etc)</li> <li>• Examples of measures to promote positive changes or actual positive changes in power relations between stakeholders.</li> <li>• Examples of gender transformative results, e.g. in participation in management, control and benefit of natural resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports of project meetings, training</li> <li>• Interviews with project team and beneficiaries</li> <li>• Meeting minutes and reports of local decision-making bodies</li> <li>• Interviews with PCU team and beneficiaries</li> <li>• Field observation</li> <li>• PPR/PIR</li> </ul>
<b>8. Co-financing</b>		
To what extent did the expected co-financing materialize, and how short fall in co-financing, or materialization of greater than expected co-financing affected project results?	<ul style="list-style-type: none"> <li>• Level of co-financing, related to original planning</li> </ul>	<ul style="list-style-type: none"> <li>• Prodoc</li> <li>• Financial reports of project</li> <li>• Cofinancing reports</li> <li>• Interviews with project administrative staff and other donors</li> <li>• PIR/MTR</li> </ul>
<b>9. Progress to Impact</b>		
To what extent may the progress towards long-term impact be attributed to the project	<ul style="list-style-type: none"> <li>• Likelihood of sustainability of institutional structures</li> <li>• Likelihood of future financing</li> <li>• Sustainability of improved livelihood opportunities</li> <li>• Management effectiveness of PA at project closure</li> </ul>	<ul style="list-style-type: none"> <li>• Field-level interviews with key stakeholders (local inhabitants)</li> <li>• Interviews with PCU and external experts</li> <li>• Interviews with GORTT staff and development partners</li> </ul>
Was there any evidence of environmental stress reduction and environmental status change, or any change in policy/legal/regulatory framework?	<ul style="list-style-type: none"> <li>• Environmental outcome indicators.</li> <li>• Changes in policy/legal/regulatory framework, influenced by project results</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with PCU, FAO, local government agencies, third party stakeholders (similar initiatives)</li> <li>• Interviews with GORTT staff and development partners</li> <li>• Project products, external publications</li> </ul>
Are there any barriers or other risks that may prevent future progress towards long-term impact?	<ul style="list-style-type: none"> <li>• Remaining risks from risk management of project</li> <li>• Likelihood of positive impact and sustainability of replication and upscaling efforts</li> <li>• Level of compliance of assumptions, particularly the impact of external factors (climate change, infrastructure, continuity of general policies)</li> </ul>	<ul style="list-style-type: none"> <li>• Performance indicators of upscaling and replication efforts</li> <li>• Interviews with PCU, FAO, local government agencies, third party stakeholders (similar initiatives)</li> <li>• Interviews with GORTT staff and development partners</li> <li>• PIR</li> <li>• Interviews external experts</li> </ul>
<b>9. Knowledge Management</b>		
How is the project assessing, documenting and sharing its	<ul style="list-style-type: none"> <li>• Existence of an adequate communication strategy</li> <li>• Level of availability and</li> </ul>	<ul style="list-style-type: none"> <li>• Communication strategy report</li> <li>• Publications/reports</li> <li>• Online (website, social media)</li> </ul>

<p>results, lessons learned and experiences?</p>	<p>dissemination of project reports, products, and information</p>	<p>revision</p> <ul style="list-style-type: none"> <li>• Dissemination reports</li> <li>• Interviews with PCU, communications staff</li> <li>• Interviews with third parties (target audience for communications)</li> </ul>
<p>To what extent are communication products and activities likely to support the sustainability and scaling-up of project results? <i>Sub-question: Have the project communication activities enhanced project awareness, buy-in and support from stakeholders at national and local level, particularly after MTR?</i></p>	<ul style="list-style-type: none"> <li>• Degree of familiarity of project activities and results among different stakeholders (project partners, similar initiatives, government staff, local beneficiaries)</li> </ul>	<ul style="list-style-type: none"> <li>• Communication strategy report</li> <li>• Publications/reports</li> <li>• Online (website, social media) revision</li> <li>• Dissemination reports</li> <li>• Interviews with PCU, communications staff</li> <li>• Interviews with third parties (target audience for communications)</li> </ul>

## 5. Site mapping and sampling

19. The sites to be prioritized for field-level interviews (by the CA) include the six ones where PAs were to be established, according to project documents. These include:
  - i. Caroni Swamp (Trinidad)
  - ii. Nariva Swamp and adjacent beaches (Trinidad)
  - iii. Trinity Hills and a portion of the Victoria-Mayaro Reserve (Trinidad)
  - iv. Matura Forest and adjacent beaches (Trinidad)
  - v. Northeast Tobago (Tobago)
  - vi. Main Ridge Forest Reserve (Tobago)
20. The rationale for interviewing people associated to these sites is to note any evidence of demarcation/fencing or markings, understand the types of livelihood activities that may take place, and view the types of ecosystems that make up these sites. It is particularly important to engage with communities either living in or on the borders of these zones, to understand how the project has impacted them.
21. Trinidad suffers from a significant squatting problem, particularly in more remote areas and in forest reserves. The Inter- American Development Bank's (IDB) estimates in its "Rapid Assessment of Housing and Settlements in Trinidad and Tobago" that there are at least 55,000 households squatting on State lands and a further 30,000 households squatting on private lands based in their zones of inquiry. It would be useful to meet with some of the squatters to understand whether they have been involved in any project activities, particularly given that they may conduct livelihood activities in the PAs themselves. It is anticipated that the project should seek to meet at least 15-18 people from local communities; ideally a minimum of three per site, with at least 1 woman.
22. There also have to be meetings held in Port-of-Spain and in Scarborough with the government stakeholders identified Table 1. In terms of civil society, the project will prioritize meeting with CANARI and the University of Trinidad and Tobago (UTT), as it appears that they were most actively engaged in the project; at the minimum 2 should be met. There should also be some members from the private sector that are met; some of these could be the same as those residing in local communities. There should be at least one beneficiary per PA that should be met with. Given the composition of government and civil society organizations in TT, it is anticipated that participation from women can make up at least 40% of those interviewed.



## 6. Limitations and risks

23. There are several limitations typical for an evaluation of a complex project that has to be assessed in a limited amount of time by external evaluators that by default, are not familiar with the project. There is no time for the ET to review all available documentation or interview every stakeholder or person that had a relation (direct or indirect) with the project. Therefore, careful sampling of documentation, data and stakeholders will be done in cooperation with IA, EA and PCU.
24. In this particular evaluation, there is a major limitation because of the international travel restrictions related to the global COVID-19 outbreak. Therefore, an in-country mission by the ET is impossible and all preparations, interviews, triangularization will be done by teleconferencing means. While with flexibility and goodwill from both parties this will be feasible to have the interviews, there is less opportunity for important additional communication with key stakeholders such direct interaction, informal conversations and immediate follow up. Also, because no focal group meetings can be done, less people in total can be interviewed. Therefore, there is a risk that the level of thoroughness of the evaluation is less than when an in-country meeting would be possible. Most critically, the ET cannot observe directly the field situation, tangible products or speak to local participants/beneficiaries. This can only partly be overcome by employing a CA, but also this person will not be able to do actual field visits, but will do field-level interviews. Therefore, all information will be from secondary sources there is a risk that the evaluation might lack primary information to objectively assess certain project results or evaluation criteria.

## 7. Timeline and deliverables

25. Table 4 lists and describes all tasks and deliverables for which evaluators or the evaluation team will be responsible and accountable, as well as those involving the evaluation manager, indicating for each the due date or time-frame, as well as who is responsible for its completion.

**Table 4: Time line and deliverables**

Task	Period	Responsibility
Reading background documentation	March 2020	ET
Briefing of ET	Late March 2020	EM, GCU, LTO, FLO & Government and co-funding partners
Inception report	Late March 2020	ET
Data collection	April 2020	ET with support of CA, EM and PMU/CO
Production of first draft evaluation report for OED review	Late May 2020	ET
Circulation of first draft for comments	Early June 2020	EM
Integration of comments and production of the final report	Mid-June 2020	ET
Circulation of final report and publication	Late June/early July 2020	EM
Management Response (MR)	1 month after the Final report is issued	BH
Follow-up report on TE	6 months after the MR is issued	BH