EBD Global Optimum
Consult

TERMINAL EVALUATION REPORT

For client UNDP Cuba

Terminal Evaluation (TE) for the GEF funded, UNDP supported project "*Integrating Rio Conventions obligations into national priorities through the improvement of information management and knowledge for planning and decision making*" [PROJECT InfoGEO] - executed by the Ministry of Science, Technology and Environment (CITMA)

UNDP PIMS number:	5727
Project ID of the GEF:	9319
GEF Focal Area:	Multi-Focal Areas
GEF Agency:	UNDP
Other partners:	(not applicable)
Client Report number from series:	D2 (Project "Cuba InfoGEO TE", Report #003)
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Region:	LAC
GEF Strategic Program Objectives:	CCCD2: Strengthening structures and consultation and management

FINAL REPORT COMPLETED ON:
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[version 3 in English]

by Fabiana Issler, TE Team Leader and CEO, EBD Global Optimum
Janet Rojas Martinez, TE National Consultant

COLOPHON

Project:

Title in English

Terminal Evaluation (TE) for the GEF funded, UNDP supported project titled "Integrating Rio global environmental commitments into national priorities and needs through the improvement of information management and knowledge for planning and decision making." [InfoGEO PROJECT]

Title in Spanish

Evaluación Final (TE) para el proyecto financiado por el GEF y apoyado por el PNUD titulado "Integración de las obligaciones de los Convenios de Río en las prioridades nacionales mediante el fortalecimiento de la gestión de la información y el conocimiento para mejorar la planificación y la toma de decisiones" [PROYECTO InfoGEO]

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II) ACKNOWLEDGMENTS

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The evaluation team, composed of Ms. Fabiana Issler (Team Leader and EBD Global Optimum's CEO) and Ms. Janet Rojas Martínez (National Evaluator and lecturer at the Latin American Faculty of Social Sciences, FLACSO - Cuba), also expresses its gratitude for the excellent treatment received during the Final Evaluation process, and its satisfaction for having collaborated in this stage of the Project. Likewise, they express their wish that this report will be useful for the decision-making process of the project stakeholders, in order to contribute to a better and more efficient management of environmental data and of environmental projects in Cuba more generally.

III) TABLE OF CONTENTS

CONTENT

TABLES, FIGURES & BOXES

IV) ACRONYMS & ABBREVIATIONS

AMA	Environmental Affairs Agency | *Agencia de Medio Ambiente*
APR/PIR	Annual Project Reports / *Project Implementation Reports*
CBD	Convention on Biological Diversity
CDN	National Steering Committee | *Comité Directivo Nacional*
CEO	Chief Executive Officer (of the GEF)
CITMA	Ministry of Science, Technology and Environment | *Ministerio de Ciencia, Tecnología y Medio Ambiente*
CITMA	Ministry of Science, Technology and Environment
CO	Country Office (UNDP)
FCOM	Faculty of Communication of the University of Havana
FLACSO	Latin American Faculty of Social Sciences
GEF	Global Environment Facility
IGT	Institute for Tropical Geography | *Instituto de Geografía Tropical*
InfoGEO	Agreed acronym for the name of the Project
INRH	National Institute of Hydraulic Resources | *Instituto Nacional de Recursos Hidráulicos*
MEA	Multilateral Agreement on the Environment
MINAG	Ministry of Agriculture | *Ministerio de la Agricultura*
MINCEX	Ministry of Foreign Trade and Foreign Investment | *Ministerio de Comercio Exterior e Inversión Extranjera*
MTR	Mid-Term Review
NCE	Nature, Climate and Energy (UNDP Unit)
NCSA	National Capacity Self-Assessment for Global Environmental Management (ANCR in Spanish)
OACEs	State Administration Bodies | *Organismos de la Administración Central del Estado*
ONEI	National Office of Statistics and Information | *Oficina Nacional de Estadística e Información*
SDG	Sustainable Development Goals
SESP	Social and Environmental Assessment Procedure
SNIA	National Environmental Information System | *Sistema Nacional de Información Ambiental*
TE	Terminal Evaluation
TOC	Theory of Change
TOR	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
XETID	Defense Information Technology Enterprise | *Empresa de Tecnología de la Información para la Defensa*

1) EXECUTIVE SUMMARY

Project information table

Project Title
"Integrating Rio global environmental commitments into national priorities and needs through the improvement of information management and knowledge for planning and decision making" [InfoGEO PROJECT] *Title in Spanish (corrected):* [1] ***"Integrando las obligaciones de los Convenios de Río en las prioridades nacionales mediante el fortalecimiento de la gestión de la información y el conocimiento para mejorar la planificación y la toma de decisiones" [PROYECTO InfoGEO]***

Project Details		**Project Milestones**	
PIMS #:	5727	PIF Approval Date:	07-Jan-2016
GEF Project ID:	9319	GEF CEO Approval Date:	03-Feb-2017
UNDP Atlas Business Unit Award ID	CUB10, 00098959	PRODOC Signature Date:	24-Jan-2018
Atlas Project ID:	00094885	Date Project manager hired:	01-Jun-2018
Country:	Cuba	Inception Workshop Date:	30-Jan-2018
Region:	LAC	Mid-term Review completion date:	31-May-2021
Focal Area:	Multifocal areas	Terminal Evaluation completion date:	18-Aug-2022
Trust Fund:	GEF Trust Fund	Planned operational closure date (Approved with extension):	24-Jul-2022
GEF Strategic Objectives (GEF6):	CCCD2: Strengthen consultative and management structures and mechanism		
Implementing Partner (GEF Executing Entity):	Ministry of Science, Technology and Environment (CITMA)		
Cross-sectoral integration and NGOs/CBOs involvement |	▪ Environment Agency (AMA) ▪ Tropical Geography Institute (IGT) ▪ National Institute of Hydraulic Resources (INRH) ▪ Ministry of Science, Technology and Environment (CITMA) ▪ National Center for Protected Areas (CNAP) ▪ Information Technology and Telematic Services Company (CITMATEL) ▪ Faculty of Communication of the University of Havana (FCOM) ▪ Ministry of Foreign Trade and Foreign Investment (MINCEX) ▪ Ministry of Agriculture (MINAG) ▪ National Office of Statistics and Information (ONEI) ▪ Matanzas Scientific and Technological Park (Parque Científico Tecnológico de Matanzas) ▪ Defense Information Technology Enterprise (XETID)		
Private sector involvement[2]	▪ Consultants (private individuals) ▪ Producers from Finca Tierra Brava (CCS)		

[1] In various versions of official documentation in Spanish for InfoGEO project we noticed that the translation of its title mentions the "Integration of the obligations of the *Rio Convention* [sic] into national priorities ", while as there is no "Rio Convention" as such, but three: The Convention on Biological Diversity (CBD), The United Nations Framework Convention on Climate Change (UNFCCC) and The United Nations Convention to Combat Desertification (UNCCD), which were negotiated and initially signed by the Parties in the city of Rio de Janeiro, in 1992. We believe it is important to finally correct this error in the project title in Spanish.

[2] In Cuba, the non-state sector includes: The non-state sector includes the cooperative and private sectors. The cooperative sector includes agricultural and non-agricultural cooperatives. Cooperative ownership can include the ownership of all its members over the contributed land as in the case of Agricultural

Geospatial coordinates of project sites	23° 02′ 58″ N, 81° 34′ 25″

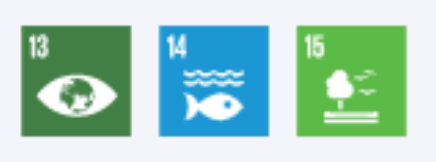
Figure 1. Project locations (open.undp.org/projects/00094885)

(US$) | Financial Information, last updated on 06-Jun-2022

PDF/PPG	At approval (US$)	At PDF / PPG completion (US$)
GEF PDF/PPG grants for project preparation	$50,000	$50,000
Co-financing for project preparation	$0	Not informed
Project	**At CEO Endorsement (US$)**	**At TE (US$)**
[1] UNDP contribution	$50,000	$50,000
[2] Government	$1,935,145	$1,849,455
[3] Other multi-/bi-laterals	$0	$0
[4] Private Sector | Sector Privado:	$0	$0
[5] NGOs | ONGs:	$0	$0
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	**$1,985,145**	**$1,899,455**
[7] Total GEF funding *	$1,488,573	$1,088,622
[8] Total Project Funding [6 + 7]	**$3,473,718**	**$2,988,077**

[*] *Total GEF (grant) funding amount for the MSP is as of PRODOC (net of fees). Accumulated expenditure is from Atlas Information through Open UNDP, as of 06-Jun-2022. Details are provided further down in* Table 1.

'Project Atlas Information' from 'Open UNDP' as of 06-Jun-2022

ID	Output Title	Output Description	SDGs
00098959	NATIONAL INFORMATION SYSTEM	Integrating Rio Convention obligations into national priorities through the strengthening of information and knowledge management for improved planning and decision-making (INFOGEO)	 *[Details on SDG tags details in Figure 2]*

Production Cooperatives (CPA) or its use in usufruct Basic Units of Cooperative Production (UBPC) and Credit and Service Cooperatives (CCS). The private sector includes Private workers include private farmers, self-employed workers, artists, writers and other intellectual workers. Self-employed workers are those who being or not owners of the means and objects of work are not subject to a labor contract with legal entities, are registered with the National Tax Administration Office (ONAT) where they pay their taxes as established by the current Legislation. Source: Statistical Yearbook of Cuba, 2019. ONEI, 2020.

Donors
Global Environment Fund Truste

Year	Budget	Expense
2018	$339,330	$46,374
2019	$437,800	$283,394
2020	$763,726	$418,315
2021	$710,490	$236,316
2022	$504,174	$104,223

Our Focus

Eradicate poverty in all its forms and dimensions

Signature Solutions

Promote nature-based solutions for a sustainable planet

Policy Marker

Gender Equality : Not targeted

Source: https://open.undp.org/projects/00094885 (last updated on 06-Jun-2022). Expenditure amounts above were cross confirmed with data from Atlas CDRs. Refer to analysis in Table 1.

Figure 2. SDG tags, UNDP Open data & D-portal (Development Portal.Org for Aid Transparency)

TAG (3)

DESCRIPTION	CODE	VOCABULARY
Integrate climate change measures into national policies, strategies and planning	13.2	UN Sustainable Development Goals (SDG) Targets
By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	14.2	UN Sustainable Development Goals (SDG) Targets
By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	15.1	UN Sustainable Development Goals (SDG) Targets

Source: https://d-portal.org/ctrack.html#view=act&aid=XM-DAC-41114-OUTPUT-00098959

Figure 3. UNDP Approaches (open.undp.org/projects/00094885)

Our Approaches

Hows

- Institutional Mechanism and System Building
- Capacity Development / Technical Assistance
- Data Collection and Analysis

Partner

- National government
- Sub-national government
- Multilaterals (Vertical Funds, EU)
- Research Institutions / Universities

Whos

- People living in urban areas
- People living in peri-urban areas
- People living in rural areas
- People living in slums

Table 1 . Use of the GEF Grant year-by-year against the respective planned annual budgets[3]

Year	Annual Budgets (without revisions)	Expense	*% of yearly budget consumption against the plan*
2018	339,330	46,374	14%
2019	437,800	283,394	65%
2020	763,726	418,315	55%
2021	710,490	236,316	33%
2022 (by 01-Jun-2022)	504,174	104,223	21%
TOTAL accumulated expenditure on the GEF grant*		**1,088,622**	
TOTAL GEF grant available for consumption in 4.5 years		**1,488,573**	73%

* For the expense's column, it is the cumulative sum of the grant consumed by 06-Jun-2022.

D-Portal Reference Identifier (Aid Transparency)
XM-DAC-41114-PROJECT-00094885 (parent) https://d-portal.org/ctrack.html#view=act&aid=XM-DAC-41114-PROJECT-00094885 "INFOGEO - ENVIRONMENTAL INFORMATION SYSTEM (MEDIUM SIZE)"
XM-DAC-41114-OUTPUT-00098959 (child) https://d-portal.org/ctrack.html#view=act&aid=XM-DAC-41114-OUTPUT-00098959 "ENVIRONMENTAL INFORMATION SYSTEM"

Project description (brief)

Project InfoGEO ("Integrating the obligations of the Rio Conventions with national priorities by strengthening information and knowledge management to improve planning and decision making"), is implemented by the Ministry of Science, Technology and Environment (CITMA) with the support of the United Nations Development Program (UNDP).

It aims to strengthen capacities to improve the incorporation of multilateral environmental agreements (MEAs), in particular the three Rio Conventions[4], into environmental decision-making and in key sectors that have a bearing on environmental planning for sustainable development in Cuba, through improved capacity for managing environmental information monitoring in the country. This emphasis has been present in the plans, strategies and programs that the Cuban government has been promoting, even before the formulation of the project and its submission to the Global Environment Facility (GEF), which subsidizes the project for US$ 1,488,573. The project is co-financed by the Government of Cuba and UNDP.

The three expected results of the project are the following (with reference also to its three components):

1. A sustainable National Environmental Information System for the collection, processing, storage and dissemination of reliable and accurate environmental information, knowledge and data, integrating the commitments contained in multilateral environmental agreements. *[Component 1: Operational National Environmental Information System for improved planning and decision-making].*

2. The geographical and environmental knowledge and information system and their hubs are expanded, in order to contribute to help mainstream global environmental commitments into sectoral, national and territorial planning process[es]. *[Component 2: Strengthened capacities for implementing the National Environmental Information System].*

3. The National Environmental Information System is accurate and, in addition to plans integrating relevant environmental information, selected sector[al] strategies are contributing to meet the commitments of Rio Conventions *[Component 3: Early implementation of the National Environmental Information System].*

[3] The most recent Atlas data used directly by UNDP indicates that cumulative delivery reached 79% of the grant, leaving a budget balance of just over $300K of the total grant to be spent.
[4] Convention on Biological Diversity (CBD), the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification (UNCCD).

The expected outcome of the project is that the Government of Cuba will be better able to successfully integrate the global environmental commitments of the Rio Conventions and other MEAs into decision making concerning the development of key sectors that impact the environment. This will be done by establishing a sustainable system for capturing, processing, storing and disseminating accurate, reliable and timely environmental information for use in national planning and decision making. At the tail end of the project, the expanded InfoGEO platform and the National Environmental Information System (NEIS – or SNIA, after its Spanish acronym, *"Sistema Nacional de Información Ambiental"*) will be instrumental in integrating relevant environmental information derived from MEAs into sectoral plans and strategies.[5]

The implementation of the project also aims to meet the needs and situations related to compliance, monitoring and use of information for decision making, knowledge management and research, and environmental communication and education, as identified by the 'National Capacity Self-Assessment (NCSA) in Cuba', which had been implemented between 2006 and 2011[6].

The National Capacity Self-Assessment (NCSA) exercise in Cuba, promoted by the GEF, showed that existing environmental knowledge and information were dispersed. They did not have standardized formats, nor were they compatible, and there was a lack of coordination in data generation, processing and distribution, and of tools for decision-making. Weaknesses in technological capacity had also been identified as a barrier to effective and efficient information management and decision-making.

In implementation since 2018, InfoGEO Project has been designed to overcome these and other barriers, and coordinate its implementation with existing programs and projects, reinforcing the exchange of information through the 'InfoGEO Platform', and conducting training activities. The other projects and programs are the *UNDP/GEF Ecovalor Project, Connecting Landscapes Project; the UNDP-GEF SINBIOD Project, and the UNDP/FAO/UNEP National Program to Combat Desertification and Drought in Cuba [the 'Country Partnership Program – CPP']*. Thus, InfoGEO Project reinforces its intention to overcome aspects that limit Cuba's capacity to comply, in a more integrated way, with the obligations undertaken within the Rio Conventions, explicitly identified in the NCSA in Cuba.

The implementation of pilot initiatives is developed in the territories of Matanzas and Pinar del Rio, due to the geographical and environmental representativeness of these sites, and the level of development of governmental structures and their digital transition. At the same time, the project prioritizes the water resources sector and the agriculture sectors, in terms of the sectoral scope of the data, in line with the main environmental situations and threats existing in Cuba.

InfoGEO involves the proactive participation of stakeholders and various actors / sectors of society, linked to the project's objectives and actions -- namely, ministries and their corresponding State Administration Bodies (OACEs), local governments, state enterprises, producers and academic institutions; as well as some non-state entities[7] -- playing different roles as service providers, implementers and beneficiaries, among others.

The Mid-Term Review (MTR) of InfoGEO Project took place between February and May 2018 and assessed that the project has been negatively affected in its execution schedule mainly by two external conditioning factors: the economic, financial and commercial blockade of the US Government against Cuba, particularly in the last months of 2019, which caused a drastic reduction in the country's socio-economic activity; and the COVID-19 pandemic with the resulting restrictive health measures and impacts on society and the economy. These two factors, according to the MTR, have caused a delay in the importation of technological equipment necessary for the implementation of the data centers in the nodes at pilot sites. The TE examined the evidence and concluded that this analysis by MTR was not entirely correct. External factors were aggravating. The causes of the delays in the project execution schedule are more directly related to the management of procurement processes to import technological equipment needed for InfoGEO's hardware infrastructure, which is institutionally conditioned to the Cuban government's provisions for the importation of equipment and machinery.

The MTR mentions that the management was forced to take "adaptive measures in the conduct of technical and administrative activities to optimize performance and comply with plans". Such circumstances were considered by the MTR to be beyond the control of the project team, creating the justification for why the project needed to obtain a six-month extension of its closing date. The TE considers that the extension was necessary and justified, given the progress status of certain activities.

The project's operational closure is set for as July 24, 2022, with the already approved extension. This evaluation should be completed around this date. Some important activities of the project, such as the installation and start-up of the situation

[5] PRODOC paragraph 51.
[6] https://www.thegef.org/projects-operations/projects/2064
[7] Self-employed, commercial companies and cooperatives.

rooms in Matanzas, Pinar del Río and Havana, and the Node [hub] at CITMATEL, were still in progress / ongoing around 11 July 2022[8].

After repeated frustrated processes for obtaining essential technological equipment for the operation of the InfoGEO platform, by carrying out an equipment import request process (and with contracts signed since 2021), some results were achieved, but only at the project's final weeks.[9] In early June 2022 InfoGEO's Project Manager reported to the TE that they finally managed to conclude the necessary purchases for the installation of the rooms and the node.[10] In hindsight, and with only a few weeks to go to the project's closure date, it may be said that the late arrival of the equipment represents missed opportunities to develop and disseminate more broadly the benefits of InfoGEO.

Evaluation ratings Table

Table 2. Evaluation Ratings (dashboard)

Criteria requiring qualification		***Qualifications***
Monitoring and evaluation (M&E)		
M&E design at entry	S	According to the 6-point scale
M&E Plan Implementation	S	
Overall quality of M&E	**S**	
Implementation & Execution		
Quality of UNDP Implementation/Oversight	S	According to the 6-point scale
Quality of Implementing Partner Execution	MS	
Overall quality of implementation/implementation	**MS**	
Evaluation of results		
Relevance	S	According to the 6-point scale
Effectiveness	MS	
Efficiency	MU	
Overall Project Outcome Rating	**MS**	
Sustainability		
Financial sustainability	L	According to the 4-point probability of sustainability scale
Socio-political sustainability	L	
Institutional framework and governance sustainability	L	
Environmental sustainability	L	
Overall sustainability probability	**L**	

[8] The date of 11 July 2022 is referred to on the cover page as the end date for the scope of this evaluation in terms of data collection and data verification. It is possible that the project was still implementing a few activities after 11 July 2022, but the TE has not been officially informed. The assignment's period after 11 July was reserved for report writing, translation and any necessary adjustments. More information on TE activities and dates are in Annex B.

[9] The TE examined the evidence from Quarterly Reports to reach a better understanding of how difficulties in the equipment procurement process affected the development of the project. Evidence was complemented by other pieces of information from interviews with key stakeholder and exchanges with UNDP. The information gathered showed that key processes have been exceptionally long, frustrating and complicated. In addition to the impact on **financial allocations (encumbrance), on financial execution (delivery) and on efficiency**, the most important impact of these long procurement processes has been the opportunity cost that delays have caused, i.e., the missed opportunities for the project to have focused on other aspects, if the acquisition processes had been different and more efficient. We cover this topic in the body of the report in the sections UNDP implementation and monitoring (*) and Implementing Partner execution (*), overall project implementation / execution (*), coordination and operational issues (under 4.2) and Efficiency (*) (under 4.3).

[10] The TE received this information through instant messages containing pictures. The TE could not verify any detail concerning the mentioned delivery of IT equipment. In any case, the TE considers that such verifications lie within the scope of an operational audit (not the TEs). A recommendation was made to that effect.

Box 1. TE Rating Scales

Ratings for Results, Effectiveness, Efficiency, M&E, Implementation/Monitoring, Execution, Relevance (6-point scale)	Sustainability ratings (4 point scale)
6 = Highly Satisfactory (HS): exceeds expectations and/or no deficiencies 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some deficiencies 3 = Moderately unsatisfactory (MU): somewhat below expectations and/or significant deficiencies 2 = Unsatisfactory (U): substantially below expectations and/or significant deficiencies 1 = Highly unsatisfactory (HU): serious shortcomings Cannot be assessed (U/A): the available information does not allow an assessment.	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately improbable (MU): significant risks to sustainability 1 = Unlikely (U): Severe risks to sustainability Unable to assess (U/A): Unable to assess the expected impact and magnitude of sustainability risks

Concise summary of findings, conclusions and lessons learned

1. **The Overall Rating of the project results** is assessed as **Moderately Satisfactory (MS)**. This evaluation by the TE considers the entire project implementation period, and all that has been achieved and not achieved, the strengths and weaknesses. This rating reflects the evaluation of the project's progress towards its objective. The **MS** assessment coincides with TE's overall assessment of the project's performance, based on all the evidence reviewed in the final phase of the project (June 2022), and is slightly more positive than the assessment attributed to the project's performance by UNDP in the project's last monitoring report—the 2021 PIR (*Project Implementation Report*)[11]. The MS rating for the overall project results and performance is also the same as the TE's rating for the **Overall Quality of implementation/execution**, which is **Moderately Satisfactory (MS)**, and considers the positive aspects, but also the significant delays faced by the project. We must consider that delays have different types of costs, including opportunity costs (the cost of not doing something).

2. In retrospect, the main opportunity cost was that the project had not focused its implementation effort on the wide dissemination of environmental data and information for decision-making through digital means. The project had foregone this opportunity, exactly because a good part of the implementation effort had to be oriented to solve the operational problems related to the purchase of essential technological equipment, which ended up arriving very late. In the final phase of the project, they ran out of time to plan for the wide dissemination of environmental information. Although the project faced these operational problems, with strategic implications, the project had tangible results in terms of structuring environmental information. And even though Project InfoGEO had met its target of involving at least 500 beneficiaries (51% women, which counts in favor of the project's contribution to gender equality and women's empowerment) [12], if we consider that it as a digital inclusion project, the total number of beneficiaries reached is quite low. The TE believes that there may also have been opportunities lost in terms of exploring the potential of digital media to engage a large number of beneficiaries.

3. **When analyzing the strategic processes of the project and the decisions that were made, and those that were not made, during implementation, the TE has observed two important trends:** (1) a strong emphasis on hardware, on the development of the code for the platform, and on ensuring that institutional stakeholders were trained in data entry in the buildup of InfoGEO system; and (2) less emphasis on the process of transforming data and information into analysis, and on ensuring that these would contribute concretely to improved decision-making. Regardless of the causes, it is a fact that the project faced significant limitations in the process of obtaining hardware. The TE suggests that this has likely exacerbated the two afore-mentioned trends. Not having focused on the processes that are necessary for transforming data into information and analysis, nor on its contribution to decision-making, is the most important opportunity cost that the project had, and due to the way that it was strategically managed. We also recommend that training in coding (computer programming) is strengthened in new projects. Being able to develop code is a rare but highly useful skillset in Cuba, and a necessary one for digital inclusion.

4. There were three main sources of information that contributed to the TE's assessments in Table 2: (1) reading various project reports and related materials (Annex D); (2) stakeholder interviews (Annex C)[13] and a visit to one of the project sites in Matanzas (Annexes B and I); and (3) the application by the TE of a quick project questionnaire on GoogleForms

[11] The assessment of progress towards the project objective was rated MU in the 2021 PIR, both the UNDP CO Cuba and by the Regional Technical Advisor (RTA).
[12] According to the 2021 RIP. The Project reached out to 500 beneficiaries as workshop participants. The project has not been shared with the TE statistics of numbers of users of the InfoGEO System.
[13] The TE had 13 meetings with 32 individuals representing project stakeholders, including 13 women. Of the women, 10 are in a decision-making position, and of these, 5 belong to the higher echelons of the institutions where they work (data contained in Annex C). That counts in favor of gender equality patterns in Cuba, but not necessarily constitute a contribution from the project to gender equality and women's empowerment.

to stakeholders. The latter was based on the 'Matrix of evaluation questions' (Annex E), which had been shared with UNDP in the TE's Inception Report. A total of 36 people responded to the questionnaire out of the 60 individual project stakeholders and beneficiaries (their contact list had been availed by the project), to whom link to the questionnaire in GoogleForms was sent. Of those who responded, 19 were men (52.8%) and 17 were women (47.2%)[14]. A brief analysis of the responses to the questionnaire is included in Annex F-2. Important aspects of the analysis of questionnaire responses are discussed in the TE narrative. We highlight some of the interesting results from the survey:

- Respondents have a **favorable opinion about the project's contribution to capacity building and environmental decision-making** in Cuba. A total of 43% consider that the project contributed "significantly" to this aspect, and 40% mention that it contributed "to some extent" (meaning that their contribution could have been greater), while for 17%, InfoGeo contributed "to a great extent".[15]
- **Synergy with other projects**[16] is one of the actions that denote greater satisfaction among respondents: 78.8% are satisfied and highly satisfied, and 18% report moderate satisfaction.
- **The opinion of most of respondents (85%) is favorable with respect to the project's sustainability**, considering various aspects, such as its contribution to decision-making capacity, to the SNIA, to implementation arrangements, to synergies with other projects, to the resource mobilization strategy, and to information management tools.[17]

5. Overall, the Mid-Term Review (MTR) assessed in April 2021 **the achievement of the project objective** as **Moderately Satisfactory (MS)**. **In June 2022, the TE maintains the same MS rating** for the achievement of the project objective in the final phase of the project, which means that the project more or less meets expectations with some shortcomings.

6. The evidence analyzed shows that InfoGEO Project advanced towards its goals in a consistent but late manner, but with delays, especially for aspects that related to institutional and spatially-based coordination. The following factors will lead to the conclusion:
   - The main factor of delay related to the procurement of equipment of the Situation Rooms, due to the cancellation of contracted imports, which were later replaced by domestic purchases.
   - Between the end of May and June 2022, less than a month before project closure, three of the situation rooms were installed. (Territorial Delegations of Matanzas and Pinar del Río, and in the National CITMA in Havana). The CITMATEL Node [hub] in Havana was also equipped.
   - This delay caused some of the committed activities to be postponed, or not to be fully completed, such as the establishment and monitoring of a networked environmental information system (partially achieved/completed at 60%); the preparation of manuals and guidelines on best practices for integrated global and national socio-economic planning were partially complied with, noting that the Best Practices Manuals to be used in the SNIA could not be prepared, due to the delays in the implementation of the platform and in the operational nodes of InfoGEO system.
   - Although not achieved in full, progress was also made in the formulation and/or updating of two sectoral development plans using the SNIA, and based on the good practices that could be confirmed so far. This is despite the fact that this activity was designed to be completed in month 24 of the project, while it was partially achieved and sometime later – this was also hindered by the level of implementation of the system and by how equipped the Situation Rooms were.
   - And finally, even when the project could not reach the desired target for the level of information and knowledge in required formats for decision-makers—and largely due to delay in obtaining equipment—important progress was made in achieving this objective, especially after the results presented in the PIR 2021.

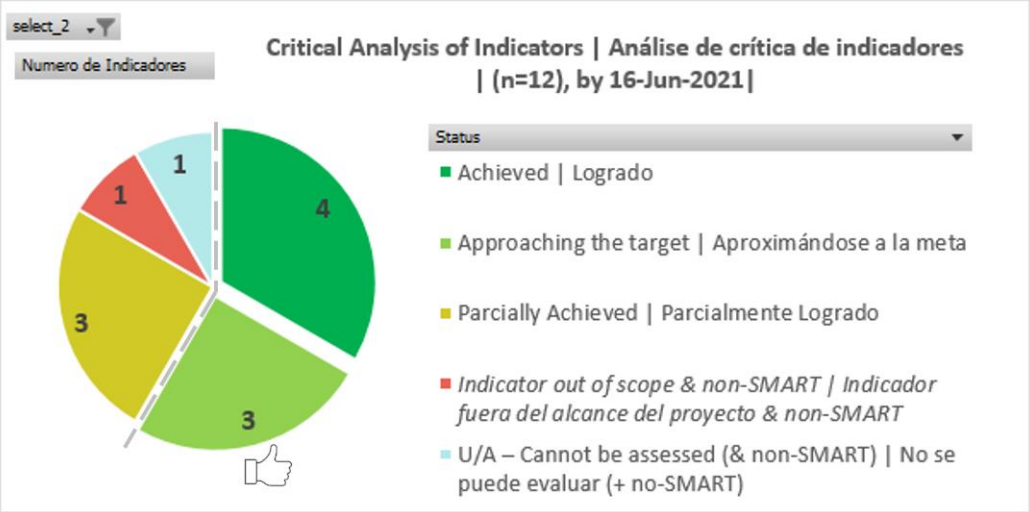
7. Project InfoGEO worked well on the issue of convergence and synergies with other related projects, as noted in interviews with the coordinators of these projects and with CITMA management. Some of the geographic and sectoral information management needs, especially in water and agriculture as key sectors, and part of the pilot activities were met. This was confirmed by evidence in reports such as the PIR 2021 and interviews with representatives of these sectors. The Project conducted several training workshops, which served to create a greater culture of digitization in the environmental sector in Cuba, according to evidence from reports of different events and confirmed by interviews with beneficiaries, and also by the visit to Matanzas.

[14] Of those who completed the questionnaire, (n= 36), 10 belonged to the higher echelons in their institutions, including 4 men y 6 women. More details on the respondents cannot be disclosed due to the confidential nature of the questionnaire application.
[15] See Figure 20 in Annex F-2.
[16] They here refer to the promotion of alliances and an commendable work of mainstreaming and ensuring complementarity with other environmental projects in Cuba, such as Ecovalor, Country Partnership Program (CPP) to Combat Desertification and Drought in Cuba (the "OP 15"), the Connecting Landscapes Project, and other project such as the "Coastal Resilience to Climate Change in Cuba through Ecosystem Based Adaptation" - (Mi Costa) and the project "Building Coastal Resilience in Cuba through Natural Adaptation Solutions" (Coastal Resilience).
[17] The average of 85% refers to those who "agree" or "strongly agree" that the contribution of the Project to the aforementioned aspects of sustainability was relevant.

8. At the same time, of the three objective indicators that denote the project's success, the main one is **the establishment of an interconnected national system (Indicator #1).** Achieving this goal in its entirety would imply that InfoGEO's equipment and facilities would have been installed as planned, which always depended on the timely acquisition of IT equipment, an action that was eventually achieved, but only very recently. The establishment of an interconnected national system also depends on the installation and full operation of this equipment, which includes the implementation of data entry protocols by the participating institutions and access to the system by designated users, as well as the consolidation of and access to databases. This goal has been partially achieved. The TE considers important the milestone of getting key equipment to at least three situation rooms in the project sites (in Matanzas, Pinar del Río and Havana, and the Node in CITMATEL), but late (a little more than 1 month after the operational closure of the project). There is potentially an interconnected national system, but it is in the testing phase, while the project goals had foreseen the availability of an interconnected system at the end of the second year of the project. At present, InfoGEO Project has been officially under implementation for 4.5 years.[18]

9. *On the one hand*, some elements counted positively in the MS assessment for the overall evaluation of the Project Results Rating. We mention the achievement of many important indicator targets, based on the 2021 PIR (7 of the 12 indicators are achieved or close to the target, as indicated by the 'thumbs up' in Figure 4). We mention the fact that progress toward Outcome 1 was considered "Achieved" with evidence duly presented in the report. *On the other hand*, the following elements represent gaps in overall project performance: Outcome 2 and Outcome 3 were considered not achieved, but "On Track" (also with evidence presented in the 2021 PIR and reviewed by the TE).

Figure 4. Results Framework Indicator Status

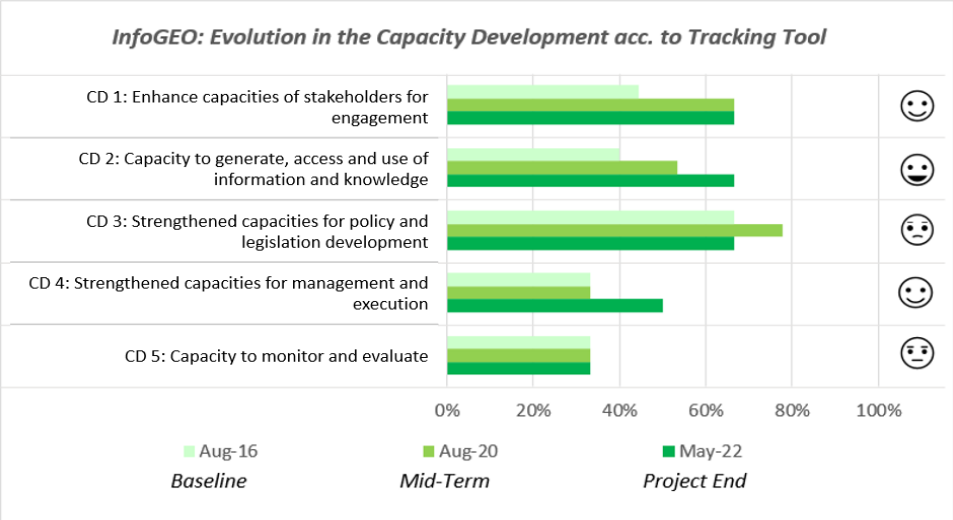


10. **Three important criteria were considered in the evaluation of the general rating of project results as MS**: **Relevance** was considered **Satisfactory (S)**, **Effectiveness Moderately Satisfactory (MS)**, and **Efficiency** was considered **Moderately Unsatisfactory (MU).**

11. **Relevance:** The TE looks at how the project relates to the main objectives of the GEF focal area and to national and sectoral priorities on environment and development. The agriculture and water sectors were on focus. It was expected that the project should provide truthful, timely and relevant information for decision-making based on a solid scientific basis, and for the benefit of the country. InfoGEO is part of the National Environmental Information System (SNIA), which is in its implementation phase, so the web services it offers are not yet available to all users. InfoGEO (http://infogeo.cu/ – as a system in itself and as part of SNIA) is operational online (at least the part that is visible to the TE) and it contains information and structured environmental data for decision-making at the national level and from at least two regions. The Situation Rooms and the node in CITMATEL are part of the installed network, thanks to InfoGEO Project, co-financed by the GEF. Project results have been developed around the GEF's strategic/operational objective for which the developed: the obligations under the Rio Conventions within national priorities, by strengthening information and knowledge management to improve planning and decision-making (just like the project title). Annex N of this report includes the result of the analysis of the GEF monitoring tool (the Tracking Tool) and it demonstrates a certain degree progress, albeit modest for the five components of environmental management capacity covered by the tool. Summarized results are in Figure 5.

[18] At least a year of delay after the project document was signed was due to the need to comply with additional requirements from the Government of Cuba in the form of the "National Terms of Reference", which started applying to international cooperation projects as from 2018.

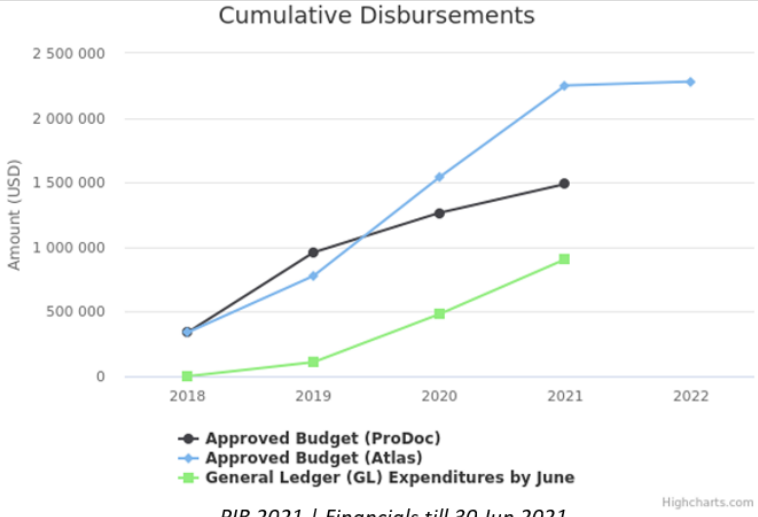
Figure 5. Results from project progress according the GEF Tracking Tool



12. Another way of assessing the project's **Relevance** is through the opinion of beneficiaries and stakeholders. From the TE questionnaire (Annex F), we found that 43% of the respondents considered the relevance of InfoGEO Project as 'satisfactory', and 17% considered it 'highly satisfactory', adding up to 60%. The analysis of the project design and the Theory of Change (ToC) confirms these perceptions.

13. **Efficiency** was rated **Moderately Unsatisfactory (MU)** because there are some important points that stand out as being below expectations. The project presented chronically low financial execution -- see Table 1, which demonstrates, year after year, a low cumulative financial delivery that reaching no more than 73% of the total GEF grant by 01 June 2022 (date when the TE received the CDRs from UNDP and less than a month from the closing date). This is the cumulative achievement covering the entire project duration until June 1, 2022. For the previous year, by end June 2021, this indicator reached 60.8% of the GEF grant (Figure 6), which reinforcing the TE's finding concerning problems with efficiency. The analysis of efficiency also includes the management of time and processes, as well as resources. Financial execution (*delivery*) is actually a symptom of the problem, and not the problem itself. The evidence relating to issues on efficiency was duly examined. The main problem was that project plans, including the procurement / import of essential IT equipment for InfoGEO had many delays, and financial execution was therefore also affected.

Figure 6. Financial data illustrating issues of efficiency and effectiveness up to 30-Jun-2021 (Source PIR 2021)



PIR 2021 | Financials till 30 Jun 2021

Cumulative GL delivery against total approved amount (in prodoc):	60.88%
Cumulative GL delivery against expected delivery as of this year:	60.88%
Cumulative disbursement as of 30 June:	906,187

14. **Effectiveness** (level of achievement of targets and objectives) is considered **Moderately Satisfactory (MS).** Effectiveness looks at how the project's expected results and objectives have been achieved. The basis for the rating was primarily the analysis of the level of achievement of the Project's targets (see reference to goals and indicators in Table 4) and the validation/verification of milestones. This validation was complemented by other sources of data and information, which included frequent interaction with the project team (including a visit to Matanzas and several visits to the project headquarters in Havana), by interviews with stakeholders and through the application of a questionnaire to stakeholders and beneficiaries. Project plans have quality (general planning, workplans & budget, procurement plans). The effective implementation of certain activities had positive aspects. At the same time, it should be noted that the project plans were more ambitious than the actual implementation capacity and needed constant adjustments. Time management by InfoGEO Project was a critical point, according to the TE's observations, although the results of the stakeholder questionnaire point to the contrary.[19] TE notes **that external factors had a tangible impact on project's Effectiveness** (the covid-19 pandemic and the economic blockade), a fact that was underwritten by the MTR in 2021. InfoGEO's project team had not identified operational difficulties linked to the complexity of procurement as an obstacle from the beginning, and it turned out to be a very important one. The MTR made a highly relevant recommendation in this regard (recommendation number 14, which is the last one proposed by the MTR)[20]. Very recently (in the first week of June 2022), this important procurement milestone of obtaining IT equipment for the project, was achieved. Figure 6 shows important aspects of Efficacy and Efficiency (discussed in section 4.3), such as the gap between workplans & budget ("*Approved Budget Atlas*") and financial delivery ("*General Ledger GL Expenditure by June*"), including in relation to the original plan ("*Approved Budget PRODOC*"). Another aspect that also caused delay was the lengthy process of waiting for the 'National Terms of Reference' at the beginning of the project.

15. **Benchmarking in the Evaluation of Results**

16. The fact that the functioning and operability of the InfoGEO system and the planned platforms depended on the availability in Cuba of certain specific technological equipment, which needed to be imported, was a risk factor in the project. This risk is now potentially managed, but at the final stage of the project, noting the operational closure date in end July 2022. This risk was not identified as such in the PRODOC, but only since the 2019 PIR[21]. In the project's risk log in the UNDP system (*Atlas Risk Log*), an operational risk related to key equipment procurement processes was more precisely identified in July 2019 and classified as 'substantial', with various follow-up actions by May 2022.[22] On June 4th, 2022, the project management team informed directly to TE, with satisfaction and relief, about the completion of final steps in the acquisition installation of IT equipment for the 'Situation Room at CITMA's Delegation in Matanzas (between May 30 and June 1, 2022)[23]. They also reported about a similar accomplishment a few days later in connection with the installation of Situation Rooms in Pinar del Río and in the Node [hub] at CITMATEL in Havana. With the triangulated evidence, including through the analysis of sequential the of the project's Quarterly Reports[24] between 2018 and 2022, the TE concluded that not only the late arrival of the equipment in question represented a missed opportunity, but also that it required the enormous efforts made to achieve the objective, both by the project, CITMA's management and by UNDP. It would be important to verify the extent to which the project neglected to pay attention to other issues of high importance for the achievement of its objective, besides the procurement of technological infrastructure. A project for mainstreaming environmental considerations into national priorities should not only be concerned with hardware, but also with how the structuring of data can be transformed into information, and how information can contribute to analysis and to making important decisions within environmental and sectoral management.

17. The TE emphasizes that the full implementation of the necessary technological infrastructure, as conceived within the scope of InfoGEO Project, depends not only on the acquisition and installation of hardware, but also on a whole chain of sub-dependent conditions. Beyond the *hardware*, there is the functionality of the *software* on the virtual platforms, followed by adequate and secure access to them by users. Even more important: the fully-fledged development of the InfoGEO platform depends on the feeding and use of the data on the platforms, but also on how the data is transformed into useful information, and how it contributes to environmental management and to environmental monitoring in Cuba. In other words, there is a whole chain of dependencies to be taken into account in an evaluation of results.

[19] Between 72% and 78% of respondents will consider InfoGEO's "Operational execution" to be "adequate", carried out "[...] efficiently, in accordance with international and national norms and standards", both in relation to funds, human resources and time management.
[20] The mentioned recommendation 14 reads as follows: "F.1 Access to measures to remove barriers that limit the implementation of the Project and accelerate imports and pending procurement with the importing company, so that the arrival of the equipment can be ensured, which is conditioning the future sustainability of infoGEO."
[21] The 2018 PIR mentions, "We have not noticed changes in the risks previously detected. But the experience with the import process points to a necessary pre-planning to avoid delays in the procurement plan that will be reflected in the project implementation schedule".
[22] "UNDP Atlas Project Quarterly Progress Report – Business Unit: CUB10, Award Id: 00094885, Description: INFOGEO – SISTEMA INFORMACION AMBIENTAL (MEDIUM SIZE), Implementing Partner: 00913 CUB-Agencia de Medio Ambiente, Award Start Date: 01/01/2017, Award End Date: 31/12/2023, Run Time: 14-06-2022 20:06:29". Report availed by UNDP to the TE on 14-Jun-22.
[23] These steps included (1) moving the equipment from Havana to Matanzas; (2) assembling the supports, the cabling of the Situation Room, the network points, the switches, and the wireless access point of the Room; (3) configuration of the wireless access point, digital security tests and configuration of the IP addresses. Other configuration and testing work is still ongoing. Although the evidence responds only to the installation of the Matanzas Situation Room, from conversations with the project leader and other members of the team, it was learned that the installation process in the Pinar del Río and Havana rooms had been similar, and also in the CITMATEL Node.
[24] Quarterly reports: "Project Implementation Compliance Reports", 2018 – 2021.

18. Having said that, Project Indicator #1 refers to the "establishment of an interconnected environmental system". As foreseen in the design of InfoGEO Project, having functional platforms, capable of receiving data from various providers, and making them available for use, are important conditions for the InfoGEO platform to meet its objectives and contribute to the establishment of an interconnected environmental system. The afore-mentioned indicator stresses the importance of having not only the equipment and the necessary connectivity, but also to consider the use of information and the interaction between the different stakeholders, with the aim of contributing to decision-making with respect to environmental affairs.

19. At the present time, it is possible to note the very recent installation of the three situation rooms mentioned further up and the node at CITMATEL. The TE verified, for Tierra Brava Farm, how seasonal meteorological information obtained through InfoGEO (forecast of drought for the period preceding the harvest time) has been used by those responsible for the farm for making decision on cancelling on time contracts for delivering fruit, avoiding thereby loss possibilities for failing to deliver on contractual commitments. We are not aware of other concrete examples of the use of environmental data in decision making. The benefits of InfoGEO are relevant but remain potential for the time being. These aspects are also related to the relevance and sustainability of the project.

20. It would have been necessary to consider the low connectivity in Cuba as an important background fact in the context of the project. Among the barriers identified in PRODOC, "insufficient infrastructure for environmental monitoring and compliance with environmental conventions and their synergistic approach" is mentioned, but PRODOC did not specify which infrastructure, technological or other, was involved. Among other background facts, the TE highlights the impact of two aggravating factors, which had already been noted by the MTR: (i) the Covid-19 pandemic and its worldwide effects on supply chains, especially for electronic products; and (ii) a tightening of the economic blockade of Cuba in recent years. While the Covid-19 pandemic is a circumstantial factor, which could not have been foreseen in the design of the project, potential inconveniences resulting from the economic blockade on the importation of technological equipment should have been identified as a risk in the formulation of PRODOC, but they were not. These risks were contemplated through adaptive management during implementation, but with high costs and negative impacts on the effectiveness and efficiency of the project.

21. **Monitoring and evaluation (M&E).**

22. **The project design and its Monitoring and Evaluation (M&E) system** was rated **Satisfactory (S)** by the TE, because the PRODOC is clear and well informed by indicators, mostly SMART.[25] The design of the project describes well the changes that its implementation should bring about, as well as the chain of basic conditions to be fulfilled so that the changes can be realized. The exception would be the overseen operational risk linked to the import of IT equipment. The **Theory of Change (TOC)** included in the PRODOC foresees that through: "[...] the establishment of a sustainable system for the capture, compilation, processing, storage and dissemination of information, the project [would] improve and expand the scope of the InfoGEO platform that collects environmental information and knowledge relevant to the Rio conventions and other multilateral environmental agreements. It will also monitor this new system in key sectors in a given territory, which will generate useful lessons for refining environmental information management." This defines well the pilot character of the project, the limits of its scope, and the fact that its role is to *'contribute'* to improve and broaden the scope of relevant environmental information and knowledge through platforms. Although this is a minor shortcoming, the project design did not identify operational barriers in more detail.

23. Conversely, the difficulties faced by InfoGEO related to imports of technological equipment represented a major barrier. Perhaps this is because other UNDP-GEF projects implemented before InfoGEO found ways to overcome similar difficulties, but in the case of InfoGEO the barrier was massive and circumstantial. It is worth noting that no other GEF-UNDP project, as it was confirmed to us by the project team, had actually required to import technology equipment that was specific for a task of developing an environmental management and information system. Other projects have imported PCs, laptops, some items for local networks, access points, routers, etc., which is quite different from the integrated and comprehensive solutions, as those that have been conceived for InfoGEO.

24. **The Implementation of the M&E Plan** is considered adequate **/ Satisfactory (S).** Overall, the project handled well the issue of indicators, as well as other aspects of monitoring. The MTR happened a little late in the project's lifecycle (2/3 into the implementation period), but this was due to the Covid-19 pandemic. The information provided in the PIRs on progress and achievement of indicator targets is relevant and informative, and the narrative is well formulated, thorough and, in most cases, supported by evidence. The TE has reservations about some indicators (not all are SMART, as noted by the MTR[26]), but the main ones have worked more or less well for the project. The interpretation of the

[25] Of the 12 project indicators, 2 are considered non-SMART. This is explained in more depth in section 4.1 (Box 3).

[26] The TE's interpretation of indicators' degree of "SMART'ness" differs somewhat from that of the MTR. The TE thinks, for example, that there would be no need to completely change indicator #1, as the MTR proposed. In any case, the MTR recommendations on indicators were not followed (according to the retrospective analysis of the MTR Management Response) - see https://erc.undp.org/evaluation/evaluations/detail/12461). Now at project closure there is no

project's three target indicators is, for example, quite realistic about the challenges related to the late installation of the Situation Rooms, and how this impacted the achievement of key goals. More specifically, the project reports the following in the 2021 PIR: *"While agencies and partner information systems benefited from InfoGEO's delivery of technology (evidence 10), this process has not been completed due to delays in the import process. It should be noted that the implementation of the SNIA and the subsequent training of specialists in the use of the system will be conditioned, for the time being, to the availability of technological infrastructure in each territory, due to delays in the acquisition of equipment".*

25. **Implementation and Execution**

26. Overall, the **overall Quality of implementation/execution** had both positive and negative aspects and was rated **Moderately Satisfactory (MS)** by the TE. While InfoGEO has achieved many accomplishments and has prepared adequate reports on them, there have been delays in implementation that became more visible towards the end of the project. In general, delays have cumulative, and sometimes multiplicative, effects. Discrepancies between plans and implementation weighed negatively.

27. The TE considered **Moderately Satisfactory (MS) the Quality of Implementing Partner Execution.** On this, they took into consideration the fact that the UNDP implementation modality of InfoGEO project was "Full NIM" -- that is, the most liberal national implementation modality within the UNDP 'NIM spectrum', in which the implementing partner (the national counterpart) has the greatest responsibility for the achievements and shortfalls in UNDP projects. This criterion was rated **Moderately Satisfactory (MS)** by the TE. The **Quality of UNDP implementation/supervision was**, in turn, rated **Satisfactory (S)** by the TE. The quality of UNDP's feedback through the PIR and other supervision and monitoring instruments weighed positively in the assessment. Both the monitoring of the financial aspect, risk management and the content of UNDP's feedback were generally considered very relevant, realistic and constructive.

28. One small area for improvement on the part of UNDP monitoring is to pay more attention to important details such as the interpretation of MTR recommendations. The TE noted, for example, some discrepancies of interpretation in the message on adjustments to indicators by the MTR[27], but this is something that can be solved with simple measures. For InfoGEO, TE does not believe that adjustments to indicators should be made at this time. In the body of this document, TE includes a thorough assessment of the achievement of indicator and sub-indicator targets (n=44) - see Table 10 - Thorough assessment of indicator achievement. Nevertheless, the TE proposes recommendation No. 3 on the management of indicators during implementation, which proposes a critical and exhaustive review of indicators to be worked out, including when the results framework of a project had been translated. This recommendation is especially important to take into account in new projects.

29. We mention some relevant operational achievements, such as (i) the complete development of the programming code of the InfoGEO system, although the platform has not been sufficiently tested by its users; (ii) cooperation agreements successfully signed between InfoGEO system partners; (iii) a series of training and capacity building actions, among others. The close monitoring of expenditure processes and the quality of reports, dissemination, communication, etc. will demonstrate the quality of the execution of the national partner in the implementation, compensating for the aspects already referred to of delays in key procurement processes. By mid-June 2022, approx. 79% of GEF funds were executed (up from 73% in the beginning of the month), with good prospects of reaching a figure close to 100% by end July. On the other hand, TE has to look at the entire project life cycle, and delays occurred prior to the signing of the PRODOC between UNDP, government and CITMA. A period of almost 12 months between the date of final approval of the project by the GEF (*GEF CEO Endorsement*) and the date of signature of the PRODOC, did not favor the quality of the implementation/execution of InfoGEO Project, nor of the UNDP supervision. A normal time for the translation of the PRODOC and to comply with the bureaucratic processes of both UNDP and the government would be 3-4 months. The almost 12 months of paperwork in the case of InfoGEO is a lengthy process.

30. According to the MTR, new procedures for cooperation projects instituted by the government of Cuba in 2017/18 required the thorough review of "National Terms of Reference", which caused delays in the inception of InfoGEO Project. In order for the initiation of a UNDP GEF project to be fast-tracked, both UNDP (the agency managing the GEF funds) and the national implementing partner institution (in this case CITMA) need to collaborate. They are advised by the institution that functions as the interlocutor for UNDP in the country regarding development programming more broadly (in this case, MINCEX). In addition, UNDP's regional and HQ levels also contribute. In other words, there are several parties and agencies involved in the thorough review of project documentation, content adaptation, negotiations, and internal clearances.

sense in changing indicators. It is only necessary to report them with the available data. See: *Table 10. Thorough assessment of achievements through project indicators.*

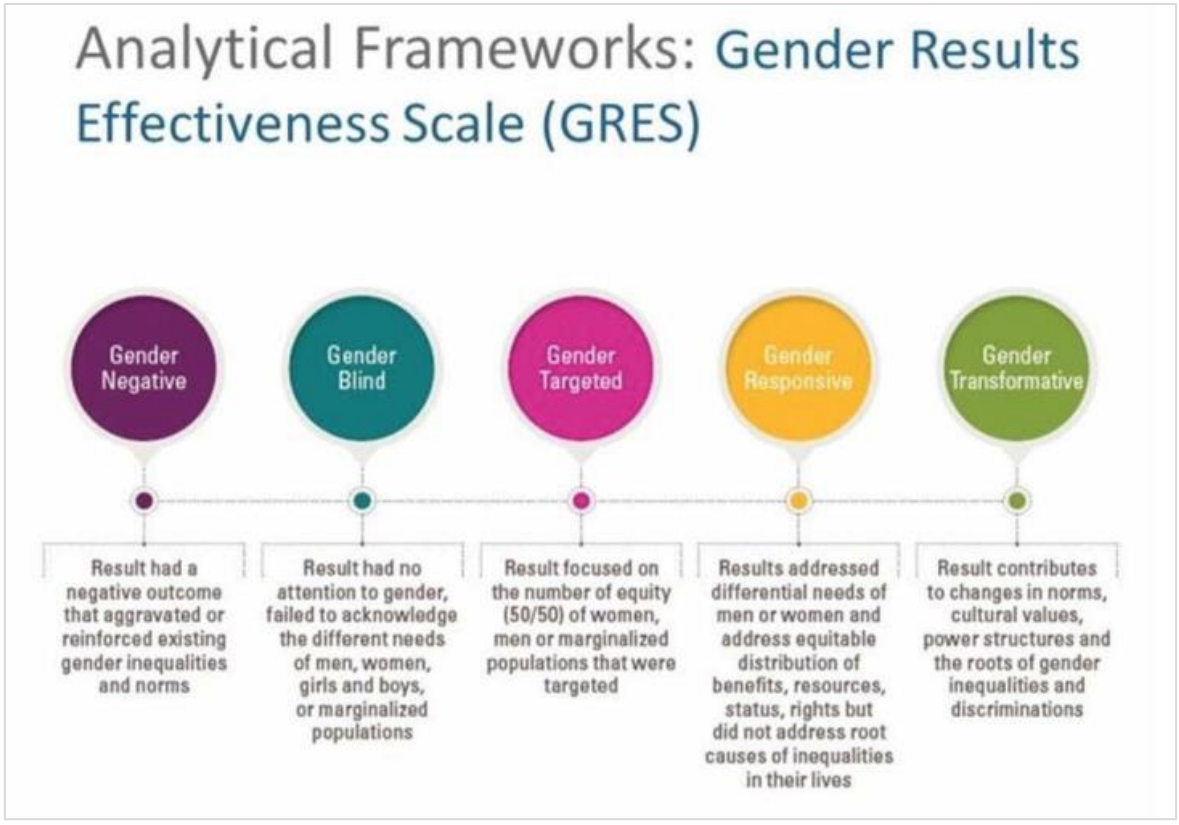
[27] The MTR concluded that not all indicators were SMART and proposed some changes, while in the UNDP Management Response, the assimilated message was that "the resulting indicator structure for the Project's results is not suitable in terms of the standard design recommendations (S-M-A-R-T), and requires adjustments [...]" (source: https://erc.undp.org/evaluation/evaluations/detail/12461todo). Initially, this passed the impression that the entire Results Framework was 'not suitable', when actually only a few indicators needed adjustments, and were adjusted in the 2021 PIR. In early July-2022, UNDP adjusted the Management Response to the MRT and rectified this issue.

31. **Gender.**

32. **With respect to gender**, TE's key findings point to three aspects: (1) **Gender equality and women's empowerment** were weakly incorporated in project design, with a GEN1 gender marker and a **project results framework without a single gender-sensitive indicator**. During implementation, Project InfoGEO reacted to a changing policy agenda on gender at the global level to strengthen gender mainstreaming in international development programs. Such changes have been taking place since 2015, with advances in terms of gender policy within the GEF and UNDP. However, this project feedback has been limited. There were, for example, opportunities to promote more effective gender mainstreaming in the core indicators, particularly indicator 2b, which targets "At least 500 unique stakeholders have participated in action learning workshops to create and incorporate the best available data, information and knowledge into sector development plans." As formulated, this high-level indicator is not gender sensitive. This project shortcoming can still be addressed through increased dissemination of gender-relevant content and documents, and through subsequent monitoring of gender-relevant achievements, in particular through the final project report. To this end, the TE made specific recommendations on the subject.

33. Despite the TE's findings of weak gender mainstreaming in the project based on evidence, project stakeholders apparently had a much more positive perception of the project. When asked about different aspects of gender equality and women's empowerment in InfoGEO Project, 48% of respondents indicated that the project was respectively "gender transformative" and 33% that it was "gender sensitive", both in reference to "project design". For "project implementation", half of respondents (50%) considered it "gender transformative" and 31% considered it "gender sensitive". The gender rating referred to herein is the "Gender Results Effectiveness Scale (GRES)", which is depicted in Figure 7.[28] In contrast, the TE considers the mainstreaming of gender in InfoGEO project as being **'Gender Targeted'**, according to the GRES scale, in implementation, and closer to **'Gender Blind'** in the early design phase.

Figure 7. **Analytical Framework GRES as included in the Stakeholder Survey**



34. **Sustainability**.

35. **The overall Likelihood of project sustainability** was assessed for all sub-criteria as **Likely (L)**. This assessment applies to all four aspects of sustainability assessed: **Financial sustainability, Socio-political sustainability**, Institutional framework

[28] A guide from the UNP Independent Evaluation Office (IEO), entitled "GRES How-to Note", is available in English, French and Spanish: http://web.undp.org/evaluation/guidance.shtml#handbook; http://web.undp.org/evaluation/documents/guidance/gender/GRES_English.pdf.

and governance sustainability, and Environmental Sustainability. Therefore, the overall probability of sustainability of the project is good, **Likely (L),** with negligible risks to its achievement. Financial Sustainability is very important, and its basis lies in the strategic reviews for its realization, both during the project implementation period and after its completion, which will support the continuity of the SNIA implementation activities.

36. Finally, on the other aspects of sustainability, the TE has been able to verify through interviews with key actors and the visit to Matanzas, that the methods and tools for data capture, management and analysis of the partner agencies are the most advanced. But, as noted in mid-2021 by the MTR, the "effectiveness [of these capabilities] could improve if the system is completed". We complement this MTR comment with more recent information on the current functionality of the system, as verified during the visit to Matanzas (see Annex B). TE had some access to the operation of InfoGEO during the visit. Between 2019 and 2022 there was significant progress. The programming elements of the system were completed and can operate. Full operationalization will, on the one hand, depend on actions in the "post-project" phase in the sense of expanding access to InfoGEO and sequencing data entry and updating; and on the other hand, on systemic connectivity. And this is a more structural problem in Cuba, which does not depend on the project, nor is it within its reach to provide solutions in this area, if not local solutions.

Recommendations summary table

Table 3. Synthesis of TE recommendations with tags

#	Description of RECOMMENDATION, tags
#1)	Given the context in Cuba regarding the import of technological equipment, the operational risk linked to the procurement of such equipment faced by technological innovation and digital inclusion projects must be carefully considered and mitigated from the onset. Following this recommendation is especially important when (i) the equipment is expensive, specific and requires a technically advised procurement process; (ii) the provisioning of the equipment is essential for the success of the project (for example, meteorological and hydrological equipment, or computer servers for the establishment of IT centers). It is also recommended to seek technical consultancy support in complex procurement processes, systematically update bidding plans and constantly monitor them to detect and/or identify possible procurement delays. Given the limitations of goods imports, it is also suggested to consider, for example, the contracting, through UNDP, of international grade specialized consulting services from the private sector that would also include, as part of a package, the import of technological goods. [For new projects] *Addressed to:* [UNDP Cuba]
#2)	In order to accelerate innovation through new UNDP GEF projects in Cuba, involve in a much more intense way, Cuban non-state stakeholders, including civil society organizations (NGOs, cooperatives and companies), cooperatives and private sector companies, as well as international stakeholders, reinforcing innovation activities and this kind of recommendations in new environmental projects to follow on from InfoGEO. [For new projects] *Addressed to:* [UNDP Cuba]
#3)	Whenever a new project starts, it is very important that the project team conducts from the onset a critical and exhaustive review of the indicators to be worked on, including when the results framework of a project had been translated. The aim is to decide, on the basis of good project management practices, which indicators should be retained and which should be adjusted. This exercise should be carried out again after an MTR, and the changes should be effectively carried over to the next PIR. This lesson is very useful, especially for new projects. [For new projects] *Addressed to:* [UNDP Cuba]
#4)	When developing the TOC for new projects, consider the relationship between assumptions and project risks. This recommendation is presented mainly in the form of a Lesson Learned. In a well-crafted ToC, each of the project risks would reflect the possibility that a central assumption of the ToC will not be realized. We strongly recommend that new projects should follow the recommendations form the "GEF's 2020 TOC Primer", prepared by the STAP. See: Stafford Smith, M. 2020. Theory of Change Primer, A STAP Advisory Document. Scientific and Technical Advisory Panel to the Global Environment Facility. Washington, D.C. Nota: More recently, the STAP has also published the TOC Supplement with a brief literature review, an annotated bibliography and other useful content. Both the booklet and the supplement can be consulted here: https://www.stapgef.org/resources/advisory-documents/theory-change-primer

#	Description of RECOMMENDATION, tags
	[Lesson Learned]; [For new projects] *Addressed to:* [UNDP Cuba]
#5)	Ensure that environmental projects continue to contribute to collect and manage data, through the InfoGEO platform, articulating and collaborating in training activities for the generation of useful environmental information. [Sustainability]; [Follow-on to InfoGEO]; [To be addressed while InfoGEO is still under implementation] *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]
#6)	Correct the gender marker that appears in: https://open.undp.org/projects/00094885. The last time it was checked, on 06-Jun-2022, the gender marker of the project appeared as "G0" (G-zero), while in the PRODOC it had been labeled as "G1", which means that "equality of gender is an important and deliberate objective, but not the main reason for undertaking the project / program". [To be addressed while InfoGEO is still under implementation] *Addressed to:* [Project Management Unit]
#7)	For projects oriented towards digital inclusion, such as InfoGEO, it is important to clearly identify from the onset who will be the actual beneficiaries of capacity building activities and innovation, given that the number of beneficiaries can reach to thousands and even millions of people in this type of project. This is especially important in a context where learning, data gathering, and data analysis actions is being rapidly massified by e-learning and automated data analysis / power-BI tools. According to Wikipedia, digital inclusion is the democratization of access to information and communication technologies (ICT) to allow the inclusion of everyone in the information society. [Sustainability]; [Follow-on to InfoGEO]; [For new projects] *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]
#8)	Consider the introduction of an open data policies in a new phase of development for InfoGEO in the post-project period. [Sustainability]; [Follow-on to InfoGEO]; [For new projects] *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]
#9)	Although the implementation modality is Full-NIM, we recommend projects should be able to request support from UNDP to advance with complex procurement services in certain cases. In future projects, this possibility should be considered. [For new projects] *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]
#10)	We recommend to UNDP and Government, especially CITMA and IGT, to consider offering training in coding (computer programming) to capable and interested young people of both sexes, and not just training in data entry, which the project has mostly offered. Building code is a rare and highly valuable skillset in Cuba, and an essential one for e-inclusion. This would be an excellent use of the newly established Situation Rooms. [For new projects]; [Sustainability] *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]; [Project Management Unit]
#11)	It is important to frequently update Procurement Plans for projects and to engage a technical consultancy to support complex procurement processes, whether for the purchase of equipment or for the contracting of specialized services in the international market. [For new projects] *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]
#12)	In case an operational audit of the project had not been commended already, we recommend UNDP Cuba to consider it while the project is undergoing its closure processes. This is especially important because of the impact that the protracted IT procurement processes have had on project results and efficiency. Such audit exercise will would be able to give UNDP a deeper insight into the efficiency of the equipment procurement processes, in addition to verification on the assets that were acquired, their specifications, their adequacy, current use, status, compliance with paperwork, post-project arrangements, etc.

#	Description of RECOMMENDATION, tags
	[To be addressed while InfoGEO is still under implementation] *Addressed to:* [UNDP Cuba]
#13)	Mainstreaming of gender: Ensure the publication of important documentation on the achievements of the project in terms of gender. For example, the gender analysis and/or action plan that has been mentioned/annexed to the PIR 2019, but not made available through the UNDP open platform (with reference to the file "Gender InfoGeo Prodoc.pdf" mentioned in section H of the PIR 2019). [Sustainability]; [Follow-on to InfoGEO]; [To be addressed while InfoGEO is still under implementation] *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]; [Project Management Unit]
#14)	In InfoGEO end of project activities (workshops), consider the possibility of reporting and disseminating key gender indicators, in particular indicators 2, 5d and 12c. [Sustainability]; [Follow-on to InfoGEO]; [To be addressed while InfoGEO is still under implementation] *Addressed to:* [Project Management Unit]
#15)	With the time that remains for InfoGEO, and if the real balance of the budget allows it, it is suggested that specialized international consulting be contracted to (1) massively train the interested parties and beneficiaries of InfoGEO on issues related to environmental indicators, already with the InfoGEO platform implemented in the territories in the Situation Rooms; (2) help the Institute of Tropical Geography (IGT) to pilot open data protocols in Cuba. [Sustainability]; [Follow-on to InfoGEO]; [To be addressed while InfoGEO is still under implementation] *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]

2) INTRODUCTION

Purpose and Objective of the Terminal Evaluation

This document contains the Terminal Evaluation (TE) of the project "Integrating Rio Convention obligations into national priorities by strengthening information and knowledge management for improved planning and decision making (InfoGEO)". The overall objective of this TE is to assess the project's achievements against expected results, and to articulate lessons to improve the sustainability of benefits, while contributing to the overall performance of UNDP programming.

In this regard, it aims to provide key project stakeholders (CITMA, the Donor – GEF and UNDP) with an independent assessment of the project design. It takes into account its relevance, efficiency, expected outputs, outcomes and impact, based on the objectives and indicators identified in the logical framework (i.e. project effectiveness and progress towards impact), as well as an assessment of the likely sustainability of project results.

The TE TORs propose that the project should be evaluated against expected results and will set out lessons to improve the sustainability of benefits, while contributing to the overall performance of UNDP programming. The report promotes accountability and transparency and assesses the replicability of project achievements.

The 2020 Guidance for conducting terminal evaluations of UNDP-supported[29], GEF-financed projects (here referred to in short as the "UNDP GEF 2020 TE Guidance"), provides methodological frameworks for TE. It states that the mutually complementary objectives of the evaluation are as follows:

- Promote accountability and transparency;
- Synthesize lessons that can help improve the selection, design and implementation of future GEF-funded initiatives supported by UNDP; and enhance the sustainability of benefits generated and generally improve UNDP programming;

[29] http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf.

- Assess and document project results and the contribution of those results to the achievement of GEF's strategic objectives aimed at achieving globally significant environmental benefits; and
- Assess the degree of convergence of projects with other priorities in the scope of UNDP country programming, including poverty alleviation, strengthening resilience to climate change impacts, disaster risk reduction and vulnerability; as well as cross-cutting issues such as gender equality, women's empowerment and support for human rights.

The above objectives would be relevant to the current TE and the first three sought as general objectives in adherence to the Guide. The last one was considered too broad and outside the scope of the TE. More specifics objectives had been proposed in the TE's ToR. These are discussed below.

SPECIFIC (TOR) OBJECTIVES

The ToRs mention the strategic objectives, scope and usefulness of the evaluation. With regard to the objectives, the TE Team's mandate is to "... [Assess] project achievements against expected results and [articulate] lessons to improve the sustainability of benefits, while [contributing] to the overall performance of UNDP programming." In section 3 of the ToR, also mention, "The report promotes accountability and transparency and assesses the replicability of project achievements."

The first strategic objective of the ToR mandate ('assess project achievements') is congruent with the third complementary objective of the UNDP GEF 2020 TE Guidance, as listed above, while the second strategic objective (state lessons) is congruent with the second objective of the Guidance. The 'accountability and transparency' aspects are closer to the first objective of the Guidance, and is a contribution that the TE report will be able to make.

Distilling lessons as part of the TE process is relate to "learning from experience" and finding new and better ways to achieve results. Evaluation can enhance learning by assessing how certain measures, strategies or policies have been effective or not, how and why. Furthermore, the TE should assess if there is a new and better way of doing things and achieving results, this can be noted in recommendations.

The two main aspects mentioned in the specific objectives of the TE ('assessing achievements' and 'stating lessons') will be address through the analytical approach proposed in this paper. The presentation of the findings in the final report will be systematic and unbiased in the evaluation of the project. Above all, it will be evidence-based, credible, reliable and useful to the project, to UNDP and to the stakeholders involved in the project, including in particular the beneficiaries, including women.

The evaluation results in a set of conclusions and recommendations, as well as lessons learned from the project, which are expected to contribute to the design and implementation of similar ongoing or future UNDP-GEF projects in the area of environmental data information management in support of decision-making.

The timing of the TE should allow it to provide information that can enable key stakeholders to timely incorporate results, recommendations and lessons into key decision-making processes. For example, the GEF is currently initiating the "GEF8" funding cycle. Lessons learned will be useful in informing new programming in Cuba for the GEF8 cycle.

In addition to the standard criteria mentioned above, the assessment covers the cross-cutting dimensions of gender equality and women's empowerment, and social and environmental safeguards. The report promotes accountability and transparency and assesses the replicability of its achievements.

Scope

The scope of the TE covers above all the following criteria: Relevance, Effectiveness, Efficiency as elements of Scope of Results and of the project's Impact. It still includes Sustainability and Gender Equality and women's empowerment. The TE evaluates InfoGEO's performance against the expectations set out in the project's Logical Framework, taking into account the following aspects: project design/formulation; implementation and results, as well as its main findings, conclusions, recommendations and lessons learned. This TE covers the entire duration of the project from its start date, January 2018, with completion date originally estimated for January 2022, extended in an exceptionally approved extension request for the implementation phase of the project until 24-July-2022.

More information on the scope of the report can be found in Annex E.

Methodology

The TE was conducted in accordance with the UNDP GEF 2020 TE Guidance for Conducting Final Evaluations of UNDP GEF-funded Projects[30]. The evaluation was guided by the Terms of Reference (ToR), which provided an overview of the project background and implementation and includes core evaluation questions to be addressed by the TE, structured around standard evaluation criteria and other cross-cutting issues.

The evaluation is based on credible, reliable and analytically sound evidence, thus employing results-based management methodologies. In this regard, a methodological approach is used to improve management effectiveness and accountability by defining realistic expected results, monitoring progress towards them, integrating lessons learned into management decisions and reporting to donors.

The evaluation framework guided the collection, analysis and triangulation of baseline data/information from (i) the Theory of Change constructed, (ii) document review, (iii) interviews with relevant stakeholders, (iv) questionnaire to relevant stakeholders and other project beneficiaries and (v) participant and non-participant observation, during the national consultant's visit to the Matanzas situation room.

The evaluation framework (Evaluation Criteria Matrix in Annex E) is essentially guided by the key evaluation criteria[31], which were designed and approved in the Inception Report, inspired by the UNDP GEF 2020 TE Guidance and as per the ToR (Annex A). The key criteria were as follows:

(a) *How does the project relate to the main objectives of the GEF focal area and to environment and development priorities at local, regional and national levels (Relevance)?*
(b) *To what extent have the expected results and objectives of the project been achieved (Effectiveness)?*
(c) *Was the project implemented efficiently, in line with international and national norms and standards (Efficiency)?*
(d) *To what extent are there financial, institutional, socio-economic and/or environmental risks to maintain project results in the long term (Sustainability)?*
(e) *How did the project contribute to gender equality and women's empowerment (Gender)?*
(f) *Are there indications that the project has contributed to generating impact in terms of development of capacity, and that what the project has delivered will last? (Impact)?*

The above questions, along with others relating to each theme, were use in interviews with relevant stakeholders. Consultations were conducted with a participatory, consultative and confidential approach to ensure close collaboration with government counterparts, UNDP Cuba, the project team, the GEF/UNDP Regional Technical Advisor and key stakeholders. A total of 24 meetings were held with 34 unique stakeholders (18 women), representing 14 entities, (see Annex C).

The TE methodology explicitly takes into account the gender perspective, both in the evaluation questions to relevant stakeholders (5 sub-questions linked to the theme) and in the questionnaire to other project beneficiaries (6 questions). The evaluation focused on the role of the project in promoting gender equality and women's empowerment in both design and implementation. The entry point has been to show the extent to which gender was gradually mainstreamed in key project processes and aspects, such as design, activity planning, stakeholder selection, beneficiaries, trainings actions and project impact.

The TE was carried out by two consultants, one international (Team leader) and the other national. They worked as a team and brought complementary perspectives to this evaluation exercise. Based on an initial round of document review, the Inception Report was design and delivered.

The evaluation design was carried out in consultation with the coordination office of InfoGEO Project and UNDP in Cuba. Appointments were arranged and logistics were organized to visit the situation room in the municipality of Matanzas, located at the headquarters of the Provincial Government of that province[32]. Several virtual and face-to-face meetings and WhatsApp calls with the national project team provided elements and information necessary to carry out the evaluation, as well as to share with the national team the preliminary observations of the TE.

[30] http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDPsupportedGEF-financedProjects.pdf
[31] Each of the main evaluation questions respond to specific issues (relevance, effectiveness, efficiency, sustainability, gender and impact), which in turn contain a series of sub-questions that will help to deepen the issues addressed, the collection of data and information and the criteria of the people interviewed (key stakeholders) (See Annex Evaluation Criteria Matrix).
[32] The visit to the situation room was carry out on May 16, 2022, with the participation of specialists and representatives of Empresa de Tecnologías de la Información para la Defensa (XETID), part of the project coordination team and the national consultant. A presentation was made by the president of the Scientific and Technological Park (PCT) of Matanzas, where the operation of the InfoGEO platform, its structure and digital products were show. The visit also included two scheduled interviews, one with the president of the PCT (Diego Castilla Cabrera) and the other with Juana Margarita Anoyvega Mora of the CITMA Delegation (Matanzas).

In accordance with the GEF/UNDP Evaluation Guidelines, the evaluation includes a six-point rating for each of the evaluation criteria related to effectiveness, efficiency, implementation and relevance, using a scale ranging from very satisfactory to very unsatisfactory; and a four-point sustainability rating ranging from probable to improbable.

The specific methodology for the gender analysis summarized in ANNEX E-3.

Finally, based on triangulation of information gathered, the consultants prepared this evaluation report. It was shared with the Project Management Unit, relevant national stakeholders, the donor and UNDP Cuba for review and comments. Based on the written comments received after the sharing, the evaluation team addressed/reflected these comments and finalized the Final Evaluation report.

Data Collection & Analysis

Mixed methods and different approaches were used to collect data and information from a variety of sources and informants, with verification and triangulation of data applied where necessary. This was followed by consolidation of findings and drawing of conclusions. Theory of Change (TOC) analysis of the project was employed to build some basic assumptions about what the project was expected to deliver and what was actually delivered.

The main instruments for data collection were:

(a) *Documentary and literature review of project related documents*: PRODOC; monitoring data and reports (financial, progress, office support mission), consultant completion reports and relevant correspondence. The TOR lists much of the project material and documentation considered essential in an evaluation (see list in Annex D). Additional documents included minutes of steering committee meetings and for other relevant project related meetings.

(b) *Stakeholder consultations*

- Structured interviews with relevant stakeholders. Interviews were conducted with key project stakeholders, taking into account evaluation criteria that had been proposed in the approved Inception Report, and inspired by the GEF-UNDP 2020 Guidance for TEs (see Table 2 with the evaluation criteria).
- The interviewees were selected by the Project Management Unit according to their role in the project. Not all the questions applied to all the interviewees, but only those that were considered of greater importance, according to the participation and responsibility of stakeholders in the project, and with a main focus on criteria that required rating. A total of 21 stakeholder interviews were conducted (18 individual interviews and 3 focus groups) during 9 working days[33].
- In summary, the evaluation team interviewed the following stakeholders (Details in Annex C): All institutional partners of the project: Ministry of Science, Technology and Environment (CITMA) (Environment Agency (AMA), Territorial Delegations of Matanzas and Pinar del Rio, Information Technology and Telematic Services Company (CITMATEL), Environment Unit of Pinar del Rio); Ministry of Agriculture; Ministry of Foreign Trade and Foreign Investment (MINCEX); Faculty of Communication of the University of Havana (Ministry of Higher Education); National Institute of Hydraulic Resources (INRH); National Office of Statistics and Information (ONEI) and Matanzas Scientific and Technological Park (PCT).
- Interviews also included: the Project Management Unit; UNDP Cuba specialists (Officer, Analyst and Associate of Nature, Climate and Energy Monitoring) and the UNDP Regional Technical Advisor from the Nature Climate and Energy Unit (NCE); coordinators of projects linked to InfoGEO (UNDP/GEF Ecovalor and Connecting Landscapes Projects; UNDP/FAO/UNEP/GEF Country Partnership Program for Sustainable Land Management (OP 15) and SINBIOD Project); and representatives of other beneficiaries, such as the head of the Tierra Brava fruit farm, belonging to Niceto Pérez Credit and Services Cooperative.
- Questionnaire to stakeholders and other project beneficiaries. Based on the evaluation criteria proposed and approved in the Inception Report, a questionnaire was prepared to inquire about the criteria and perceptions of the stakeholders interviewed and other project beneficiaries (see Annex F with the questionnaire). The questionnaire was used to, on the one hand, broaden the collection of information from project beneficiaries and, on the other hand, incorporate and/or deepen the evaluation criteria that were not addressed in the stakeholder interviews. The questionnaire consists of 7 sections and 30 open and closed questions, related to project performance in terms of relevance, effectiveness, efficiency, sustainability, gender and progress towards impact. It was applied through the GoogleForms platform, confidentially, and was send to 30 of the stakeholders that were interviewed and plus 30 other people listed as beneficiaries of the project. The response rate was 60% (36 responses).

[33] Stakeholder interviews were conducted jointly by the Team Leader evaluator (virtual) and the national evaluator (face-to-face and virtual), engaging 34 individuals (18 women).

(c) *Visit to the Situation Room in Matanzas.*
The visit to the situation room was carried out on May 16, 2022, with the participation of specialists and representatives of the Cuban Technology and Information Enterprise for Defense *[Empresa de Tecnologías de la Información para la Defensa]* (XETID), the territorial delegation of CITMA, the management group in the territory, local authorities and the national consultant. The president of the Scientific and Technological Park (PCT) of Matanzas, where the operation of the InfoGEO platform, its structure and digital products were show through a presentation. Two interviews were also conduct with local stakeholders, one with the president of the PCT (Diego Castilla Cabrera) and the other with Juana M. Anoyvega, from the CITMA Delegation (Matanzas). The summary of the results of the visit is in Annex B.

Ethics

The evaluation team ensured compliance with the highest ethical standards, following the principles outlined in the 'Ethical Guidelines for Evaluation' (2020 Ethical Guidelines for Evaluation-Pledge.pdf). During the process, the rights and confidentiality of information providers, interviewees and counterparts were safeguarded to ensure compliance with legal and other relevant codes. In addition, the security of the information gathered before, during and after the assessment was take into account, as well as the confidentiality of the information sources, whenever required. The information and data collected during this assessment should only be used for this purpose and not for other uses without the express authorization of UNDP and national partners. See Annex J & Annex K.

Limitations of the evaluation

The usual methodology for GEF/UNDP final evaluations (TE) involves face-to-face processes of site visits, interviews and direct consultations with project stakeholders. However, due to the epidemiological situation of Covid-19, the ToR of the evaluation, prepared in January 2022, includes the impossibility of missions to Cuba for the International Team Leader, to avoid situations that may favor infections by this virus. Therefore, the TE was conduct mainly by remote modality, with only one trip to the situation room in Matanzas by the National Consultant. This made it difficult to observe in situ some of the project's results and products, as well as to understand how the InfoGEO platform works, especially for the Team Leader evaluator.

The non-availability of fully equipped situation rooms, as well as of the proposed CITMATEL Node (activity planned to start in October 2021), made it difficult for the TE to evaluate the function and operability of the system and of the platforms planned. This limitation was identified and remains since the project's MTR. However, the visit to the situation room in Matanzas made it possible to observe the platform in operation, and to learn about its products and opportunities. It also made it difficult to assess the system in its composition, training situation and the full scope of inter-institutional coordination. The TE had been informed that, before the end of the Project's execution period (July 24, 2022), at least 3 of the proposed situation rooms would be installed (CITMA delegations in Matanzas and Pinar del Río. New equipment would also be placed at CITMA National headquarters in Havana and the node at CITMATEL would also be equipped. The TE was informed about the arrival of new equipment, but could not conduct first-hand verifications due to timing. This was a limitation.

The TE had expressed at the beginning of the evaluation the need for additional information beyond the project documentation. The request for additional documents was promptly addressed by the Project Management Unit and the UNDP Office in Cuba, but the documentation availed did not include e.g. audit reports. InfoGEO project management unit availed to the TE a thorough data repository was made through the InfoGEO platform itself. The folders contained most of the Project's documentation. Accessing the documentation gave to the TE a sense of InfoGEO's platform and was a form of interaction with the system, albeit limited. It was otherwise not possible for the TE consultants to gain access to the platform's data or to navigate it as a user in any other way.

Structure of the TE Report

This report has five main sections and it explicitly follows the structure recommended in the GEF-UNDP 2020 Guide for TE:

1) Executive Summary
2) Introduction
3) Project Description
4) Findings (Findings) – subdivided into three parts:
   4.1 Project design/formulation
   4.2 Project implementation
   4.3 Project results and impacts
5) Key findings, conclusions, recommendations, lessons learned
6) Annexes

Annexes are numbered by letters and include:

A) ToR of the final evaluation (except for the ToR annexes).
B) Itinerary of the mission, including a summary of field visits
C) List of persons interviewed
D) List of documents reviewed
E) Matrix of evaluation questions
F) Questionnaire used and summary of results
G) Co-financing tables
H) Final evaluation rating scales
I) Results of the visit to Matanzas
J) Signed Evaluation Consultant Agreement Form
K) Signed UNEG Code of Conduct form
L) Signed Final Evaluation Report Authorization Form
M) Attached in a separate file: Final Evaluation Audit Record
N) Attached to the PDF as a separate file: GEF Core Indicators or Tracking Tools

3) PROJECT DESCRIPTION

The goal of InfoGEO Project is to strengthen national capacities and improve the mainstreaming of multilateral environmental agreements in planning and decision making by improving environmental information management capabilities. Specifically, the project establishes a digital platform for the automation of environmental management processes, integrating data and knowledge related to the state of natural resources and the impacts of climate change. To this end, it was slated to develop procedures for the collection, compilation, processing, storage and dissemination of environmental information in the agricultural, forestry and water resource sectors (though only the former and latter sectors ended up being involved). The system aims to improve the scope of existing information management systems that collect environmental data and information relevant to Multilateral Environmental Agreements (MEAs).

In addition, the project has piloted the new system in key sectors in selected territories, generating useful lessons learned for scaling up this experience to other provinces in the country. A peculiar characteristic of this platform is that it is connected to the e-government initiative promoted under the digitization policy of Cuban society, particularly the BIENESTAR platform. For this purpose, InfoGEO contains a data integration module that allows it to capture relevant information managed by other technological platforms. The BIENESTAR Platform aims to create a link between the government and citizens, thus providing InfoGEO with an e-government and citizen participation approach. This enables a real-time mechanism for transmitting complaints, notifications, requests, and suggestions to the environmental authorities, as well as the flow of information on the procedures to be carry out by citizens.

According to the PRODOC, the total budget is US$3,473,718: GEF US$1,488,573 (excluding fees); national co-financing[34] US$1,935,145 (in cash); and UNDP/Cuba US$50,000 (in kind). Almost all of the co-financing has realized: $1,849,455 from the Government of Cuba an $50 thousand from UNDP.

The National Steering Committee (NSC) is the decision-making body, on a consensus basis when required, and has final authority for official review and approvals, including annual plans and budget. The NSC is technically advised by a Technical Advisory Committee.

UNDP is the agency accredited to the GEF to manage the project. This is a national implementation project (NIM), and the Ministry of Science, Technology and Environment (CITMA), through the Environment Agency (AMA), which is its implementing partner.

InfoGEO Project was approved by the GEF (CEO Approval procedure) for a total amount of US$ 3.744 million, including GEF funds and co-financing. The project is co-financed by the Ministry of Science, Technology and Environment (CITMA) of Cuba and counts on a small contribution from UNDP Cuba. Implementation started in January 2018 under the NIM modality (National Implementation Modality). As the implementing partner, CITMA appointed the Institute for Tropical Geography (IGT) as the project's focal institution for implementation. The project management unit is harbored by IGT, which seconded

[34] Regarding the national co-financing declared by the national institutions, the variation in the official exchange rate declared by the Central Bank of Cuba under the Ordinance Task, in force in the country as of January 1, 2021, must be take into account. Until December 2020 the official exchange rate in the country was 1 USD equivalent to 1 CUP (in these terms the national co-financing for the project was agreed upon). As of January 2021, 1 USD is equivalent to 24 CUP. The national co-financing reported as of January 2021 is based on the official exchange rate.

staff to work on the project as part of the co-financing. UNDP Cuba provides services related to quality assurance, fund management (included related M&E and reporting activities). UNDP also provides project support in different ways. Certain activities, such as the TE and the MTR, are directly managed by UNDP Cuba as the commissioning unit. UNDP Cuba is supported by the Nature Climate and Energy Unit of UNDP, which provides specialized support to GEF funded projects in close collaboration with UNDP Cuba Country Office.

Start and duration of the project, including milestones

InfoGEO Project approval by the GEF happened in two stages: (1) approval of the Concept Note (PIF), which was achieved on January 7, 2016; and (2) the approval of the complete project documentation by the GEF's CEO (CEO Approval/Endorsement Request), which was achieved on February 2, 2017. After the latter milestone, there were approval stages at the national level that involve UNDP and the government.

A normal time for the translation of PRODOC and bureaucratic processes of UNDP and government would be 3-4 months; while for InfoGEO, these stages lasted between February 2019 and January 2018. This period of almost 12 months, in the case of InfoGEO, ended up being quite a lengthy process.

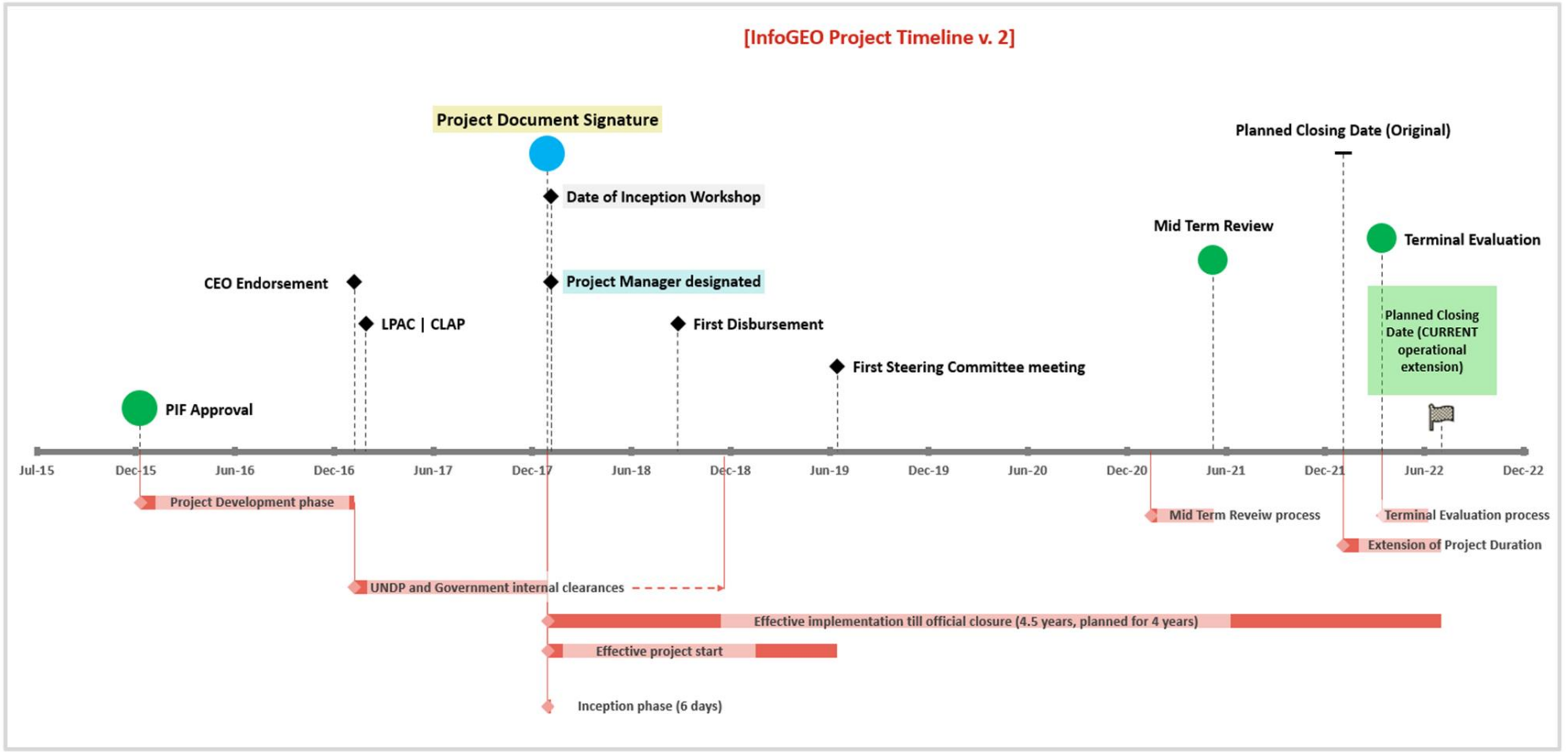
Further to this, according to the MTR, new procedures were put in place by the Government of Cuba for foreign cooperation projects in 2017/18, which required the detailed revision of the "National Term of Reference", which caused additional delays in the initiation of InfoGEO Project.

InfoGEO Project was approved for implementation on January 24, 2018, marked by the signing of PRODOC. From the point of view of UNDP, the implementation period starts counting immediately after PRODOC signature, while in the case of InfoGEO, the effective implementation period took much longer because of the revision of the "National Term of Reference" in 2018.

Project implementation was initially expected to last four years (January 2018 to January 2022) and was initially scheduled to close in January 2022 (as planned in the project). However, a request for a 6-month extension of the project implementation phase was exceptionally approved, and the closing date changed to 24-July-2022.

The project milestones are depicted in a timeline in Figure 8.

Figure 8. Timeline of project milestones



Information sources and dates:

PIF Approval	https://www.thegef.org/projects-operations/projects/9319	*First Steering Committee meeting*	PIR 2019
CEO Endorsement/Approval	https://www.thegef.org/projects-operations/projects/9319	*Mid Term Review*	MTR
Project Document Signature	PRODOC	*Terminal Evaluation*	TE Team contracted
First Disbursement	PIR, D-Portal	*Planned Closing Date (Original)*	PIR 2019
Date of Inception Workshop	PIR 2019	*Revised Planned Closing Date*	PIR 2021
Project Manager designated	Comments to the 'Inception Report' by Yamilka Caraballo, dated 07-May-22	*Planned Closing Date (CURRENT operational extension)*	PIR 2021

Development context:

Environmental, socioeconomic, institutional and regulatory factors relevant to the project objective and scope

The design and development of the project are framed within the implementation of policies, strategies and sectorial and national operational plans of the Cuban government, as well as in the international commitments and agreements contained in the following provisions:

- National Environmental Strategy
- National Economic and Social Development Program for 2030.
- Territorial Environmental Strategies
- Sustainable Development Goals for 2030
- Rio Conventions (in the plural)
- State Plan for Climate Change Confrontation (*Tarea Vida*)

In addition, the implementation of the project relates to the legal framework arising from the new Cuban economic and social model, and the approval of the new Constitution of the Republic in 2019[35]. The Project has been aligned to these transformations by enhancing its results and adhering to digitalization initiatives (Decree-Law No. 370/2018, concerning the digitalization of society in Cuba[36]; and Decree-Law No. 6/2020 of the Government Information System)[37].

InfoGEO Project also contributes directly to the achievement of the objectives and tasks of the State Plan to Confront Climate Change, called "*Tarea Vida*". Its 5 strategic actions and 11 tasks are aim at solving, in the short, medium and long term, specific environmental, social and economic problems related to vulnerabilities, mitigation and adaptation to climate change in Cuba.

In terms of UNDP priorities, the project was considered by the Mid-Term Evaluation (MTR) "aligned" with the agency's global and national strategies, in accordance with outcomes 1.3 and 1.5 of the UNDP Strategic Plan for the period 2014-2017[38].

During project implementation, the UNDP Strategic Plan for the following period of 2018-2021 had been proposed[39], and another even more recent Plan for the period 2022-2025[40]. The project is not expected to be aligned with the latter, as it is about to be closed. Still, the project is considered well aligned with the UNDP Strategic Plan 2018-2021, insofar as it has a strong emphasis on helping countries achieve the 2030 Agenda through "mainstreaming".

The UNDP Strategic Plan 2018-2021 includes an approach to programming through "Signature Solutions" that can be adapted to different development contexts. The second Signature Solution relates to "Accelerating Structural Transformations for Sustainable Development", especially with respect to challenges that can be addressed by effectively leveraging technological advances such as digitization. The project fits well with the proposed solution, and with the corporate strategic priorities identified for UNDP.

As of March 11, 2020, the World Health Organization declared Covid-19 a global pandemic when the new coronavirus spread rapidly around the world. Since March 2020, the Government of Cuba has adopted very strict measures aimed at preventing the spread of the Covid-19 pandemic (border closures and telecommunication work mode, among others, to ensure social isolation). This situation contributed to additional delays in the implementation of the project in addition to delays in identifying the technical requirements of the premises selected for the installation of the computerized technological solutions.

In response to this situation, the Project Management Unit, during the first half of 2021, implemented adaptative management measures to overcome the situation created by Covid-19, in order to promote and strengthen teleworking modalities. In particular, a specific telecommuting methodology was adopted to complete the systematization process of information management. In addition, communication and connectivity capabilities were strengthened to support teleworking: Increased connectivity capabilities of key project stakeholders; two new telephone lines dedicated to connecting servers via virtual private network (VPN); creation of a mirror server in the central node of the Implementing Partner to increase information security; installation of a videoconferencing system located in the facilities of the entity specialized in information technologies directly linked to the project.

[35] Ratified by popular referendum on February 24th, 2019, and enacted on April 10th, 2019.
[36] https://www.gacetaoficial.gob.cu/es/decreto-ley-370-de-2018-de-consejo-de-estado.
[37] https://www.gacetaoficial.gob.cu/es/decreto-ley-6-de-2020-de-consejo-de-estado.
[38] Between 2014-2017, the UNDP Strategic Plan evoked solutions at the national and territorial levels for the sustainable management of natural resources, ecosystem services, chemicals and waste; and the right institutional, legislative and policy conditions to encourage the implementation of climate and disaster management measures at the national and territorial levels.
[39] Available from the United Nations Library at: https://digitallibrary.un.org/record/1318769?ln=en, accessed 28/04/22.
[40] Summary at: https://www.undp.org/sites/g/files/zskgke326/files/2021-09/UNDP-Strategic-Plan-2022-2025_1.pdf. UNDP Strategic Plan 2022-2025 website: https://www.undp.org/publications/undp-strategic-plan-2022-2025, accessed 28/04/22.

As of January 20, 2022, a total of 1,011,811 covid-19 cases were reported in the country, of which 986,012 recovered and were reported 8,352 deaths due to the disease. Between October and the beginning of December 2021, the number of positive cases reported per day was below 100, which is considered a very favorable number in relation to the months between July and August 2021, when between 9,000 and 10,000 daily cases were reported[41]. However, since the end of December 2021, an increase in the number of cases per day has begun to be reported. On January 20, 2022, 3,195 new positive cases were reported on this day. For this reason, it was decided that the evaluation exercise should be carried out virtually.

| RECOMMENDATION #1. *Addressed to:* [UNDP Cuba]	Given the context in Cuba regarding the import of technological equipment, the operational risk linked to the procurement of such equipment faced by technological innovation and digital inclusion projects must be carefully considered and mitigated from the onset. Following this recommendation is especially important when (i) the equipment is expensive, specific and requires a technically advised procurement process; (ii) the provisioning of the equipment is essential for the success of the project (for example, meteorological and hydrological equipment, or computer servers for the establishment of IT centers). It is also recommended to seek technical consultancy support in complex procurement processes, systematically update bidding plans and constantly monitor them to detect and/or identify possible procurement delays. Given the limitations of goods imports, it Is also suggested to consider, for example, the contracting, through UNDP, of international grade specialized consulting services from the private sector that would also include, as part of a package, the import of technological goods. [For new projects]

Problems the project seeks to address: Threats and Barriers

The starting point for the project was the capacity development needs identified by the GEF project National Capacity Self-Assessment (NCSA, or 'ANCR', after the Spanish acronym for *'Autoevaluación de Capacidad Nacional'*). The NCSA was implemented between 2006 and 2011[42]. The exercise identified 44 capacity needs for the environmental sector in Cuba. Twenty of these needs are related to compliance, monitoring, information for decision making; knowledge management and research; and environmental education and communication. PRODOC listed the following problems addressed by the project:

1. Insufficient infrastructure for environmental monitoring and compliance with the Conventions and their synergistic approach[43]
2. Inadequate control and monitoring of timely information
3. Lack of an information system for timely decision making
4. Limited exchange of data and information
5. Lack of standardization of existing data and information
6. Insufficient dissemination of the status of international negotiations, reports related to MEAs and elements that influence the country's environmental management
7. Insufficient integration between environmental education and communication programs
8. Poor integration of environmental aspects in training programs for decision makers

The NCSA also provided a detailed review of capacity barriers, focusing on three aspects as 'strategic barriers'. *First*, knowledge and information in the environmental sector was scattered, lacked standardized and compatible formats, and, as a result of weak coordination and cooperation, there were significant information gaps, duplication and incompatible data. *Second*, the use of environmental information systems was reactive rather than proactive, as a symptom of lack of understanding of the need to coordinate technology-based solutions with capacity building. Finally, the NCSA identified **the need for substantial investment in equipment and human resource**s to produce maximum benefits. A central aspect of the NCSA analysis was **to identify weaknesses in technological capacity as a barrier**, as well as the information and knowledge management skills of decision makers. InfoGEO Project was mandated to address these problems and propose solutions to help overcome these barriers.

[41] Ministry of Public Health. Republic of Cuba. https://salud.msp.gob.cu/
[42] https://www.thegef.org/projects-operations/projects/2064.
[43] With reference to the NCSA, page 48 Section 4.5 Knowledge Management and Research, as cited in the PRODOC.

Immediate and developmental objectives of the project

InfoGEO Project aims to strengthen capacities to improve the incorporation of multilateral environmental agreements (in particular the Rio Conventions) into decision-making and planning processes through the development of knowledge and information management capacities to improve environmental monitoring.

See Box 2 on the Goal & Objective of the project, and how these elements fit into the TOC in Figure 9.

The Project has been designed and implemented in coordination with programs and projects that share common issues with InfoGEO, and which are under implementation. InfoGEO Project exchanges information with these other projects through the InfoGEO platform and carries out coordinated training activities with them. These other projects include the *Ecovalor* Project, on economic incentives to achieve financial sustainability in the use and conservation of natural resources, environment, pollution and climate change; *Connecting Landscapes Project*, on biodiversity conservation and management of protected areas; *SINBIOD Project*, on biodiversity information system; and National Program to Combat Desertification and Drought – to mention a few.

Box 2. Project Goal and Objective

Development Goal and Project Objective (original)	***Development Goal and Project Objective in Spanish***
The project's goal is to help Cuba meet and sustain global environmental outcomes by strengthening key capacities and mainstreaming the global environment into decision-making The objective of this project is to strengthen the management of environmental information and knowledge in order to incorporate the objectives of multilateral environmental agreements into national planning and decision-making	*La Meta del proyecto es ayudar a Cuba a cumplir y sostener los resultados ambientales globales mediante el fortalecimiento de las capacidades clave y la incorporación del entorno global en la toma de decisiones.* *El objetivo de este proyecto es fortalecer la gestión de la información y los conocimientos ambientales a fin de incorporar los objetivos de los acuerdos ambientales multilaterales en la planificación nacional y la toma de decisiones.*

At the national level, the project was originally aligned with the Country Document Program (CPD) for the period 2014-2018, under which Outcome 7 addresses the integration of environmental concerns in the development plans of the productive and service sectors. The project remained aligned with the new UNDP Cuba CPD covering the period 2020-2024, in particular Outcome 2 which relates to "accelerating structural transformations for sustainable development" (similar to that of the UNDP Corporate Strategic Plan 2018-2021), as well as with UNDP Cuba CPD Outcome 3 on "building resilience to shocks and crises". Under the latter, Program Output 3.1 is relevant to the project: "Strengthened capacities of key actors for sustainable management of natural resources and ecosystems, and improved environmental quality".

Expected results

The project is articulated in three components. *The first* focuses on the technical aspects of establishing an Environmental Information System as a network of existing databases. This includes ensuring its sustainability, from the legal point of view through the recognition, within the country's legal and regulatory framework, of InfoGEO's information system as a key tool for environmental information management (results of scientific research, environmental assessments and reports, regulatory and geospatial information, processing of environmental complaints established by citizens). *The second* component focuses on the operational aspects of the system, which includes the software protocols for connectivity between the information databases that feed the progress report of the selected environmental indicators in each sector involved in the project. The third component covers the activities for the early logistical implementation of the system in territorial nodes in the provinces of Matanzas and Pinar del Río, which allows making adjustments in its structure and operation.

In a structured manner, the expected results of the project (with reference to the project components) are the following:

1) A sustainable National Environmental Information System for the collection, processing, storage and dissemination of reliable and accurate environmental information, knowledge and data, integrating the commitments contained in the multilateral environmental agreements. *[Component 1: Establishment of a National Environmental Information System to improve planning and decision making].*

2) Expansion of environmental and geographic information and knowledge systems and their cores, to contribute to the incorporation of environmental commitments in sectoral, national and territorial planning processes. *[Component 2: Capacity building for the implementation of the National Environmental Information System].*

3) A reliable National Environmental Information System with selected sectoral strategies that help to meet the commitments of the Rio Conventions *[Component 3: Early implementation of the National Environmental Information System]*

Main stakeholders: summary list

The project is implemented as a pilot, in the territories of Matanzas and Pinar del Rio due to their geographical and environmental representativeness, the level of development of governmental structures and the level of digitization in these territories. At the same time, it prioritizes the water resources and agriculture sectors, in line with the main environmental situations and threats existing in the country.

The Project involves the proactive participation of stakeholders in various sectors of society: Ministries and their corresponding central and decentralized agencies, local governments, state-owned enterprises, producers and academic institutions; playing different roles as service providers, implementers and beneficiaries, among others.

The National Steering Committee (NSC) is the decision-making body for the project, where decisions are made on a consensus basis, when necessary. The NSC has final authority with respect to official review and approvals, including of the annual work plans & budget (AWP) [same as the "POAs & Presup.", corresponding to its Spanish shorthand terminology within UNDP for *'planes operativos anuales y presupuesto'*]. The NSC is technically advised by a Technical Advisory Committee.

Theory of Change

From the end of 2019, the GEF requires that the design of its projects be based on the construction of a logical, specific and consistent Theory of Change (TOC). In November 2020, the Global Environment Facility's Scientific and Technical Advisory Panel (STAP) officially finally published a *Primer* (or "definitive guide") on how GEF projects could successfully develop their respective "Theories of Change"[44].

Although the "GEF's 2020 TOC Primer" is a guidance publication, it mentions that there is still diversity in how a TOC is defined and that agencies vary in their use of internal or generic guidelines. Therefore, there is no "right" or "wrong" way to develop a TOC. However, the Primer indicates that, in the context of a GEF project, TOC means:

> *"[…] the process and product of developing an explicit account of how and why an intervention is expected to achieve its intended outcomes and objectives, based on outlining a set of key causal pathways arising from the activities and outputs of the intervention (whether at the program or project level) and the assumptions underlying these causal connections. The narrative usually includes a ToC diagram that helps summarize the logic through these causal pathways, as well as a narrative that explains the context, what the logic is based on, and how success will be measured"* [45].

In the above quote are some of the essential elements of a ToC, which are explained in detail in the publication. However, the Guide is not entirely prescriptive in the relationship between those elements, but stresses that each ToC should be tailored and unique to fit each project situation.

The CEO *Endorsement Request* approval for InfoGEO predates 2019 (the period from which GEF expectations towards ToCs became more stringent). The InfoGEFO design had not benefited from the valuable guidance in the "GEF STAP 2020 TOC Primer" (GEF Guidance on STAP 2020 ToC). Therefore, the TOC for InfoGEO Project cannot be assessed against the criteria for a good ToC contained in the Guidance. However, in the TE phase, it is important to assess whether the project's ToC was minimally sound and how it served to guide the development of the project strategy.

For this purpose, we considered one of the working questions from the 'Evaluation Question Matrix' (Table 16 in Annex E) – in this case, a question linked to Project Relevance:

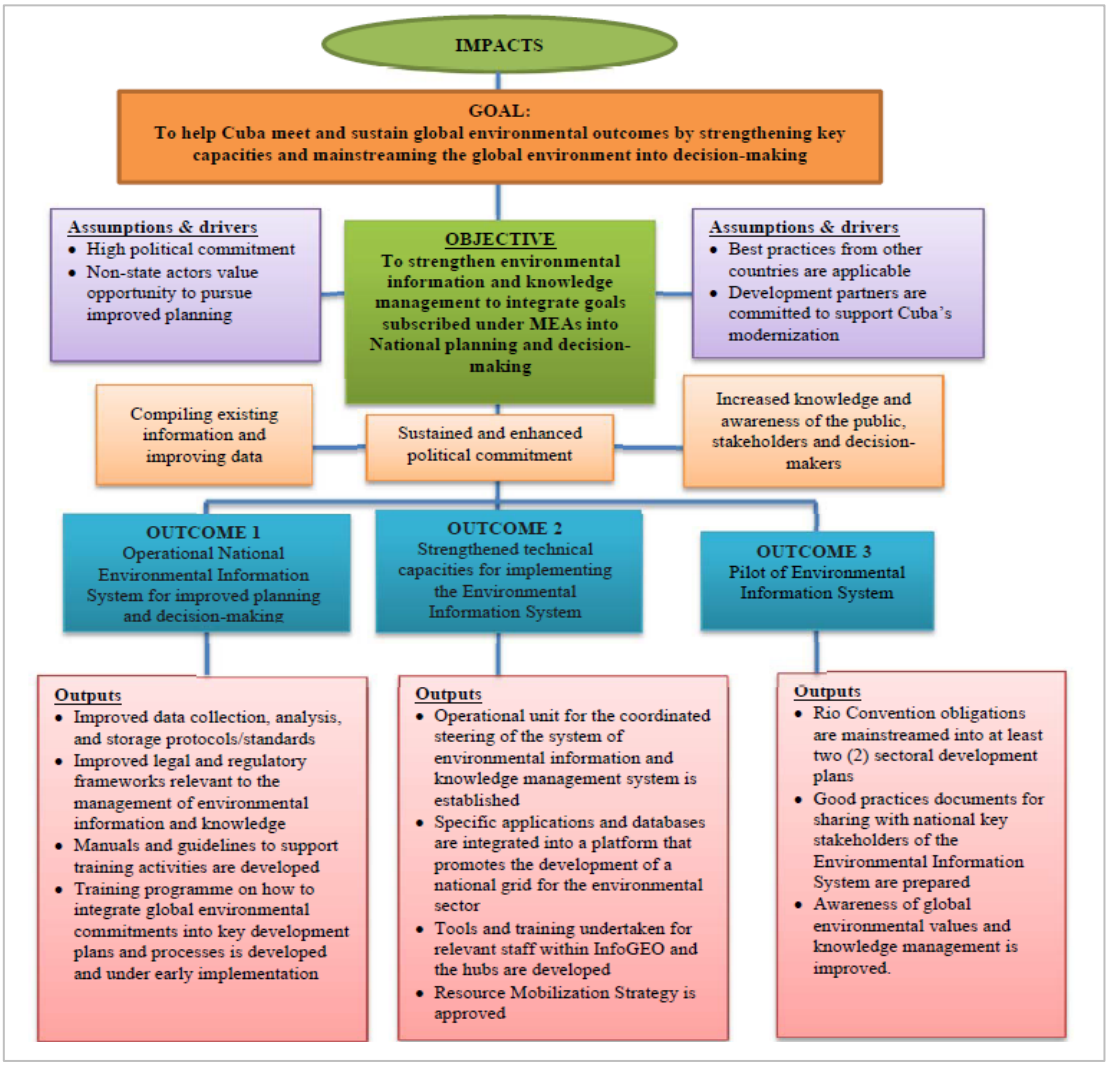
[44] Stafford Smith, M. 2020. Theory of Change Primer, A STAP Advisory Document. Scientific and Technical Advisory Panel to the Global Environment Facility. Washington, D.C. Note: STAP has also recently published the ToC Supplement with a brief literature review and annotated bibliography and other useful content. Both the primer and the supplement are available here https://www.stapgef.org/resources/advisory-documents/theory-change-primer. (last accessed 10/06/22)
[45] *Ibid.*

To what extent does the Theory of Change (TOC) presented in the results framework provide relevant and appropriate insights that have informed [the design and] implementation of InfoGEO?

The narrative content of the ToC envisages that: "[…] *establishing a sustainable system for information capture, compilation, processing, storage and dissemination, the project will enhance and expand the scope of the InfoGEO platform that collects environmental information and knowledge relevant to the Rio conventions and other multilateral environmental agreements. It will also monitor this new system in key sectors in a given territory, which will generate useful lessons for refining environmental information management."*

The content of the above citation defines well the pilot character of the project, the limits of its scope, and the fact that its role is to 'contribute' to improve and broaden the scope of relevant environmental information and knowledge, across platforms.

Figure 9. Theory of Change (TOC)



The Theory of Change (ToC), as included in PRODOC in English and Spanish (and illustrated in Figure 9), envisages some **general assumptions**, as well as **drivers**. These include "high political commitment" and "the appreciation by non-state actors of the opportunity to pursue better planning". The latter text is a quote from the TOC. It indirectly articulates benefits that non-state stakeholders may obtain from the project, to the extent that improved planning may eventually result in improved well-being for these non-state actors.

The TE verified that infoGEO involved very few non-state actors.[46] As discussed below in section 4.2, the TE also noted that InfoGEO Project also missed to involve civil society organizations and or the general population (e.g., democratizing access to environmental data).

Among other 'assumptions' and 'drivers' of the TOC, the assumption concerning the application of 'best practices from other countries' was still foreseen in the project strategy, which is very relevant in terms of project design, but was an equally unexplored option in the implementation of InfoGEO. This topic is also discussed below in Section 4.2.

The TOC still foresees that "development partners [are] committed to supporting Cuba's modernization." In this case, the TE verified that there was strong evidence to this effect from the interviews conducted.

Regarding the involvement of non-state actors, civil society organizations, the private sector and the population in general, the TE makes a recommendation here.

| RECOMMENDATION # 2. *Addressed to:* [UNDP Cuba]	In order to accelerate innovation through new UNDP GEF projects in Cuba, involve in a much more intense way, Cuban non-State stakeholders, including civil society organizations (NGOs, cooperatives and companies), cooperatives and private sector companies, as well as international stakeholders, reinforcing innovation activities and this kind of recommendations in new environmental projects to follow on from InfoGEO. [For new projects]

4) FINDINGS

4.1 Project design/formulation

Analysis of the Results Framework: project logic and strategy, indicators

The changes that the project should / should bring about, and the chain of basic conditions to be met, are clear in PRODOC, including in the **Theory of Change (TOC)**, depicted in Figure 9. They are also well informed by indicators, mostly SMART (Specific, Measurable, Achievable, Relevant and Time-bound), and by indicator targets.

Barriers and risks are also part of the project strategy and were considered adequate – these elements are addressed in the next section.

The project's results framework includes a single development objective *("to strengthen environmental information and knowledge management in order to incorporate the objectives of multilateral environmental agreements into national planning and decision making"*). The project's results framework also includes three outcomes (see full reference and correspondence between 'component' and 'results' in section 3 > Expected Results).

Reference to the indicators and targets for the Objective and the three Outcomes of the project can be found in Table 4.

There are twelve (12) indicators in the project's Results Framework and 28 sub-indicators linked to these (numbered with letters and shown under "targets" in Table 4 further down, a table whose format was introduced by the MTR). We note for example that only 2 out 12 of the project's indicators are "non-SMART", one of which is outside of the project's scope. More specifically, the TE considers only Indicators #6 and #10 as non-SMART, and that Indicator #10 with two sub-indicators is outside the project scope. As for Sub-Indicators, only #1b, #4c would require adjustments. The MTR had, in turn, considered that up to five of the twelve indicators and one sub-indicator would be non-SMART. The TE has an assessment of indicators different from the MRT (as set out in Box 3). Our interpretation of the indicator framework is that the proposed sub-indicators (or targets) serve to give the 12 core indicators specificity and meaning, which worked out relatively well. The overall assessment is that the Project's Results Framework is coherent, adequate to the project and useful for measuring project performance, with only a few remarks.

The TE noted e.g. that there was a small spelling problem that went from PRODOC in English to PRODOC in Spanish in the Results Framework, casting doubt about the indicator's true meaning. Yet, the project took note of this early and reported

[46] Based on stakeholder interviews and various Project reports.

appropriately[47], despite not correcting the error in the PIRs. In addition, not all of the indicators' mid-term targets had been set at the outset, which is fine for a medium-sized and presumably short-duration project like InfoGEO, as long as the indicators have an appropriate target at the end of the project, as was the case for most of them. At the same time, the TE noted that the thorough reporting by the project through the PIR sequence compensated for any shortcomings in the project results framework.

It is important to mention Indicator #1, which is highly central to the project and had been considered non-SMART by the MTR, taking in to account its formulation alone. However, with due interpretation and accompanied by the sub-indicator targets, the TE considers Indicator #1 a useful performance metric for the project. It would not need to be totally reformulated (as it was called upon by the MTR), but a caveat should have been added to explain which 'system' is considered. InfoGEO is part of the National Environmental Information System (SNIA), which is in its implementation phase and therefore not fully developed. InfoGEO (http://infogeo.cu/) is also as a system in itself and as part of SNIA. Both SNIA and InfoGEO have been conceived as interconnected systems. Yet, this distinction and inter-relationship between SNIA and InfoGEO was not present in the PRODOC. It was only clarified during the Inception Phase. The point is that Indicator #1 makes reference to InfoGEO and, not the SNIA. More explicit reference could have been made to ensure that the indicator would be SMART'er, in particular through a slight correction in sub-indicator 1b. This was anyhow addressed through reporting in the PIRs.

Box 3. Lessons learned about Indicators and the TOC

Not all project indicators are SMART, but ideally, they should be. The MTR made specific proposals to revise some of the indicators, but this was not reflected in the PIRs for 2020 or 2021. The TE investigated why this was happening, and found that the problem is rooted in management's response to the MTR.

- Project indicator #12 (Awareness and understanding of global environmental values is improved), for example, is not SMART, because the way it is measured is not clear. The TE considers that, with adjustments to the indicator, the issue of awareness and understanding of global environmental values could have been addressed with more emphasis by the project, as well as with the participation of beneficiaries, which is contemplated in sub-indicator 12c.
- Project indicator #10 (Decisions for sustainable and environmentally friendly development are more timely) and its sub-indicator #10a are out of scope, i.e., they are considered unachievable during the time of project implementation by both the project and by the TE.
- The MTR additionally considered indicator #6 to be out of scope as well, but because it is outside the project's sphere of influence. The TE agrees.
- Indicator 1 (Establishment of an interconnected environmental system) was considered 'redundant' by the MTR, to the extent that this indicator would refer to interagency agreements supporting InfoGEO. **The TE disagrees with this assessment** and considers that: (i) inter-institutional agreements are still needed to implement an interconnected environmental system in Cuba, as reported in one of the stakeholder interviews; and (ii) the indicator refers to much more than agreements. It refers to the actual and complete establishment of InfoGEO as an interconnected environmental system. This is demonstrated by the indicator's objectives (Table 4) and the project's fairly comprehensive reporting on this indicator through the PIR. Furthermore, Indicator #1 is so central that, if this indicator cannot be made SMART through its sub-indicators and targets, there would be a more serious problem with the project design. And the TE does not believe this to be the case.
- The MTR had proposed changes to the target for indicator #1. Although this recommendation was in the Management Response for the MTR, there was apparently some confusion about which indicators should be changed. Changes to project indicators and sub-indicators were after all not implemented.

The TE notes that the project design failed to identify operational barriers that ended up being relevant to the project during implementation. Although this is a minor deficiency in project design, it generated a recommendation further down. Difficulties faced by InfoGEO with technological equipment imports were/are a major barrier. We noted that other UNDP-GEF projects implemented prior to InfoGEO had found ways to overcome similar difficulties in one way or another, while for InfoGEO this operational barrier was quite relevant, especially compounded by the circumstance of the covid-19 pandemic. Nevertheless, it is worth mentioning that there is no other project in CITMA that imports the kind of technology that InfoGEO did. The technical specifications of the equipment that required by InfoGEO were more specific, more expensive and more difficult to procure. Therefore, challenges implied in the operational barrier would have been of a taller order than usual.

[47] The indicator target for objective 3b reads: "The two integrated sector development plants [sic] have been piloted", when it should read "plans".

Overall, it can be said that the project strategy is well built around the Theory of Change (TOC) and includes three balanced outcomes. How the outcomes relate to the different barriers, which are precise but generic, is not addressed in PRODOC. The project strategy includes at the same time considerations on the "scenarios" of the type of change the project is expected to bring about. Also, the expected change is clearly articulated in the narrative, although less so in the ToC figure, which does not explicitly show the barriers.

However, the ToC figure (Figure 9) is a reasonable articulation of the project strategy. In addition, the MRT described in more detail, the actual barriers to the realization of the project's outcomes and objective. The MTR report mentions the following barriers, summarized here so as not to repeat the content of another report:

a. Delays in the procedures required by the Cuban government for the approval of international cooperation projects;
b. Delay in the acquisition of equipment due to the administrative complexities inherent in the import processes due to the U.S. economic, political and financial blockade of Cuba, aggravated by the effects of the Covid-19 pandemic on the country's commercial activities.
c. The harmonization of interests and the change of the institutional vision towards a perspective of collaboration for a common purpose required an intensive effort by the PMU at the beginning of the Project;
d. Reluctance to replace conventional management methods with the use of technological tools to optimize the processes of collecting, analyzing and storing information useful for decision making.

The MTR report describes, along with the barriers mentioned, the measures put in place by the project to overcome them. TE considers that barrier "c" mentioned is not exactly a barrier, but a challenge faced by the project that requires adaptive management.

The change to which the project is expected to contribute includes: (a) the removal of barriers that limit Cuba's ability to comply with obligations under the Rio Conventions and other MEAs; (b) the integration of global environmental needs into management structures and mechanisms; and (c) the integration of MEA provisions into national policies and regulatory frameworks. As a long-term solution within a TOC, the above points would be valid. However, as mentioned above, the project is expected to contribute to change, and not necessarily to be "transformational" in the realization of change.

Table 4. Descriptive structure of the project indicator framework

Indic.	Indicator Framework (EN)	Marco de Indicadores (SP)
	Objective	**Objetivo:**[48]
	Strengthen environmental information and knowledge management to achieve the goals under multilateral environmental agreements in national planning and decision-making.	Reforzar la información sobre el medio ambiente y la gestión de los conocimientos para integrar las metas suscritas en el marco de los acuerdos ambientales multilaterales en la planificación nacional y la toma de decisiones
	Targets	Metas:
1a	Cooperative agreements among agencies partnering in the national environmental information system have been signed by month 12	Los acuerdos de cooperación entre las agencias asociadas en el sistema de información nacional ambiental han sido firmados en el mes 12.
1b	The NEIS is designed by month 12	En el mes 12 se ha diseñado el Sistema Nacional de Información Ambiental.
1c	Partner agencies' databases and information systems have benefitted from new state-of-the-art technology	Las bases de datos de las agencias asociadas y los sistemas de información se han beneficiado del nuevo estado del arte de la tecnología.
2a	At least 500 unique stakeholders have participated in learning-by-doing workshops to create and mainstream best available data, information and knowledge into sectoral development plans	Al menos 500 decisores únicos han participado en talleres de aprendizaje práctico para crear e incorporar los mejores datos, información y conocimientos disponibles en los planes de desarrollo sectorial
2b	Partner agencies' data collection, management, and analytical methods and tools are state-of-the-art	Los métodos y herramientas de captura de datos, gestión y análisis de las agencias asociadas son los más avanzados
3a	Two sectoral development plans have been formulated or improved using the National Environmental Information System to mainstream global environmental obligations	Se han formulado o mejorado dos planes de desarrollo sectorial utilizando el Sistema Nacional de Información Ambiental para incorporar las obligaciones ambientales globales
3b	The two mainstreamed sectoral development [plans] have been piloted	Dos [planes] sectoriales de desarrollo han sido monitoreadas
	Indicators:	Indicadores:
1	*A networked environmental information system is established*	*Establecimiento de un sistema ambiental interconectado.*
2	*Technical capacities (skillsets) for mainstreaming global environmental data, information, and knowledge are improved*	*Mejores capacidades técnicas para incorporar datos, información y conocimiento ambientales y globales*
3	*The new networked environmental information system is piloted*	*Pilotaje del nuevo sistema interconectado de información*

[48] Note the objective formulation in Spanish, which according to the MTR, represented a better interpretation of the original text of the objective in English, compared to the translation of PRODOC into Spanish

Indic.	Indicator Framework (EN)	Marco de Indicadores (SP)
	Outcome 1: National Environmental Information System	**Resultado 1: Sistema Nacional de Información Ambiental.**
	Targets	Metas:
4a	Data and information gaps are filled	Se han cerrado las brechas de información.
4b	Data and information metrics are appropriately standardized	Las métricas de información y datos son apropiadas y estandarizadas.
4c	The transactional costs of data collection is reduced	Los costos de transacción de los datos se reducen.
4d	Clear data sharing protocols have been formulated	Los protocolos de intercambio de información de datos claros se han formulado.
4e	An appropriate level of redundancy is agreed among partner agencies	Se ha acordado un nivel apropiado de redundancia entre las agencias asociadas.
	New manuals and guidelines for using the national environmental information system for mainstreaming purposes have been formulated	Se han formulado nuevos manuales y directrices para el uso del sistema nacional de información ambiental con propósitos de integración
	At least 500 unique stakeholders have received learning-by-doing training on the use of these manuals and guidelines	Al menos 500 interesados específicos han recibido formación sobre el uso de estos manuales y directrices
	The draft NEIS regulation and other amendments to relevant legal instruments have been formulated and presented to be approved by the corresponding levels	El proyecto de reglamento SNIA y otras enmiendas a los instrumentos jurídicos pertinentes han sido formulados y presentados para ser aprobados por los niveles correspondientes
	Indicators:	*Indicadores:*
4	*Data collection, analysis, and storage protocols/standards are improved*	*Mejora de los protocolos y estándares de recopilación, análisis y almacenamiento de datos.*
5	*Manuals and guidelines on best practices for integrated global environmental and national socio-economic planning are developed*	*Desarrollo de manuales y guías sobre mejores prácticas para la planificación global ambiental y socioeconómica integrada.*
6	*Legal and regulatory frameworks relevant to the management of environmental information and knowledge are improved*	*Mejora del marco legal y regulatorio relevante para la gestión de la información ambiental y del conocimiento*
	Outcome 2. Strengthened technical capacities for implementing the National Environmental Information System	**Resultado 2: Capacidades técnicas fortalecidas para la implementación del Sistema Nacional Ambiental.**
	Targets	Metas:
7a	*The NEIS Coordination Unit is established and fully operational by month 6*	*La unidad de coordinación del Sistema Nacional de Información Ambiental se ha establecido y está operativa para el mes 6.*
7b	*NEIS technical committee meets every three months*	*El comité técnico del Sistema Nacional de Información Ambiental se reúne cada tres meses.*
8a	*All partner agencies' databases and information systems are technologically networked to the NEIS by month 24*	*Las bases de datos y los sistemas de información de las agencias asociadas están tecnológicamente conectadas al Sistema Nacional de Información Ambiental para el mes 24.*
8b	*Stakeholders in all the partner agencies have actively participated in the learning-by-doing administration of the networked national information environmental system*	*Los actores de todas las agencias asociadas han participado activamente en la administración 'learning by doing'.*
9a	*New and alternative financial options that are realistic have been identified*	*Se han identificado nuevas alternativas de financiamiento realistas.*
9b	*Financial resources have been secured to ensure the day-to-day administration beyond project closure for at least five (5)*	*Se han asegurado recursos financieros que aseguren la administración del sistema por 5 años al menos*
	Outcome 3. Early Implementation of the Environmental Information System	**Resultado 3: Implementación temprana del Sistema de Información Ambiental.**
	Indicators:	*Indicadores:*
7	*Operational unit to coordinate NEIS is established*	*Unidad operacional establecida para coordinar el Sistema Nacional de Información Ambiental.*
8	*Inter-operability of networked information systems is improved*	*Mejora de la interoperabilidad de los sistemas de información interconectada.*
9	*Resource mobilization strategy is developed*	*Desarrollo de una estrategia de movilización de recursos.*
	Targets	Metas:
10a	Global environmental obligations are more effectively integrated into sectoral development plans by month 44	Las obligaciones ambientales globales están más efectivamente integradas en los planes de desarrollo sectorial para el mes 44.
10b	Independent peer reviews given the quality of mainstreamed sectoral plans an average rating of 4 on a 5-point Likert scale, with 1 being poor and 5 being excellent	Las revisiones independientes por pares otorgan una calificación promedio de 4 en la escala de 5 puntos de Likert para evaluar los planes sectoriales.
11a	Two sectoral development plans have been formulated or updated using the National Environmental Information System and based on good practices by month 24	Dos planes de desarrollo sectorial han sido formulados o actualizados usando el Sistema Nacional de Información y basados en las buenas prácticas para el mes 24.
11b	The early implementation of these two mainstreamed sectoral plans demonstrate clear benefits in terms of the three Rio Conventions	La implementación temprana de estos dos planes sectoriales demuestra beneficios claros en términos de las tres Convenciones de Río.
12	Awareness and understanding of global environmental values are improved	Se han mejorado los valores de entendimiento y conciencia ambiental.

Indic.	Indicator Framework (EN)	Marco de Indicadores (SP)
12a	Decision-makers are provided with information and knowledge in useful formats	Se ha provisto a los tomadores de decisión de información y conocimiento en formatos útiles.
12b	A statistical analysis of baseline and end-of-project awareness indicates that stakeholders' knowledge and the linkage between global environmental conservation and sustainable socio-economic development has improved by at least 15%	Un análisis estadístico de la línea base y el final del proyecto indica que el conocimiento de los actores y la relación entre la conservación ambiental global y el desarrollo socio económico sostenible ha mejorado por lo menos en un 15%.
12c	At least 500 unique stakeholders are statistically analyzed in both the baseline and end-of-project assessments in order for the results to be statistically relevant	Se ha analizado por lo menos 500 actores en las evaluaciones de la línea base y al final del proyecto.
12d	Stakeholders assessed have either participated in project activities or been tangentially involved in order that their improved awareness can be in part attributed to project activities	Los actores evaluados han participado de las actividades del proyecto.
	Indicators:	*Indicadores:*
10	Decisions for environmentally friendly and sustainable development are more timely	Decisiones para el desarrollo ambientalmente amigable y sostenible más oportunas.
11	Good practices for mainstreaming global environmental obligations into sectoral development plans are demonstrated	Demostración de buenas prácticas para incorporar las obligaciones globales a los planes sectoriales de desarrollo.
12	Awareness and understanding of global environmental values are improved	Mayor conciencia y comprensión de los valores ambientales globales.

The following are TE's **comments on the Indicator Framework** in the form of lessons learned and recommendations:

Lessons Learned and recommendations	
| RECOMMENDATION # 3. *Addressed to:* [UNDP Cuba]	Whenever a new project starts, it is very important that the project team conducts from the onset a critical and exhaustive review of the indicators to be worked on, including when the results framework of a project had been translated. The aim is to decide, on the basis of good project management practices, which indicators should be retained and which should be adjusted. This exercise should be carried out again after an MTR, and the changes should be effectively carried over to the next PIR. This lesson is very useful, especially for new projects. [Lesson Learned]; [For new projects]

Assumptions and risks

We refer to the section above on TOC, where we highlighted as good practice in project development the consideration of the intrinsic relationship between the assumptions underlying the TOC and the project risks. In this section, we analyze the extent to which the project applied this best practice.

A project's assumptions and risks are also presented in its Results Framework, in the last column. In Table 5 we list these assumptions in the second column, noting that InfoGEO did not list risks in its Results Framework, only assumptions. We also extract the project risks, of which there are three, and place them in the last column in Table 5).

Brief assessment of assumptions and risks according to the design of InfoGEO Project: There is an excess of assumptions in the Results Framework, while a more limited number of assumptions more central to the subject matter of the project would be better. Only three of the assumptions are in the ToC, while the ideal ToC should take the actual project assumptions explicit and test them in the scope of the ToC. The three project risks, according to PRODOC, have a one-to-one correlation with three of the assumptions, but one of them is not in the ToC. The assumption in the ToC has a correspondence between the project risks and says with respect to InfoGEO exploring 'best practices from other countries' so that they can be 'applicable in the Cuban context'. While this formulation would be a good activity, as a central assumption, it has a limited role in the ToC. The realization of the objective does not depend on the application of practices from other countries in the Cuban context. The project would not be at risk if such practices were not applied. Thus, there are several elements in the construction of the ToC, of the project risks and of its Results Framework, which would deserve a more critical prior analysis.

Table 5. Correlation between assumptions included in the Logical Framework, TOC and project risks

Level	Assumptions and risks, according to PRODOC's results table Present at the ToC?	Co-relation with risks	Project risks, according to PRODOC
Objective	• Political commitment of key decision makers remains high. **[yes, assumption present in the ToC]**	⇔	*Economic decline [elaborated: "Economic decline could lead to less support for the GEF's global environmental objectives and projects"].*
	• The absorptive capacity of decision-makers is sufficiently high to learn new methodologies and approaches		
	• Best practices from other countries are applicable in the Cuban context. **[yes, assumption present in the ToC]**		
	• **The monitoring of the two sectoral development plans remains feasible.**	⇔	*Institutional changes in key institutions, modifying the roles of project decision-makers.*
Comp. 1	• Data and information gaps can be filled by partner agencies. • Consensus can be reached on metrics to be standardized, as well as on data exchange protocols • The desired level of redundancy needed to ensure the sustainability of the national environmental information system is financially feasible		
	• There is no conflict of interest between the adoption of alternative and new best practices for integrating global environmental obligations into sectoral development plans with those practices that are already institutionalized in the major planning agencies.		
Comp. 2	• **The NEIS Coordination Unit and the technical committee enjoy broad and sustained legitimacy throughout the life of the project.**	⇔	*Stakeholders do not succeed in producing integrated technical solutions to include in the draft of the National Environmental Information Service [system].*
	• The interoperability of the associated information systems and databases are technically feasible. • Partner agencies have and maintain the minimum number of staff to ensure the on-going and term operation of their respective databases or information system		
	• The organizational efficiency and effectiveness of planning and decision-making processes allows for timely decision-making		
Comp. 3	• The organizational efficiency and effectiveness of planning and decision-making processes allows for timely decision-making		
	• Best practices from other countries are at a minimal potential best practices for Cuba. **[yes, assumption present in the ToC but repeated; its translation to Spanish had issues].**		
	• At least 500 relevant decision makers are statistically analyzed in the baseline and end-of-project evaluations so that the results are statistically relevant. • The evaluated decision-makers have participated in the project activities or have been tangentially involved so that their increased knowledge can be partly attributed to the project activities of the year		

Note: The intrinsic relationship between project risks and assumptions that is shown in Table 5 and mentioned in the Recommendation below applies only to 'ordinary project risks', and not to those risks that are classified as "socio-environmental", which are covered by the SESP, which follow a logic of their own.

| RECOMMENDATION #4. *Addressed to:* [UNDP Cuba]	When developing the TOC for new projects, consider the relationship between assumptions and project risks. This recommendation is presented mainly in the form of a Lesson Learned. In a well-crafted ToC, each of the project risks would reflect the possibility that a central assumption of the ToC will not be realized. We strongly recommend that new projects should follow the recommendations form the "GEF's 2020 TOC Primer", prepared by the STAP. See: Stafford Smith, M. 2020. Theory of Change Primer, A STAP Advisory Document. Scientific and Technical Advisory Panel to the Global Environment Facility. Washington, D.C. Nota: More recently, the STAP has also published the TOC Supplement with a brief literature review, an annotated bibliography' and other useful content. Both the booklet and the supplement can be consulted here: https://www.stapgef.org/resources/advisory-documents/theory-change-primer [Lesson Learned]; [For new projects]

Lessons from other relevant projects incorporated into the project design.

The main source of implicit lessons for InfoGEO Project, and the basis for its development, was the NCSA exercise in Cuba. Its results contributed directly to the consolidation of the logic and priorities behind InfoGEO's design. We refer to a section further down titled 'Problems the project seeks to address: Threats and barriers', where this is discussed in detail.

Section A.4 of the PRODOC mentions the *'Baseline scenario and associated baseline projects'* in a specific section. There, several projects were listed, most of them funded by the GEF, some currently under implementation: the C*ountry Partnership Program in support of the National Program to Combat Desertification and Drought*; *Improving the Prevention, Control and Management of Invasive Alien Species in Vulnerable Ecosystems in Cuba*; *Integrating and Sustaining Biodiversity Conservation in three Productive Sectors of the Sabana-Camagüey Ecosystem*; *Integrating Water, Land and Ecosystem Management in Caribbean Small Island Developing States*; the project titled *Landscape Approach to the Conservation of Threatened Mountain Ecosystems*; as well as a GEF project on ecosystem services that was in the process of formulation at the time, and that is now titled ECOVALOR. Other projects financed by the EU and Swiss Cooperation (COSUDE) (such as the project 'Environmental Bases for Local Food Sustainability – BASAL'), and another with national financing were also mentioned (*Virtual Information System for Knowledge and Information on Biological Diversity and the Environment in Cuba*, and the *Havana Bay* cluster of projects).

More specifically, the PRODOC mentions that the projects listed above include capacity building activities such as awareness raising workshops and dialogues and training in technical skills that are in line with technical aspects of the relevant project. As InfoGEO is a highly catalytic project, the guidelines in PRODOC for InfoGEO to develop synergies and instances of collaboration were taken very seriously, and were actually implemented. This is a very positive point for the evaluation of InfoGEO, and should be replicated in new projects. One recommendation is advanced.

| RECOMMENDATION # 5. *Addressed to:* [UNDP Cuba] ; [Implementing Partner / Government]	Ensure that environmental projects continue to contribute to collect and manage data, through the InfoGEO platform, articulating and collaborating in training activities for the generation of useful environmental information. [Sustainability]; [Follow-on to InfoGEO]; [To be addressed while InfoGEO is still under implementation]

Activities that focus on lessons learned in InfoGEO are mainly in Component 3. Two of them are listed here:

3.2.1 Organize and convene a national workshop on best practices and lessons learned for managing data, information and knowledge within the construction of a networked information management system.

3.2.4 Carry out the lessons learned from the SNIA demonstration and prepare the lessons learned report on territorial integration of the Rio Convention through the SNIA.

As remaining activities for InfoGEO Project as of its 2022 work plan, two activities are still planned, and which have lessons learned in focus[49]:
- Training workshop on the use of the Situation Rooms (foreseen in July 2022, between 4th to 8).
- Final Workshop and Lessons Learned from the project (foreseen in July 2022, between 13th 15th).

[49] As informed by UNDP on 15/06/22 via email.

Planned stakeholder involvement

Within CITMA, InfoGEO has as its host institution the **Institute of Tropical Geography (IGT)**. In terms of 'decision makers', PRODOC mentions the following institutions:

- Directorate of Environment (CITMA): this office develops and coordinates environmental policies and management, prepares public education and awareness strategies, prepares environmental legislation, standards, guidelines and reports. Its functions are relevant to the three Rio Conventions and other multilateral environmental agreements.
- Directorate of International Relations (DRI, under CITMA): This office is the GEF focal point in Cuba. It provides institutional and political support and promotes the participation of decision-makers in key meetings.
- Environment Agency (AMA): This agency is the entity in charge of environmental management and research, including those related to the three Rio Conventions. This agency also supervises and monitors the implementation of projects in accordance with institutional roles and will be responsible for facilitating operational procedures with UNDP and co-financing sources.
- National Protected Areas Center: This is the management center of the National Protected Areas System. It is responsible for designing the system, proposing protected areas and coordinating management plans and their successful implementation.
- Office of Environmental Regulation and Nuclear Safety: This office is the entity in charge of regulatory activity in the environmental sector.
- Institute of Oceanology: Responsible for identifying and analyzing threats, underlying causes, barriers and solutions related to marine management, monitoring and research, indicator design, pilot demonstration projects, baselines and incremental budget analysis.
- Institute of Ecology and Systematics: This institute is responsible for identifying and analyzing threats, underlying causes, barriers and solutions related to coastal and terrestrial management, monitoring and research, indicator design, demonstration pilot projects, baselines and incremental budget analysis.
- Institute of Meteorology: Responsible for identifying and analyzing threats, underlying causes, barriers and solutions related to climate change, research, indicator design, baselines and early warning.

Some of the institutions listed above were slated to form the National Steering Committee (CDN) of InfoGEO Project, in particular, the following instances of CITMA: the IGT itself, the Directorate of International Relations (DRI), the Directorate of Environment (DMI), the Directorate of Organization (DOCIA), the Directorate of CITMA in Matanzas and Pinar del Río; as well as the National Office of Statistics and Information (ONEI), the Ministry of Foreign Trade (MINCEX), and the Faculty of Communication of the University of Havana (FCOM).

GENDER MAINSTREAMING AND GENDER MARKING

Gender mainstreaming and Gender Marking

The gender aspect has been weakly incorporated in project design, but the project team reacted to a "political momentum" to strengthen gender mainstreaming in international development programs. By "political momentum" we refer to advances at the global level in favor of gender mainstreaming, and which have been occurring since 2015, leading to changes in gender policies both in the GEF, UNDP and other agencies and governments. In Box 5, we provide the evidence to support this conclusion and some reflections, as well as lessons/recommendations.

Project design took place mostly during 2016 (see timeline), when gender policies in vogue in international development agencies, would have been guided by the Gender Equality Policy Markers (OECD/DACs)[50]. OECD/DACs served to indicate, for statistical purposes, whether a project addressed gender equality as a policy objective, and following a simple three-point scoring system (G0, G1 or G2). Gender marking policies were disseminated voluntarily in several international development agencies and became the norm. The aforementioned OECD/DAC policy also implied, from a gender perspective, a standard "do no harm" approach to development interventions. However, the process of selecting projects and adding a gender marker was light and did not necessarily oblige projects to be truly gender-sensitive by default.

At that time (2015-2017), development policies were also beginning to be influenced by the implications of the Sustainable Development Goals (SDGs) defined in Rio de Janeiro in 2015. At UNDP, this culminated in the establishment in 2018 of a comprehensive gender policy: the "UNDP Gender Equality Strategy 2018-2021". Along with the strengthening of social and environmental safeguards, both from the GEF and UNDP, also since 2015 and until today, the project had not only strong incentives, but actually an obligation to incorporate gender more strongly into the design, even retroactively.

After analyzing the relevant documentation on project design and gender mainstreaming, the technical team concludes that the goal of gender equality was weak in the original design. Gender issues were minimally incorporated into PRODOC because

[50] OECD-DAC Network on Gender Equality - GENDERNET (December 2016). Handbook on the OECD-DAC Gender Equality Policy Marker. Available at: https://www.oecd.org/dac/gender-development/Handbook-OECD-DAC-Gender-Equality-Policy-Marker.pdf (last accessed 11/06/22).

the project team reacted to a "push" in terms of policy change that reinforced gender mainstreaming in international development programs, which has occurred since 2015. However, this reaction was limited, as evidenced, for example, by the lack of gender indicators integrated into the results framework in the approval preparation and inception phases. It is recommended that the project continues to disseminate gender equality and women's empowerment activities and indicators, and that further monitors relevant gender indicators.

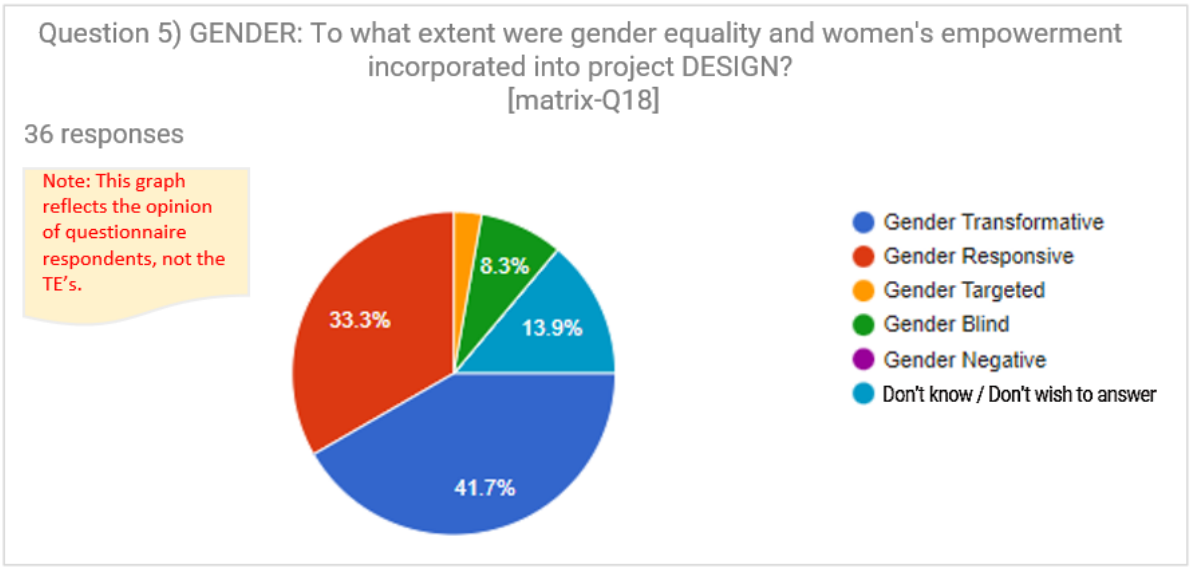
Although InfoGEO Project's documentation underwent a lengthy evaluation process between February 2017 and January 2018 (see timeline in Figure 8), this period did not result in significant mainstreaming of gender issues in the project document. This observation relates in particular to the inclusion of gender-specific indicators, and to a lesser extent to the activities[51].

The specific content relating to gender mainstreaming in design was reviewed by TE (see Box 4).

Most importantly, the project results framework does not have a single gender-sensitive indicator. Even the indicators mentioning beneficiary counts in the results frameworks were not disaggregated by gender (see Table 4).

In paragraph 86/87[52] of PRODOC, it is mentioned that, "*At the time of project initiation, UNDP gender markers will be tracked. These will be tracked annually as part of the Annual Progress Report. Other gender relevant markers will be identified and tracked as appropriate [...].*" Following the above, some gender indicators were suggested in the body of PRODOC, but as will be discussed in section 4.3, systematic monitoring of these indicators was not done.

Figure 10. Results from the TE Survey Question 5 on Gender in Project Design



Source: Questionnaire on the Terminal Evaluation of the UNDP-GEF InfoGeo project, May 2022. Ref.: GRES Analytical Framework (see Figure 7)

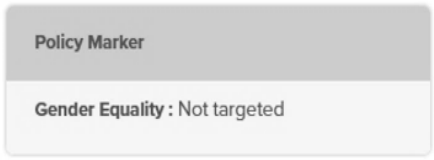
Finally – and although this is surprising for TE – the application of the stakeholder questionnaire gave the TE paradoxical responses on the mainstreaming of gender equality and women's empowerment in the project, even with respect to project design. When asked, the vast majority of stakeholders seem to perceive the project as "gender transformative" or "gender sensitive" in terms of project design (as shown in Figure 10). Questionnaire results on this issue are particularly striking when compared to the hard evidence reviewed by TE.[53] TE believes that this may be due to the fact that many stakeholders are not really familiar with the project design, although a small number of them are. Figure 10 shows specifically that 8.3% consider the project to be "gender blind". From a design point of view, TE would classify InfoGEO Project as 'Gender Blind', according to the GRES scale. During implementation, as well as between GEF approval and UNDP approval of the project, there was progress in the mainstreaming of gender aspects. As implementation progressed, the project's gender marking became more 'Gender Targeted' (see section 4.3 under 'Gender Equality and Women's Empowerment').

[51] A small number of gender-relevant activities were found in PRODOC, but with limited scope.
[52] The paragraph numbering refers to the English and Spanish versions of PRODOC respectively.
[53] The core evidence includes: (i) the lack of gender indicators in the project results framework, (ii) the fact that gender was either "not targeted" (based on current evidence in the UNDP Open Data Platform indicating a "G0" or "not targeted" marker) or was weakly targeted from the outset ("G1" or "GEN1" based on the PRODOC cover page).

Box 4. The Gender Aspects in Project DESIGN

Evidence from documentation on the gender policy marker applicable to the project

- The gender-relevant content in the 2016 GEF CEO Approval request is sparse (13 occurrences of the word "gender" and limited to one or two passages). However, it mentions that the project will *"[…] annually update the UNDP gender marker based on progress in gender mainstreaming reported in the GEF annual progress report and the UNDP ROAR."* – Content that was repeated in the 2018 PRODOC.
- The gender marker received by InfoGEO Project in 2018 was G1 (as shown on the PRODOC cover page) and this reflected an intention at the design stage. The G1 marker means that "gender equality is an important and deliberate objective, but not the main reason for undertaking the project / program".



Source https://open.undp.org/projects/00094885 (last updated on 06-Jun-2022).

- The G1 gender marking on the PRODOC cover page is contradictory to the "Gender Equality" policy marker in UNDP's open data systems, which shows it as "not targeted" (see the smaller box herein "Open UNDP Project Atlas Information", which displays a gender equality policy marker equivalent to a "G0" marker). We assume this is an error and it should be corrected. A recommendation was advanced.
- PRODOC mentions the word "gender" 108 times, including in some activities that attempt to reinforce gender-sensitive participation in InfoGEO (e.g., activities 1.1.4, those in Output 1.2, 3.3.1). An important passage is quoted here:

> *In the ToC, paragraph 34: "[…]In addition, it is anticipated that the changes generated in the project cycle will allow for the active involvement of representative decision makers, including consideration of specific provisions to promote gender equality in data and information management and decision making. This will facilitate the strategic tailoring of project activities in line with project objectives. The project aims to strengthen capacities and opportunities that help reduce gender inequalities in ways that are sustainable from economic, social and environmental perspectives. In addition, the project will provide a targeted platform for managing relevant environmental knowledge and information that will benefit both national planning and budgeting processes and improved environmental management. Special attention will be paid to check that all outputs/activities/sessions are delivered as expected and that the materials produced are relevant and accessible to all decision makers to ensure successful implementation.*

Lessons Learned and recommendations

| RECOMMENDATION # 6. *Addressed to:* [Project Management Unit]	Correct the gender marker that appears in: https://open.undp.org/projects/00094885. The last time it was checked, on 06-Jun-2022, the gender marker of the project appeared as "G0" (G-zero), while in the PRODOC it had been labeled as "G1", which means that "equality of gender is an important and deliberate objective, but not the main reason for undertaking the project / program". [To be addressed while InfoGEO is still under implementation]

Linkages between the project and other interventions in the sector

The project has been designed to collaborate with existing environmental programs and projects that share common ground with the project, in particular: ECOVALOR Project, on economic incentives to achieve financial sustainability in the use and conservation of natural resources, environment, pollution, and climate change; Connecting Landscapes Project, on biodiversity conservation and management of protected areas; SINBIOD Project, on biodiversity information system; and the National Program to Combat Desertification and Drought. Through the InfoGEO platform, the project is expected to coordinate and conduct capacity development activities, promote information exchanges.

Indeed, this recommendation in the project design resulted in a strong convergence in the execution, as verified by the TE through interviews and reading of documentation. This is a positive point about InfoGEO Project.

4.2 Project implementation

Adaptive management (changes in project design and deliverables during implementation)

From an operational and strategic point of view, the TE observed some important changes in project design and products during InfoGEO Project's implementation, but essentially maintained the strategic orientation of PRODOC. An example of these changes is the concept of "Situation Rooms" to develop and manage the InfoGEO system. This concept was not present in PRODOC, nor was the location of where such rooms would be sited, only the idea that the project included field implementation at "pilot sites". The idea of the Situation Rooms seemed to have been developed later (around end 2019/2020), and through partnerships, while the selection of Matanzas and Pinar del Rio as pilot sites, was probably made in 2018. These were positive and very welcome adaptations to the project design.

The TE has also noted that some Component 3 activities were interpreted differently from the guidance provided by the design. In the PRODOC, Component 3 has a strong focus on policy integration and awareness raising. As implemented, the project placed more emphasis on ensuring that "partners" (e.g., collaborating projects and institutions) benefited from the "technology" that InfoGEO was expected to develop, and less on policy integration.

Conversely, the most significant adaptive management actions of the project had been (1) in response to equipment procurement delays and (2) in managing the impacts of the covid-19 pandemic.

With respect to the former, by 2019 the project was already experiencing delays in procuring essential equipment. This was observed by the sequence of Quarterly Project Implementation Reports (2018 – 2021). The delays in identifying the technical requirements of the premises selected for the installation of the computerized technological solutions caused some delay in the initial procurement process (importation) of inputs and equipment required for the implementation of the pilot experiences. The definition of these requirements is a step prior to the bidding/contracting process, which caused further delays.

The TE observed that, in response to the delays in the arrival of the technological equipment for the Situation Rooms, there was a **change in the order of delivery of certain products**, and in the sequence of related activities. As a result, the project prioritized more the development of the code for the InfoGEO system, and less the dissemination and expansion of access to InfoGEO, until the Situation Rooms could be functional. Although not desirable (PRODOC envisaged that the bulk of ITC's equipment should be completed in the second year), the investment in project activities was considered a necessary measure.

From a review of the evidence, it appears that the covid-19 pandemic exacerbated these delays and created additional operational barriers to completing equipment imports for the Situation Rooms. Some of these delays could only recently be addressed (in June 2022).

In terms of the project's adaptive response to the Covid-19 pandemic, it should be noted that the most immediate consequence has been the delay of several training activities. In response to the Covid-19 pandemic situation in Cuba, the Project Management Unit, during the first semester of 2021, implemented adaptive measures to avoid contagion, in order to promote and strengthen telework modalities. In particular, a specific telecommuting methodology was adopted to complete the systematization process of information management. In addition, communication and connectivity capabilities were strengthened to support teleworking: increased connectivity capabilities of key project stakeholders; two new telephone lines dedicated to connect servers via virtual private network (VPN); creation of a mirror server in the central node of the Implementing Partner to increase information security; installation of a videoconferencing system located in the facilities of the entity specialized in information technologies directly linked to the project.

Due to the Covid-19 risk, both the MTR and the TE were evaluation exercises to be developed under virtual modality[54].

Effective stakeholder engagement and partnership arrangements

In the section "Expected stakeholder participation" we identified which stakeholders were identified by PRODOC to be involved in the project. Some of them were part of the National Steering Committee (NSC) for InfoGEO Project and had a very active participation in the project's decision-making processes.

[54] In the case of TE, the exchange with the international evaluator (Team Leader) was virtual and with the national evaluator was face-to-face.

The MTR mentions that, since its design stage, InfoGEO Project has been able to count on the commitment and participation of strategic actors with defined responsibilities, including CITMA, with political leadership, through the DOCIA, DRI, DMA (governing body of the SIA) and its territorial delegations in Matanzas and Pinar del Río; the AMA and the IGT, with technical leadership, and the ONEI, governing body of the Government Information System. Computer service providers were important partners of InfoGEO Project, such as CITMATEL, XETID and the Matanzas Technological Park for the development of technological solutions. The SIA coordination unit played an important role in the harmonization of the information technology solutions.

The TE noted that the inclusion of INRH and MINAGRI happened a bit late in the project cycle, which explains the slower progress in Component 3 and in Mainstreaming activities. We should also mention Tierra Brava Farm as an example of success in information dissemination reported by the project.

The MTR also mentioned the Faculty of Communication (FCOM) of the University of Havana, which advised InfoGEO Project on issues of information flow development (see for example Figure 12).

The consolidation phase of InfoGEO, which should take place in the post-project period, will also require the key involvement of all the above-mentioned actors, and other important ones yet to be involved, such as INSMET.

Possibilities for South-South and triangular cooperation were identified in PRODOC, but were little promoted during implementation, as could be seen during the TE.

Finally, a very important point is that the design and implementation of InfoGEO needs to clearly identify other potential beneficiaries of environmental data, not only institutions. In fact, the universe of InfoGEO beneficiaries was very limited, if measured in terms of actual number of users of the system – at the moment tallying less than 100. PRODOC expected that at least 500 people would benefit from InfoGEO, especially through training actions. Yet, the TE believes that a public utility data system should have a much broader base of users, not just a few national researchers.

Two examples from Brazil can serve as benchmarking. Data on deforestation in the Amazon in Brazil are collected through a public research institute (in this case, INPE – National Institute for Space Research), and are available to the public in raw format, in a 100% open and near real-time form. Thus, the ordinary citizen can access and download the data, and those who have the capacity, analyze and make use of this data. The same applies to the water sector in Brazil. Information systems on water resource use to all stakeholders who want to have access to information with full transparency, are available in a fully open and democratic way at different levels. In the latter case, these are relatively sophisticated systems, which include maps and information on the status and use of river basins in the country, and which obviously took some years to develop.

Most importantly, information systems for the water resource management in Brazil were developed through user-input, on the basis of users' needs and for the users. Users' platforms are 100% demand driven. This may be useful benchmarking lesson for InfoGEO, moving forward.

In the case of deforestation data from Brazil, the main lesson that can be learned is that much can be achieved through a simple "open data" policy, i.e. making public interest data available to the public through a simple spreadsheet containing structured data. Users who are interested in deforestation data in the Amazon, both in Brazil and outside the country, are fully aware of what the data is. They access it because they are interested in the analysis. The most important fact here is that the data are open to all, unrestricted, reliable and free. It would be interesting for InfoGEO to consider the possibility of introducing a pioneering open data policy for environmental data.

| RECOMMENDATION # 7. *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]	For projects oriented towards digital inclusion, such as InfoGEO, it is important to clearly identify from the onset who will be the actual beneficiaries of capacity building activities and innovation, given that the number of beneficiaries can reach to thousands and even millions of people in this type of project. This is especially important in a context where learning, data gathering, and data analysis actions is being rapidly massified by e-learning and automated data analysis / power-BI tools. According to Wikipedia, digital inclusion is the democratization of access to information and communication technologies (ICT) to allow the inclusion of everyone in the information society. [Sustainability]; [Follow-on to InfoGEO]; [For new projects]
| RECOMMENDATION # 8. *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]	Consider the introduction of an open data policies in a new phase of development for InfoGEO in the post-project period. [Sustainability]; [Follow-on to InfoGEO]; [For new projects]

Project financing and co-financing

See Table 1. Use of GEF funds for each year compared to planned annual budgets as planned.

The PRODOC has provided the following amounts as co-financing:

Table 6. Co-financing according to PRODOC

Source	Component	Co-Financing
Government of Cuba (total: equivalent to: $1,935,145)	C1) Operational National Environmental Information System to improve planning and decision making.	296,250
	C2) Strengthened technical capacity to implement the Environmental Information System.	1,164,780
	C3) Early Implementation of the National Environmental Information System	348,193
	PMC) Project Management	261,246
UNDP	*[not identified, but mentioned as "in-kind" in the Endorsement Request]*	50,000
	Total expected in USD-equivalent for the Project	**1,985,145**

The MTR confirmed in 2021 the realization of the project co-financing amounts, which have also been monitored through the PIRs. The 2021 PIR reported the following in relation to indicator #9:

> *"As for national funds (CUP), in addition to the National Science, Technology and Innovation Program (PNCTI) project declared as co-financing, the Project has obtained **three million CUP*** from the Non-Programmatic Associated Projects (PNAP) fund for 2022. It also covers the first year of the sustainability project, i.e., it has arranged a fund of **1.8 million CUP*** with INRH. The UMP has worked with the CITMA programs and projects area on a Sector Program that will make it possible to sustain the SNIA for the next five years, and which will be the umbrella for at least two projects generated by the PMU and the actors participating in InfoGeo, with a view to its continuity."*

[*] Equivalent respectively to $125,000 and $75,800 (at the 2021 rate), and subjecting almost $200K.

The information on the project's co-financing is shown in Table 7, following the format required by the updated UNDP Guide to Evaluations of GEF-funded Projects. The data was provided by UNDP on 06 June 2022. Government co-financing to the project is calculated in the form of time dedication of officials from the Institute of Tropical Geography (IGT).

Table 7. Co-financing to InfoGEO Project (planned vs. real)

Co-financing (type/source)	UNDP financing (US$m)		Government (US$m)		Partner Agency (US$m)		Total (US$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants							0.000	0.000
Loans/Concessions							0.000	0.000
In-kind support	0.050	0.050					0.050	0.050
Other			1.935	1.849			1.935	1.849
Totals	0.050	0.050	1.935	1.849	0.000	0.000	1.985	1.899

See additionally Annex G for more information on co-financing.

Monitoring and evaluation: initial design (*), implementation (*) and overall evaluation (*)

The design of the project's monitoring and evaluation (M&E) system was considered **Satisfactory (S)** by the TE, because the changes that the project should bring, and the chain of basic conditions to be fulfilled are clear in the PRODOC and well informed by indicators, mostly SMART.[55]

The Theory of Change (ToC) is an important part of the M&E system. In the PRODOC, the TOC foresees that the project would: *"[…] establishing a sustainable system for the capture, compilation, processing, storage and dissemination of information, the project will improve and expand the scope of the InfoGEO platform that collects environmental information and knowledge relevant to the Rio conventions and other multilateral environmental agreements. It [would] also monitor this new system in key sectors in a given territory, which will generate useful lessons for refining environmental information management."* This defines well the pilot character of the project, the limits of its scope, and the fact that its role is to *'contribute'* to improve and broaden the scope of relevant environmental information and knowledge across platforms. The M&E system was well aligned with the TOC.

Despite this being a minor shortcoming of project design, **the PRODOC did not identify operational barriers in a more detailed manner** (there is no more than a brief mention of it). Operational difficulties were neither an a priori identified risk, nor an assumption in the ToC, nor a barrier. During most of the implementation, the difficulties faced by InfoGEO with technological equipment imports were/are a major barrier. It was noted that other UNDP-GEF projects implemented prior to InfoGEO, had found ways to overcome similar difficulties in one way or another, but for InfoGEO such a barrier was massive and compounded by the circumstance of the Covid-19 pandemic.

The Implementation of the M&E Plan is considered adequate **/ Satisfactory (S). During implementation, the M&E system was fully explored**, including the indicator set, which was adequately reported upon through the PIRs, the **Risk Log**, also regularly updated, the **Tracking Tool**, compliant, informative and regularly updated, and not least also the review and evaluation exercises. The MTR happened a little late in the project's lifecycle (2/3 into the implementation period), but this was due to the Covid-19 pandemic.

The information provided in the PIRs on progress and achievement of indicator targets are the most central evidence for assessing the M&E Implementation Plan. The PIRs are relevant and informative, and the narrative is well formulated, thorough and, in most cases, supported by evidence.

The TE did have some reservations about some indicators (not all are SMART, as noted by the MTR[56]), but the main ones have worked more or less well for the project. The interpretation of the target for core indicators is, for example, quite realistic about the challenges related to the late installation of the Situation Rooms, and how this impacted the achievement of key goals. More specifically, the project reports the following in the 2021 PIR: *"While agencies and partner information systems benefited from InfoGEO's delivery of technology (evidence 10), this process has not been completed due to delays in the import process. It should be noted that the implementation of the SNIA and the subsequent training of specialists in the use of the system will be conditioned, for the time being, to the availability of technological infrastructure in each territory, due to delays in the acquisition of equipment".*

UNDP implementation and monitoring (*) and Implementing Partner execution (*), overall project implementation / execution (*), coordination and operational issues

Overall, the **overall Quality of implementation/execution** had both positive and negative aspects, and was rated **Moderately Satisfactory (MS)** by the TE.

The TE considered in the assessment of the **Quality of implementation partner performance** the fact that the UNDP InfoGEO project implementation modality is "Full NIM"-that is, it is a national implementation modality as liberal as possible in the UNDP 'NIM spectrum', in which the implementing partner (the national counterpart) has the greatest responsibility for the achievements and shortcomings in UNDP projects.

[55] Of the 12 project indicators, 2 are considered non-SMART. This is explained in more depth in section 4.1.

[56] The TE's interpretation of indicators' degree of "SMART'ness" differs somewhat from that of the MTR. The TE thinks, for example, that there would be no need to completely change indicator #1, as the MTR proposed. In any case, the MTR recommendations on indicators were not followed (according to the retrospective analysis of the MTR Management Response) - see https://erc.undp.org/evaluation/evaluations/detail/12461). Now at project closure there is no sense in changing indicators. It is only necessary to report them with the available data. See: *Table 10. Thorough assessment of achievements through project indicators.*

The quality of the implementing partner's performance was rated **Moderately Satisfactory (MS)** by the TE. Despite operational problems, the TE acknowledges the project's focused efforts to overcome them. There are still areas for improvement, and a recommendation was made in this regard.

The Quality of UNDP implementation/supervision was rated **Satisfactory (S)** by the TE. The quality of UNDP's feedback through the PIR and other supervision and monitoring instruments weighed positively in the assessment. Both the monitoring of the financial aspect, risk management and the content of UNDP's feedback were generally considered very relevant, realistic and constructive.

The justifications for the **Overall rating for quality of implementation/implementation,** which is **MS,** are presented below through positive points and areas that need improvement.

Positive points.

- We mention some relevant operational achievements, such as (i) the complete development of the InfoGEO system programming code, although the platform has not been sufficiently tested by its users; (ii) cooperation agreements successfully signed between InfoGEO system partners; (iii) a series of training and capacity building actions, among others.
- The quality of UNDP's feedback through the PIR and other supervision and monitoring instruments weighed positively in the evaluation. The monitoring of the project financial aspect was steady and regular. Risk management was adequate, including when it became clear that procurement became such a bottleneck that it became a risk to the project. The content of UNDP's feedback in the PIR was relevant, realistic and constructive.
- The close monitoring of expenditure processes and the quality of reporting, disclosure, communication etc., demonstrated the quality of the national implementing partner's execution, compensating for the already referred aspects of delays in key bidding processes.
- As of mid-June 2022, approximately 79% of GEF funds were executed, with good prospects of reaching close to 100% by July.

Points to improve.

- While InfoGEO has achieved many accomplishments and has prepared adequate reports on them, there were delays in implementation, which became more visible towards the end of the project. In general, delays generally have cumulative, and sometimes multiplying, effects. The TE took into account the entire life cycle of the project and delays that occurred prior to the signing of PRODOC between UNDP, government and CITMA. The period of almost 12 months between the date of final approval of the project by the GEF (GEF CEO Endorsement) and the date of signature of the PRODOC is considered very long, which did not favor the quality of the implementation/execution of InfoGEO Project, nor of the UNDP supervision – illustrated by the figure of the project's timeline (Figure 8). A normal time for the translation of PRODOC and to comply with UNDP and government bureaucratic processes would have been 3-4 months. In order for the initiation of a UNDP GEF project to run smoothly, both UNDP (the agency managing the GEF funds) and the national implementing partner institution (in this case CITMA) contribute, advised by the UNDP development partner in the country (in this case MINCEX). In addition, the regional and central UNDP bodies also contribute. In other words, there are several parties and agencies involved in the thorough review of project documentation, content adaptation, negotiations, and internal clearances. According to the MTR, new procedures for cooperation projects instituted by the government of Cuba in 2017/18 required the thorough review of "National Terms of Reference", which caused delays in InfoGEO Project's inception.
- Discrepancies between plans and execution weighed negatively. The TE did a temporal analysis of the "Project Implementation Compliance Reports" (Quarterly Reports, 2018 – 2021), and compared with the results according to the PIRs, including analysis of financial execution, risk management and bidding processes. With the exception of the final implementation period, InfoGEO Project presented chronically low financial execution (Figure 11). Analysis of the sequence of quarterly reports (Box 6) shows how major procurement processes were cumulatively delayed, starting in 2019, impacting execution rates and making more difficult the cash advance and accountability processes, which could be smoother in the full-NIM modality, if there were no operational complications.
- One small area for improvement relating to UNDP's monitoring is the need to pay more attention to important details, such as the interpretation of MTR recommendations. The TE noted for example some discrepancies of interpretation in the message on adjustments to indicators by the MTR, but this is something that can be solved with simple measures.

The project's operational closure is foreseen on July 24, 2022, with the already approved extension. This evaluation stopped collecting data before this date (on 11 July 2022) and dedicated the remainder of the assignment's time to writing the report.

Some important project activities, such as the installation and the start-up of the situation rooms in Matanzas, Pinar del Río and Havana, and the Node [hub] at CITMATEL were still in progress around early July 2022. In this light, it is worth mentioning the issue of delays with respect to the quality of the **implementing partner's performance**.

After repeated and frustrated processes for obtaining essential technological equipment for the operation of the InfoGEO platform, by carrying out equipment import request process (with contracts signed since 2021)[57], InfoGEO Project finally managed to conclude the necessary purchases for the installation of the rooms and the node in early June 2022. **With only a few weeks to go to the project's closure date, the late arrival of the equipment represents, in hindsight, missed opportunities to more broadly develop and disseminate the benefits from InfoGEO.**

The TE stresses that, regardless of the cause (justified or not), **delays will always have opportunity costs.**

Opportunity cost represent the potential benefits that the project misses out on when choosing one alternative over another. Because opportunity costs are not obvious to decision-makers, they can be easily overlooked. Assessing the opportunity cost builds on re-examining assumptions that were the basis for decisions and by thinking hypothetically, and in retrospect, about 'what could have been done differently'.

In the context of a TE, assessing the opportunity cost can be a powerful tool for institutional learning, if the exercise of discussing it can be conducted together with meaningful stakeholders and in an atmosphere of open dialogue. With the current calendar for this TE, it is not clear if it will still be possible, after this report had been delivered.

By analyzing the project's strategic processes, and the choices that were made, and *not made*, during implementation, the TE has noted two important trends: (1) a strong focus on hardware, on the development of code for the system, and on ensuring that institutional stakeholders were trained in data entry in the buildup of InfoGEO system; and (2) less focus on the actual process of transforming data into information and analysis, and on ensuring that this data, information and analysis will concretely contribute to better decision-making. Regardless of the causes, it is a fact that the project faced important constraints in the process of obtaining hardware. The TE suggests that this has probably exacerbated the two above-mentioned trends.

Not having focused on the processes needed for transforming data into information and analysis, or on their contribution to improved decision-making, is **the most important opportunity cost** that project had because of the way that it had been strategically managed. We also recommend that training in coding (computer programming) is strengthened in new projects. Development of computer programming code is a rare but highly useful skillset in Cuba, and a necessary one for digital inclusion.

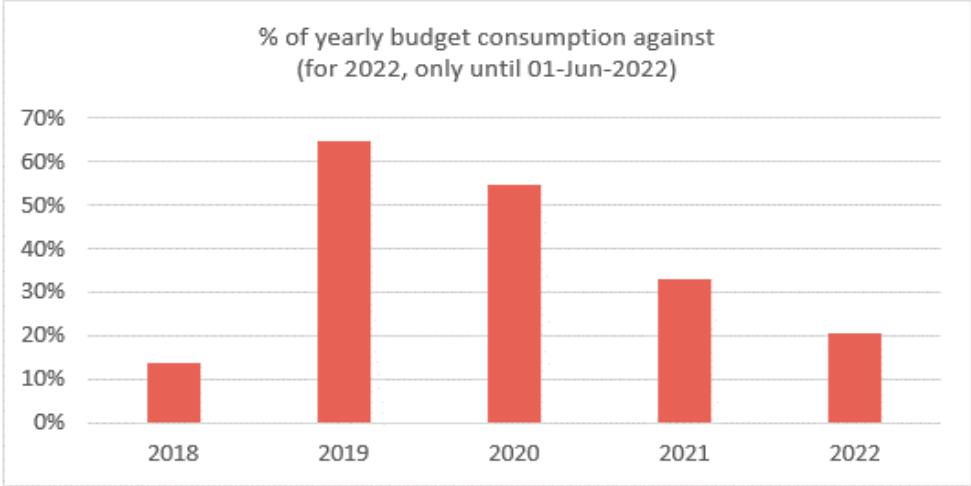
The TE also took note of the MTR's position on this topic. The Mid-Term Evaluation (MTR) for InfoGEO Project took place between February and May 2018 and assessed that the project has been negatively affected in its execution schedule mainly by **two external conditioning factors**: the economic, financial and commercial blockade of the US Government against Cuba, particularly in the last months of 2019, which caused a drastic reduction in the socio-economic activity of the country; and the COVID-19 pandemic with the consequent restrictive health measures and impacts on society and the economy. These two factors, according to the MTR, have caused a delay in the importation of the technological equipment necessary for the implementation of the data centers in the nodes at the pilot sites.

The TE examined the evidence and concluded that this analysis by MTR was not entirely correct. External factors were aggravating. The causes of the delays in the project execution schedule are more directly related to the management of bidding processes to import technological equipment needed for InfoGEO's hardware infrastructure, which is institutionally conditioned to the Cuban government's provisions for the importation of equipment and machinery. In fact, delays in the mentioned procurement process were already observed in 2019, prior to the onset of the covid-2019 pandemic in early 2020.

Key procurement processes have been exceptionally long, frustrating and complicated. To reach this conclusion, the TE examined the sequence of Quarterly Reports and other evidence. Low financial execution [delivery], according to Figure 11, is a reflection of this. More details on the subject can be found in the Efficiency section.

[57] In April 2022, the Implementing Partner proceeded to cancel the import contracts pending execution and proceeded to sign contracts with national suppliers based on the opportunities for the provision of services identified in the domestic market. This made it possible to accelerate the execution of the installation process of the technological solutions associated with the Information System.

Figure 11. Financial Delivery by year end (%)



Source: https://open.undp.org/projects/00094885 (last updated on 06-Jun-2022). Expenditure amounts above were cross confirmed with data from Atlas CDRs. Refer to analysis in Table 1.

Table 8. Financial analysis of cumulative expenditure against the GEF grant

Project expenditure to date by 14-Jun-2022 per Outcome*	[A] Sum of Expenditure (from Atlas)	[B] GEF budget from PRODOC
A. Activity ID: ACTIVITY_1 Description: 1. SNIA ESTABLISHMENT	$213,752.45	$212,375.00
B. Activity ID: ACTIVITY_2 Description: 2. TECHNICAL CAPACITIES	$722,178.96	$886,600.00
C. Activity ID: ACTIVITY_3 Description: 3. PILOTS IMPLEMENTATION	$94,393.98	$254,274.00
D. Activity ID: ACTIVITY_4 Description: 4. PROJECT MANAGEMENT UNIT	$138,916.21	$135,324.00
Grand Total (USD)	**$1,169,241.60**	**$1,488,573.00**

Cumulative Delivery on the total GEF Grant by 14-Jun-2022	79%
Remaining balance by 14-Jun-2022	$319,331

Notes:

[*] Atlas Notation for Project Outcomes:

"A. Activity ID: ACTIVITY_1" = Comp. 1

"B. Activity ID: ACTIVITY_2" = Comp. 2

"C. Activity ID: ACTIVITY_3" = Comp. 3

"D. Activity ID: ACTIVITY_4" = Project Management

| RECOMMENDATION #9. *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]	Although the implementation modality is Full-NIM, we recommend projects should be able to request support from UNDP to advance with complex procurement services in certain cases. In future projects, this possibility should be considered. [For new projects]
| RECOMMENDATION #10. *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]; [Project Management Unit]	We recommend to UNDP and Government, especially CITMA and IGT, to consider offering training in coding (computer programming) to capable and interested young people of both sexes, and not just training in data entry, which the project has mostly offered. Building code is a rare and highly valuable skillset in Cuba, and an essential one for e-inclusion. This would be an excellent use of the newly established Situation Rooms. [For new projects]; [Sustainability]

Risk management and social and environmental standards (safeguards)

Two categories of risks are analyzed here: (1) ordinary project risks and their management; and (2) socio-environmental risks. We start with the latter.

SESP: The requirement to elaborate social and environmental safeguards in the risk assessment of a UNDP GEF project was relatively new when InfoGEO was designed. An 8-page document, entitled "*Annex 6: UNDP Social and Environmental Screening Procedure (SESP)*" (PIMS 5727 Cuba InfoGeo Signed SESP January 2018.pdf), was prepared and signed on the last page by responsible UNDP officials on March 6, 2017.

The document appears to be comprehensive, considering the institutional rules that were applied in 2017. The introduction includes a brief description of the project and describes the consultation process that preceded its approval.

No socio-environmental risks were identified through the 2017 SESP review.

The project is classified as low risk and there are interesting descriptions of how the project intended to integrate environmental sustainability into implementation.

After a more careful review, the TE notes that one specific aspect in the SESP is not congruent with the conclusions reached by the TE on project design and gender, which requires further scrutiny. The SESP mentions that "[…] *gender equality [was taken into account] in the project design, which includes monitoring of key indicators, such as the balance of women participants in capacity building activities and the extent to which gender issues inform workshop deliberations and recommendations."* This is not correct. Contrary to what the SESP states, none of the project's key indicators were disaggregated by gender in the PRODOC. The conclusion of the TE was that gender equality and women's empowerment were given little consideration in the project design. Since recommendations on gender mainstreaming are made in other sections, the TE will not repeat it here, but rather reinforce it.

Ordinary risk register: Three risks were identified in the project design (see section 'Assumptions and Risks'): one financial and two operational risks, with only one classified as "medium". The other two were low, and the overall project risk was low at the design stage. None of the operational risks identified were related to the importation of ITC equipment, as we have noted that this is a major obstacle and risk in the project.

Although the design would need to be improved, the most important thing is to focus on risk management during implementation. The technical team analyzed the risk register recently received from UNDP and noted that the risk assessment became more comprehensive and accurate as of 2019, with up to six risks identified and appropriate responses. Financial and operational risks dominate the risk register. At least four relate to poor delivery and frustrated ITC equipment procurement processes. Risk management appears adequate, though ineffective in mitigating the risks that equipment that was essential to the project would not arrive on time.

4.3 Project results and impacts

Progress towards target and expected results (*)

The **overall project performance rating** is assessed as **Moderately Satisfactory (MS).**

The MS rating is also similar to the overall assessment of project performance, based on the evidence reviewed in the final phase of the project (June 2022), and also similar to the assessment of the overall **Quality of implementation/execution**, which is **Moderately Satisfactory (MS)**. Positive aspects were taken into considerations in this rating, but also long delays with resulting operational costs, as well as missed opportunities due to the very late purchase of essential technological equipment. It is important to consider that delays have costs of various nature, including opportunity costs (the cost of not doing something as a result of decisions made). All of this affects the achievements of results.

Overall, the MTR rated **the achievement of the project objective** as **Moderately Satisfactory (MS)**: i.e., it more or less meets expectations with some shortcomings. The TE maintains this rating, and highlights that the success of the project was always dependent on achieving timely procurement of imported IT equipment. The project management unit confirmed during interview that the full operation of specific technological equipment is a *sine qua non* condition to enable the situation rooms. At present, the milestone of having the equipment delivered was achieved in three of the situation rooms that were foreseen in project plans and in the CITMATEL node, but rather late.

The fact that the functioning and operability of the InfoGEO system and of its planned platforms depended on the availability in Cuba of certain specific imported technological equipment was a risk factor in the project, a risk that is now potentially managed, but at the end of the project, and with its operational closure scheduled for the end of July 2022.

The project management, through CITMA, reported directly to the TE on June 4th, 2022, the steps achieved between May 30 and June 1, 2022, in view of installing equipment in the situation room in Matanzas and, on later dates, in Pinar del Rio and Havana, and thereafter at the CITMATEL node. These steps included (1) moving equipment to Matanzas; (2) installation of the room's supports and cabling, network points, switches, and the room's wireless access point; (3) configuration of the wireless access point, digital security tests and configuration of IP addresses. Other configuration and testing work was still ongoing by 01 July 2022.

Having functional platforms and system relates to project Indicator #1: "A networked environmental information system is established", but some clarification is needed. The first one relates to asserting that the system that is mentioned in the indicator is actually InfoGEO, and not the SNIA (as per sub-indicator #1b, which should have been corrected). We actually included a remark on this need for clarification in section 4.1, under 'Analysis of the Results Framework: project logic and strategy, indicators'. It is also important to clarify that InfoGEO (as a system) was conceived to be part of the SNIA, even though this relationship was not fully developed or clear in the PRODOC.

Also, for the sake of clarity, the TE considers that (a) InfoGEO is a system, to be eventually integrated into the SNIA; (b) InfoGEO includes different 'platforms' under its system[58]; and (c) different platforms are visible to different users, according to clearance level and function in e.g. in data entry or data analysis.

Another need for clarification relates to benchmarking and how to assess the most important end result(s) of the project. Indicator #1 provides elements for it. According to what is foreseen in the design of Project InfoGEO, this 'networked environmental information system' and its 'platforms' (as it has been interpreted during implementation) should be capable, by project end, of receiving information from the various data providers. These are important conditions for InfoGEO to be able to meet its objectives. But there are other links in the chain, even more important. The full enablement of data centers depends on the feeding and use of the data on the platforms, and also on how the data is transformed into useful information, and how this information contributes to environmental management.

TE also highlights that the full enablement of the system, as conceived within the scope of InfoGEO Project, depends not only on the acquisition and installation of the *hardware*, but on a whole chain of sub-dependent conditions. Beyond the *hardware*, there is the functionality of the software on the virtual platforms, followed by adequate and secure access to them by the users.

Yet, without fulfilling basic *hardware* and connectivity conditions, it is not possible to talk about how the sectors use data to manage relevant information, nor how improved access to systematized information can contribute to environmental monitoring in Cuba.

It is necessary to consider the low connectivity in Cuba as an important background fact in the national context, and to the extent that this and other background aspects were duly considered in the Project's **Theory of Change (ToC)**, in its design, in addition to other circumstantial facts – and indeed the low connectivity aspect was not considered.

Regarding the latter, the TE highlights the impact of two important aspects, which had already been noted by the MTR: (i) the covid-19 pandemic and the disruption caused by it at the global level in supply chains, especially for electronic products; and (ii) a tightening of the economic blockade of Cuba in recent years[59]. It is difficult for TE to assess the relative weight of risks and drivers that were, or should be, duly considered in the ToC, in relation to more recent trends and circumstantial facts, which are part of the background aspects of the project's implementation. Therefore, the analysis focuses more on the outcome parameters on which the project should be evaluated: its indicators.

In the case of InfoGEO Project, of the three indicators of achievement of the Project's Objective, it was possible to verify that:

- **The first objective indicator (Indicator 1)** relates to the establishment of an interconnected national system. The recent installations are an important milestone, but the InfoGEO system is still very limited in terms of number of users and its construction should be considered as a prototype, still under development.

[58] We mention this specifically because the PRODOC mentions InfoGEO as a 'platform' (in paragraph 19) and also that InfoGEO had 'platforms' (in paragraph 38). This is lack of clarity in the PRODOC on these concepts, or on the relationship between InfoGEO and the SNIA, could be a source of confusion.
[59] Source: What the U.S. embargo of Cuba consists of and how it has affected the island's economy, article by Germán Padinger, 08:03 ET (12:03 GMT) 9 November, 2021. https://cnnespanol.cnn.com/2021/11/09/embargo-eeuu-cuba-afectado-economia-isla-orix/. TE verified that there was if a 22% decrease in imports of electronic goods by Cuba between 2016 and 2019 (Source: Atlas of Economic Complexity, accessed 06/06/22 - more recent data not available).

- **The second objective indicator (Indicator 2)** refers to the technical capabilities installed, which shows satisfactory progress[60]. The TE has been able to verify through interviews with key stakeholders and the visit to Matanzas, that the methods and tools for data capture, management and analysis of the associated agencies are the most advanced. But, as noted in mid-2021 by the MTR, the "effectiveness [of these capabilities] could improve if the system is completed". We complement this MTR comment with more recent information on the current functionality of the system, as verified during the visit to Matanzas (see Annex I). The TE has had some access to what InfoGEO is during the visit. There was certainly significant progress between 2019 and 2022. The programming elements of the system were completed and can operate. Full operability will, on the one hand, depend on actions in the phase following project closure, in the sense of expanding access to InfoGEO and sequencing the data feed; and on the other hand, on systemic connectivity, which is a more structural problem in Cuba, which does not depend on the project, nor is it within its reach to provide solutions in this area.

- **The third objective indicator (Indicator 3)** is related to the pilot operation of the System. The indicator speaks of the following achievements at the end of the project through the targets expressed in sub-indicators: (3a) "Two sectoral development plans have been formulated or improved using the National Environmental Information System to incorporate global environmental obligations"; and (3b) "The two sectoral development [sic] plants have been monitored". Sub-Indicator #3b appears to have a spelling error that comes from the English version of PRODOC. We should be talking about 'two sectorial development *plans'*, which had been considered in project reports. The PIR 2021 report refers to working meetings with the water resources and agriculture sectors, as well as workshops. In terms of monitoring of sectoral development plans, it would be more appropriate to note more recent achievements in the pilot phase (compatible with the concept of 'pilot operation of the System' mentioned in indicator 3), including those facilitated by the consolidation of environmental indicators in the *Tarea Vida* national policy.

The long matrix in Table 10, in the pages that follow, comprehensively assesses the achievement of indicator targets, of outcomes and of the project objective, as documented and supported by evidence. The summary of this matrix can be found in Table 9.

Table 9. Summary assessment of indicator achievement

Indicators & Sub-Indicators	Number of indicators
Outcome	**4**
OBJECTIVE) ON TRACK	1
OUTCOME 1) ACHIEVED	1
OUTCOME 2) ON TRACK	1
OUTCOME 3) ON TRACK |	1
Indicator, Objective level	**3**
Achieved	1
Partially Achieved	2
Indicator, Outcome level	**9**
Achieved	3
Approaching the target	3
Partially Achieved	1
Indicator out of scope & non-SMART	1
U/A – Cannot be assessed	1
Sub-indicators	**28**
Achieved	13
Approaching the Objective	10
Not possible to assess progress	*3*
Indicator out of scope & non-SMART	*2*
Grand Total	**44**

[60] The metric on number of decision makers participating in the system is apparently modest, while the achievement of having "500 unique decision makers participated in hands-on learning workshops to create and incorporate the best data etc."

Table 10. Thorough assessment of achievements through project indicators

Project Objective: *The objective of this project is to strengthen the management of environmental information and knowledge in order to incorporate the objectives of multilateral environmental agreements into national planning and decision-making*

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
①**A networked environmental information system is established** *(Partially Achieved) (60%)*	1) Information systems exist, but with seriously outdated technology and management procedures.	1a) Cooperative agreements among agencies partnering in the national environmental information system have been signed by month 12.	*This Goal was achieved.* A contract is signed with National Institute for Water Resources (INRH) (Evidence 2) where both parties undertook to work together for the development of the Environmental Information System (NEIS – or SNIA by its acronym in Spanish) platform, systematically taxing data to the system of environmental indicators of this sector, and realization of synergy between the INRH information system with the NEIS. Similarly, an agreement of intention is signed with Ministry of Agriculture (MINAG), specifically with the Land Directorate, agreement was signed between the Ministry of Science, Technology and Environment (CITMA) Territorial Delegation in Pinar del Río, representing the project, and the Agricultural Polytechnic Center of Los Palacios; agreement with the international project ECOVALOR of the GEF/UNDP and contract for services provided by XETID. Institutional alliances were also established with the AMA, the IGT, the Faculty of Communication of the UH, Matanzas Science and Technology Park, belonging to the University of Matanzas; and others.	Achieved	100%	The target is considered to be fully achieved. The legal commitment of stakeholders and the identification of roles and responsibilities of each actor are reinforced, which contributes to the satisfactory fulfillment of the objectives of the project. However, a delay in fulfilling the commitment was identified, since some of the agreements and alliances materialized by month 12.
		1b) The NEIS (SNIA) is designed by month 12.	*Goal achieved*. InfoGEO has developed a platform shared by the stakeholders in the NEIS to exchange good practices, data models, news and other documents. There is consensus that the inter-institutional integration achieved is a key achievement of the Project.	Achieved	100%	Indicator 1b should have been corrected by the project in the PIR through a note in square brackets in the dedicated indicator cell, namely, to make clear that InfoGEO is the system on focus is Indicator #1, and not the SNIA (*Sistema Nacional de Information Ambiental*). This should have been clearly expressed in the target through Sub-Indicator 1b. Indicator reporting is not totally adequate. It underplays the actual target of the indicator by mentioning a certain platform for exchanging information among stakeholders in the SNIA. Nevertheless, the TE endorses the idea that the indicator can be considered achieved, with the mentioned considerations. Satisfactory and timely development of the design of the SNIA, where the inter-institutional integration achieved is considered a key achievement of the Project.
		1c) Partner agencies' databases and information systems have benefitted	*Partially Achieved (2021)*: The agencies and the partners' information systems benefited from the delivery of technology by InfoGEO, this process has not been completed due to delays	Approaching the target	60%	Notable advances in the delivery of technology are identified, in relation to those shown in the PIR 2021.

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
		from new state-of-the-art technology.	in the import process. The implementation of the NEIS (SNIA) and the subsequent training of specialists in the use of the system will be conditioned, for the moment, by the availability of technological infrastructure in each territory, due to delays in the acquisition of equipment. The installation of the telematics infrastructure by the Telematic Technologies and Services Company (CITMATEL Company) has not been completed, because it is waiting to conclude the procurement process for the interconnection and hosting of the platform, scheduled for August-September 2021.			Between the end of May and June 2022, less than a month until the closure of the project, at least 3 of the Situation rooms potentially identified by the project began to be installed. (Territorial Delegations of Matanzas and Pinar del Río, and in the National CITMA in Havana). The CITMATEL Node in Havana was also equipped. However, to achieve the full benefit in the use of the databases and information systems of the Partner Agencies, it is not enough to install the equipment, but also the implementation of the system.
② **Technical capacities (skillsets) for mainstreaming global environmental data, information, and knowledge are improved** *(Achieved) (100%)*	2a) Sectoral approaches remain the business-as-usual	2a) At least 500 unique stakeholders have participated in learning-by-doing workshops to create and mainstream best available data, information and knowledge into sectoral development plans.	*Target Achieved.* More than 500 stakeholder representatives have been trained. This activity slowed down at the beginning of the pandemic, but measures were taken by the project management unit that promoted virtual workshops (Evidence 12), taking advantage of free technologies easily accessible by stakeholders.	Achieved	100%	The TE complements: "More than 500 stakeholder representatives have been trained -- 51% of them women." – according to information elsewhere in the PIR. The target was achieved according to the schedule of activities. National and territorial workshops were held, as well as other training activities. However, with the situation rooms in operation, it is recommended to continue training activities for data incorporation and work with the InfoGeo platform.
	2b) Outdated analytical methods accompany the use of outdated technology	2b) Partner agencies' data collection, management, and analytical methods and tools are state-of-the-art	*Target Achieved:* The services developed in the InfoGEO collaborative platform and in the analytical platform that the NEIS supports follow the best practices with the use of free software based on open standards.	Achieved	100%	An adequate identification of analytical methods and modern good practices was carried out, with the use of free software based on open standards, which support the InfoGeo collaborative platform and the analytical platform that supports the SNIA.
③ **The new networked environmental information system is piloted** *(Partially Achieved) (60%)*	Existing information systems are in use, but with important overlaps and gaps	3a) Two sectoral development plans have been formulated or improved using the National Environmental Information System to mainstream global environmental obligations	3a) To formulate sectoral development plans using the NEIS (SNIA) (specifically for the INRH and MINAG) and piloting with key actors, it is necessary to have the situational room modules, currently in the import process, after which it is estimated that it would take 6 to 9 months to carry out the deployment, the installation of the equipment and the training of the actors, in addition to additional time for the effective absorption of knowledge and skills. The Project has worked on the issue and has been partially experimented with, in the province of Matanzas, and to some extent in Pinar del Río, with some services already available from the NEIS (SNIA) support platform. This has been possible thanks to the synergies that the management unit has developed with	Approaching the target	60%	Concerning the advances reflected in the PIR 2021, the situational rooms of Matanzas, Havana and Pinar del Río were recently installed, and the CITMATEL node was equipped; although it is necessary to continue in the training of actors and beneficiaries for the work with the platform, a process that requires additional time for the effective absorption of knowledge and skills. However, it is considered that the elements presented to show the progress of this objective are not sufficient to assess the fulfillment of it, since they should show the concrete actions that aim at the formulation or improvement of the two sectoral development plans committed. The implementation of SNIA, which is not yet a fully realized fact, is a step, but it does not respond to the total development of the indicator. In this sense,

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
			other collaborative projects in execution within the UNDP environment portfolio.			what concrete actions have been carried out to demonstrate the formulation or improvement of the plans? By analyzing the project's strategic processes, and the choices that were made, and not made, during implementation, the TE has noted two important trends: (1) a strong focus on hardware, on the development of code for the system, and on ensuring that institutional stakeholders were trained in data entry in the buildup of InfoGEO system; and (2) less focus on the actual process of transforming data into information and analysis, and on ensuring that this data, information and analysis will concretely contribute to better decision-making. Regardless of the causes, it is a fact that the project faced important constraints in the process of obtaining hardware. The TE suggests that this has probably exacerbated the two above-mentioned trends. Not having focused on the processes needed for transforming data into information and analysis, or on their contribution to improved decision-making, is the most important opportunity cost that project had because of the way that it had been strategically managed.
		3b) The two mainstreamed sectoral development [plans] have been piloted	3b) This goal advances to 60% since the NEIS (SNIA) in the province of Matanzas has been put into operation by incorporating the territorial delegations of MINAG and INRH in the automated process for the formation of environmental indicators and the territorial environmental strategy using the InfoGEO service platform for NEIS. Its results can be observed in the balanced scorecard of environmental indicators.	Approaching the target	60%	The recent installation of the situation room of Pinar del Río, will contribute to the advancement of this indicator, regardless of the fact that the consequent collaboration actions between the territorial delegations of MINAG and INRH are necessary.
The progress of the objective/outcome can be described as:		**ON TRACK**		**Uploaded evidence: Yes**		**For a project closure situation, it is not desirable that the project is still 'on track' to meet its objective.**
Component/Outcome 1: *National Environmental Information System Operational*						
④ **Data collection, analysis, and storage protocols/standards are improved** *(Achieved) (100%)*	Inefficient collection and sharing of data and information	4a) Data and information gaps are filled	*Target Achieved.* The information flow study was completed, carried out by the Faculty of Communication (FCOM) of the Havana University (UH), determining the information gaps of the NEIS to follow the Sustainable Development Goals (SDGs) and the Goals of the Rio Convention in accordance with the recommended United Nations Statistics Division and its basic set of series of environmental statistics. Process that continued in Matanzas by XETID company specialists, which allowed defining the new information flows to cover the gaps	Achieved	100%	The target was achieved in a satisfactorily manner and the reporting is adequate.

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
		4b) Data and information metrics are appropriately standardized	*Target Achieved*. The content of the NEIS was structured, including: environmental indicators, scientific research, environmental assessments and reports, regulatory and geospatial information, with the participation of institutions (DMA, DOCIA, Programs and Projects Direction -DPP-/AMA, National Statistics and Information Office -ONEI-, INRH and MINAG) (Evidence 7 pages 6 to 37 and Evidence 9 page 2). The data capture was computerized in the platform that will support the NEIS (Evidence 7 page 50 and Evidence 9 page 4). To date, the XETID company is completing the development of the indicator file with its metadata. The indicators are supported by primary data variables, with which, the way they are constructed becomes more efficient and allows the construction of new indicators from the defined data variables (Evidence 8 page 9 to 11 and Evidence 9 page 5 – of the PIR)	Achieved	100%	The target was achieved, satisfactorily. The design of the data capture interface that supports the SNIA was completed, the company XETID finalized the indicator file with the metadata of the platform and the data and information to be raised as a source of primary information were standardized.
		4c) The transactional costs of data collection [are] reduced	In relation to data transaction costs, while the use of a data collection system suggests a reduction in costs and greater efficiency in the use of resources, there is no experimental evidence that reveals these costs. This lack of experimental evidence may be due to the design of the indicator objective, which is not measurable, rather than to the fulfillment of the objective itself. In this sense, the Evaluation Team in the Final Report of the EMT recommended "Modify the third goal of indicator 1, and establish it as "Data transaction costs are reduced", since it is ambiguous and is not measurable in a comparative or timely manner, thus limiting the scope of the actions necessary to obtain the Result". The Project Management Unit proposes to change the goal of this indicator to that of this one: "The flow of knowledge and information contained in the SNIA is available for use in the different tasks that require it, ensuring its possible reuse from a single capture effort".	U/A – Unable to assess	U/A – Unable to assess	This indicator cannot be measured as it is proposed in the ProDoc, agreeing with the recommendation made in the MTR. It is not known whether this was incorporated into the most recent project documents. The new goal proposed by the Project Management Unit, is also considered a bit complex for its measurement. However, taking into account the design and the structure achieved of the analytical platform of the SNIA, the selection and relevance of the proposed environmental indicators, as well as the validation of information flows from the data source to ensure the adequate capture, processing and flow of information when integrated into the system; it is considered that it will favor the management of knowledge and information, and along with it, the reduction of transaction costs related to the collection and validation of primary data.
		4d) Clear data sharing protocols have been formulated	*Target Achieved*. The exchange protocols have been defined, and the computer tool makes use of them. There is a document generated in the Project that evaluates the data standards used (Evidence 14).	Achieved	100%	The goal is considered achieved. It is only recommended to disseminate this among stakeholders and other beneficiaries involved in the process of data collection, analysis and/or storage, the document generated by the Project that evaluates the data

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
						standards used. The development of practical activities would be of great help.
		4e) An appropriate level of redundancy is agreed among partner agencies	*Target achieved.* The NEIS [SNIA] is already hosted on CITMATEL's servers and for the moment it is also hosted on XETID's servers. To complete the implementation of the redundancy of the fail-safe NEIS, it remains to finish contracting a backup in the Telecommunications Company of Cuba S.A. (ETECSA)'s servers, which complements the information protection policy in the CITMATEL Data Center (Evidence 7 page 36).	Achieved	100%	The completion of the implementation of the redundancy of the fail-safe SNIA contracting a backup on the ETECSA servers, which complements the information protection policy in the CITMATEL Data Center, is being processed, since it needs approval at the ministerial level.
⑤ **Manuals and guidelines on best practices for integrated global environmental and national socio-economic planning are developed** *(Partially Achieved) (60%)*	Inadequate integration of environmental aspects in training programs Outdated monitoring and compliance skills	5a) New manuals and guidelines for using the national environmental information system for mainstreaming purposes have been formulated	Training has been carried out on the elements that make up the NEIS [SNIA], based on the User Manual prepared by XETID company (Evidence 15); and some others on the potentialities of the computing platform being implemented for its support. The training was for 80 people, 45 women and 35 men. The preparation and dissemination of Good Practice Manuals for the use of the NEIS [SNIA] has been planned, based on the experience in the intervention areas and pilot sectors, which can only be completed after the implementation of the platform in the operation nodes of the system (scheduled for November 2021).	Approaching the target	60%	In relation to the results shown in the PIR 2021, progress has been made, on the one hand, in complying with this indicator. New actions have been developed based on the use of the SNIA from a vision of integration, an example of which are the new workshops and trainings related to the use, operation and benefits of the platform, carried out during the last year. On the other hand, it has not been possible to elaborate the Manuals of Good Practices for the use of the SNIA committed, since they can only be designed after the implementation of the platform in the nodes of operation of the system, which has not been carried out in its entirety.
		5b) At least 500 unique stakeholders have received learning-by-doing training on the use of these manuals and guidelines	2.- The NEIS in the implementation phase, so the web services it provides are not yet available to all users. As of today, you have access to the NEIS (SANI): The achievement of this goal set at the end of the project is conditioned on the acquisitions, the installation of the equipment, the training process and the subsequent experience that the users of the NEIS may have.	Approaching the target	60%	Although the SNIA is not yet fully operational, it is considered that the degree of compliance with this indicator can be measured, given that as stated in the Final Report of the PIR 2021, there is a training on the elements that make up the SNIA, based on the User Manual prepared by the company XETID (Evidence 15). Similarly, from May 17 to 20 of this year, the training workshop on the employment of the SIA took place, focused on the process of Information Flow, Integration with Digital Government and Balanced Scorecard; and in the integration with the technological platforms of MINAG and INRH. Approximately 40 people participated (no information on gender disaggregation). Taking into account that objective 2a refers to the training of at least 500 people in practical learning to create and incorporate data, information and knowledge into sectoral development plans, it can be assumed that these people who have been trained

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
						have also acquired skills, directly or indirectly in the use of the SNIA; so indicator 5b, could have been fulfilled at least 50%.
⑥ **Legal and regulatory frameworks relevant to the management of environmental information and knowledge are improved** *(U/A – Unable to assess)*	Existing legal and regulatory frameworks do not adequately support environmental mainstreaming	6a) The draft NEIS regulation and other amendments to relevant legal instruments have been formulated and presented to be approved by the corresponding levels	The governing document of the NEIS was circulated through the territories and institutions that sent recommendations to the DGMA that are taken into account in updating the document.	U/A – Unable to assess	U/A – Unable to assess	Cannot be assessed (U/A) means that the available information does not allow an assessment. The indicator had not been properly monitored by the project. The way in which the indicator was reported upon in the 2021 PIR is vague and superficial. The MTR considered this indicator outside of the project scope and also non-SMART. This indicator should have been retired and this should have been mentioned in the PIR through a note in square brackets.
The progress of the objective/outcome can be described as:		**ACHIEVED**		**Uploaded evidence: Yes**		**The Outcome can be considered achieved by project end based on the evidence.**
Component/Outcome 2: *Strengthened capacities for implementing the National Environmental Information System I*						
⑦ **Operational unit to coordinate NEIS is established** *(Achieved) (100%)*	Insufficient infrastructure and outdated technology for environmental monitoring and compliance Inefficient coordination among relevant information systems	7a) The NEIS Coordination Unit is established and fully operational by month 6	*Target achieved.* The SNIA Coordination Unit, created in the initial stage, continues to operate, with the participation of the AMA institutes, the main actors of the provinces of Pinar del Río and Matanzas, the ONEI and the FCOM (Evidence 16).	Achieved	100%	The target was achieved, satisfactorily.
		7b) NEIS technical committee meets every three months	*Target achieved.* The Technical Committee at the national level meets quarterly. In addition, more than 12 technical workshops have been organized at the provincial level to date.	Achieved	100%	The target was achieved, satisfactorily. Quarterly meetings of the National Technical Committee continue to be held every three months, and are recorded in the minutes.

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
⑧ **Inter-operability of networked information systems is improved** *(Achieved) (100%)*	Existing databases and information systems are not connected Lack of skillsets for the technical oversight and resilience of the existing information systems	8a) Target: All partner agencies' databases and information systems are technologically networked to the NEIS by month 24	The incorporation of XETID, a company that provides the IT solution, helped the data model to be based on open standards that guarantee interoperability according to the state of the art, to the Policy for the improvement of the computerization of society in Cuba, and Decree-Law No. 370 that regulates electronic government in the country. In addition, the system has a data integration module to capture relevant information managed by other technological platforms, favoring the strengthening and development of the Environmental Information System. That the system is linked to other platforms will guarantee that the reports contained in these that present an environmental perspective are captured, which allows obtaining a qualitative assessment of specific environmental issues and combining it with the quantitative assessment issued by the system through variables, thus making a more complete and truthful analysis, based on real-time evidence that allows dispositions to be taken in an agile and timely manner.	Achieved	100%	The goal was met. The XETID Company incorporated into the system a data integration module to capture relevant information handled by other technological platforms, based on open standards that guarantee interoperability. This is the case of the information repository of the platform that is connected repositories of Environmental Information of Cuba (GeoTech of the Institute of Tropical Geography (IGT); to the 'Mapoteca' [map catalogue] of the IGT; as well as to other sites and databases of relevant stakeholders such as INRH and MINAG.
		8b) Stakeholders in all the partner agencies have actively participated in the learning-by-doing administration of the networked national information environmental system	Stakeholders in all the partner agencies have actively participated in the learning-by-doing administration of the networked national information environmental system	Achieved	100%	The target was achieved, satisfactorily.
⑨ **Resource mobilization strategy is developed** *Not achieved, but approaching (60%)*	Inadequate long-term financing is accessible to ensure the institutional sustainability of existing	9a) New and alternative financial options that are realistic have been identified	*Target Achieved.* A resource mobilization strategy has been designed, with two main types of funds: (a) national funds; and, (b) international cooperation funds. Regarding the national funds (CUP), in addition to the National Program of Science, Technology and Innovation (PNCTI) project declared as co-financing, the Project has obtained three million CUP from the Non-Program Associated Projects fund (PNAP) for	Achieved	100%	The target was achieved, satisfactorily.

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
	information systems		2022. It also covers the first year of the sustainability project, it is It has arranged a fund of 1.8 million CUP with the INRH. The PMU has worked with the CITMA programs and projects area in a Sectoral Program that will allow the SNIA to be sustained for the next five years, and that will be the umbrella of at least two projects generated by the UMP and the actors that participate in InfoGeo, with a view to its continuity.			
		9b) New and alternative financial options that are realistic have been identified.	International cooperation funds have been recognized in the financing strategy as essential for sustainability, considering that the Project is only the seed of the NEIS with a limited scope to environmental indicators of two sectors and in two territories. It is important to take note that despite InfoGEO's synergy with other collaboration projects of the UNDP environmental portfolio (ECOVALOR, Connecting Landscapes, SIMBIOD), it was possible to cover with financing the technological connectivity infrastructure and the multipurpose situation rooms of other provinces. However, to generalize the experience at the national level, it is necessary to acquire additional Information and Communications Technology (ICT) equipment in the international market. The new challenges that the NEIS will have to face in the coming years will require international consultancies in other environmental dimensions of the NEIS, and for the consolidation of the Technological Information (IT) platform.	Approaching the target	60%	The use of the InfoGeo platform for the management of environmental projects on the Web is an element that contributes to the financing and sustainability strategy of the Project. In addition to the collaborative synergies with projects such as ECOVALOR, Connecting Landscapes, SIMBIOD and OP15, InfoGeo has established other synergies UNDP projects of national scope, such as 'Mi Costa' and 'Resiliencia Costera', with which they have held consultation meetings and collaboration agreements. On the other hand, a project was submitted and approved to the UNDP Small Grants Program (PPD), related to some of InfoGeo's outputs, which can ensure some long-term financial resources for the project.
The progress of the objective/outcome can be described as:		**ON TRACK**		**Uploaded evidence: Yes**		**For an end of project situation, the Outcome was considered partially achieved, based on evidence.**
Component/Outcome 3: *Early implementation of the Environmental Information System*						
⑩ **Decisions for environmentally friendly and sustainable development are more timely** *(Indicator out of scope & non-SMART) (NA)*	Timely decisions are based on inaccurate and incomplete data	10a) Global environmental obligations are more effectively integrated into sectoral development plans by month 44	The management unit considers that this goal would not be achievable in the execution period of the Project (closing date January 24, 2022), due to the initial delay with the processing of the Terms of Reference on national approval of the project, as per national regulations, with the Ministry of Foreign Trade and Investment (MINCEX), CITMA, and others national institutions. Also, since March 2020 the COVID-19 has affected the technical implementation of the project's activities and the procurement (import) process as well. It should be mentioned that since January 2021 number of positive covid cases in the country has significantly increased.	Indicator out of scope & non-SMART	NA	We consider that indicator #10 is outside the scope of the project, and should have been dropped. Even if indicator #10 were within the scope of the project, it would not be considered SMART. In any case, the information presented in the PIR 2021 on the scope of the indicator is not congruent with its topic, which is better covered in indicators #11a and #11b.

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
			However, experimental tests of the operation of the services released by the platform from its Balanced Scorecard have been carried out in the province of Matanzas with the sectors involved - in particular with the MINAGRI forestry sector. Tests indicate that it is possible to make decisions in real time based on the computerized NEIS.			
		10b) Independent peer reviews given the quality of mainstreamed sectoral plans an average rating of 4 on a 5-point Likert scale, with 1 being poor and 5 being excellent	Independent peer reviews given the quality of mainstreamed sectoral plans an average rating of 4 on a 5-point Likert scale, with 1 being poor and 5 being excellent	Indicator out of scope & non-SMART	NA	We consider that indicator #10 is outside the scope of the project, and should have been dropped. Even if indicator #10 were within the scope of the project, it would not be considered SMART. In any case, the information presented in the PIR 2021 on the scope of the indicator is not congruent with its topic, which is better covered in indicators #11a and #11b.
⑪ **Good practices for mainstreaming global environmental obligations into sectoral development plans are demonstrated** *(Not achieved but approaching) (50%)*	Good practices are not readily accessible to pursue innovative approaches to mainstream global environmental obligations into sectoral plans	11a) Two sectoral development plans have been formulated or updated using the National Environmental Information System and based on good practices by month 24	The foundations have been laid to 2021-2030 development plans in the two sectors involved (MINAG and INRH), including environmental considerations through the NEIS (SNIA) use.	Approaching the target	50%	The plans have not been updated with the use of the InfoGeo system, as the Info-communication platform is not complete. However, access to long-term statistical series has been made possible, with a detailed procedure of capture, traceability and territorial disaggregation, according to the regulations of the ONEI and deposited in the MINAG and INRH. The tools to manage information in these areas are developed and are now implemented.
		11b) Two sectoral development plans have been formulated or updated using the National Environmental Information System and based on good practices by month 24	As an adaptive measure to the situation, in close alignment with the Government Information System, the indicators defined from the NEIS have been incorporated into the INRH Information System of Complementary Statistics (SIEC) of the ONEI, which serves as basis for sectoral planning in the environmental field. This clearly improves the country reports to the three Rio Conventions.	Approaching the target	50%	Although several environmental indicators have been incorporated into the sectoral plans of MINAG and INRH, with data reflected in the country's reports to the three Rio Conventions, especially in the INRH after their incorporation into the SIEC, the management and management of data that contribute to the early updating of the sectoral plans is still insufficient. After the full operation of the platform, an advance of this indicator is expected.
⑫ **Awareness and understanding of global environmental values are improved** *(Not achieved but approaching) (60%)*	Decision-makers are not provided with information and knowledge in useful formats	12a) Decision-makers are provided with information and knowledge in useful formats	Special attention has been paid to awareness and communication issues among all stakeholders throughout the project. An illustrative example is the creation of the 'Observatory', through which the implementation of the objectives, goals and actions defined by the National Program of Biological Diversity in Pinar del Río is monitored, in monitoring the implementation in the province, according to the	Approaching the target	70%	The project generated a series of communication products (brochures, folders, guidelines on the platform), and scientific products (publications, newsletters) in useful and easily accessible formats (usually digital), which have been disseminated among stakeholders, *decision* makers, as well as other beneficiaries of the platform. It is recommended to continue the development and

Indicator description	Baseline	End of project target level	Cumulative progress since project start – PIR 2021 (simplified text, compiled between July and August 21) |	Validation by the Terminal Evaluation	Numeric achievement by the TE (%)	Comments by the TE
			commitments established with the Convention on Biological Diversity.			dissemination of these and new products, especially once the *'Observatorio'* platform is launched.
		12b) A statistical analysis of baseline and end-of-project awareness indicates that stakeholders' knowledge and the linkage between global environmental conservation and sustainable socio-economic development has improved by at least 15%	The tool to assess the perception of the interrelationship between project components, multilateral environmental agreements, the purposes of national plans and decision-making was applied to 253 individual actors in the Project at the national and territorial levels. This study showed that 40% of the participants recognize the connection between economic development and sustainable environmental management. This understanding has increased among users and actors to the extent that they have been shown in an informative way in practice, the resources they will have available in the system.	Approaching the target	50%	In relation to the results of the RIP 2021, it is assumed that the understanding of the stakeholders and beneficiaries of the project has increased, since in the last year workshops and trainings have continued to be carried out, which contribute to the promotion of awareness and improvement of environmental values. However, there is no statistical information to corroborate this, nor other sources of information that validate this assumption. The progress assessment is based on information from the project.
		12c) At least 500 unique stakeholders are statistically analyzed in both the baseline and end-of-project assessments in order for the results to be statistically relevant.	The tool to assess the perception of the interrelationship between project components, multilateral environmental agreements, the purposes of national plans and decision-making was applied to 253 individual actors in the Project at the national and territorial levels.	U/A – Unable to assess	U/A – Unable to assess	More information would have been required to validate the indicator, especially during the last year. As the information had not been obtained, the TE is obliged to rate this indicator as (U/A): Available information does not allow for evaluation.
		12d) Stakeholders assessed have either participated in project activities or been tangentially involved in order that their improved awareness can be in part attributed to project activities	*[nothing completed on this sub-indicator in the PIR]*	U/A – Unable to assess	U/A – Unable to assess	Unable to evaluate (U/A): Available information does not allow for evaluation.
The progress of the objective/outcome can be described as:		**ON TRACK**		**Uploaded evidence: Yes**		**For an end of project situation, the Outcome was considered partially achieved, based on evidence.**

Relevance (*)

***RELEVANCE**: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?*

The **Relevance aspect of InfoGEO Project** was considered **Satisfactory (S)** by the TE.

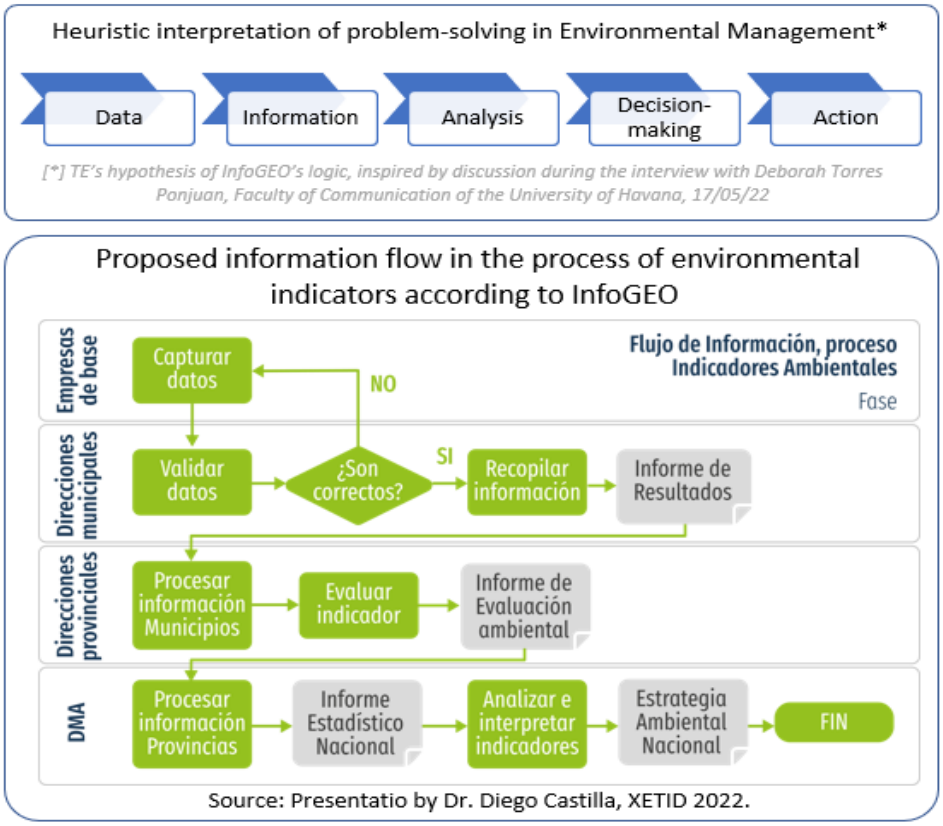
Several elements contributed to the ratings for the Relevance, Effectiveness and Efficiency aspects: (1) the achievement of goals related to the project **indicators** and the reading of several reports; (2) the interviews with stakeholders (Annex C) and the **visit to one of the project sites in Matanzas** (Annexes B & I); and (3) the **application by the TE of a questionnaire in GoogleForms** (Annex F) based on the 'Matrix of evaluation questions' (Annex E).

The questionnaire was answered by 36 of the 60 people to whom it was sent, among them stakeholders and beneficiaries of InfoGEO Project. It was found that 43% of the respondents considered the Relevance of InfoGEO Project as 'satisfactory', 15% as 'highly satisfactory', adding up to 58% of positive perceptions on the subject (see figures on Relevance in Annex F-2, which contains the complete analysis of the results of the questionnaires).

We selected some questions in the 'Matrix of evaluation questions' related to the relevance of the project and present the analysis below.

Above we discussed how it is important to consider the various links in the chain from the collection and structuring of data in a system, to the transformation of this data into information, and its use in environmental management. In the benchmarking in InfoGEO's Results Evaluation, we consider that, in order for key stakeholders and beneficiaries to be able to use the data to manage information, and to contribute to environmental monitoring in Cuba, some conditions have to be met. There is a whole chain of dependencies to take into account in an evaluation of results, as illustrated by the first part of Figure 12.

Figure 12. Evolution of environmental data to environmental action (InfoGEO's communications theory and practice)



In terms of conceptualization, InfoGEO Project was quite pertinent, and this was demonstrated. The assembly of the system took into account the flow of sub-dependencies and detailed the processes necessary to achieve the ultimate objectives of contributing to the strengthening of decision-making and environmental planning processes in Cuba. The second part of

Figure 12 illustrates this, demonstrating the quality of the processes conceived for the development of InfoGEO, from data capture to indicator analysis and the contribution that InfoGEO can potentially make to the National Environmental Strategy.

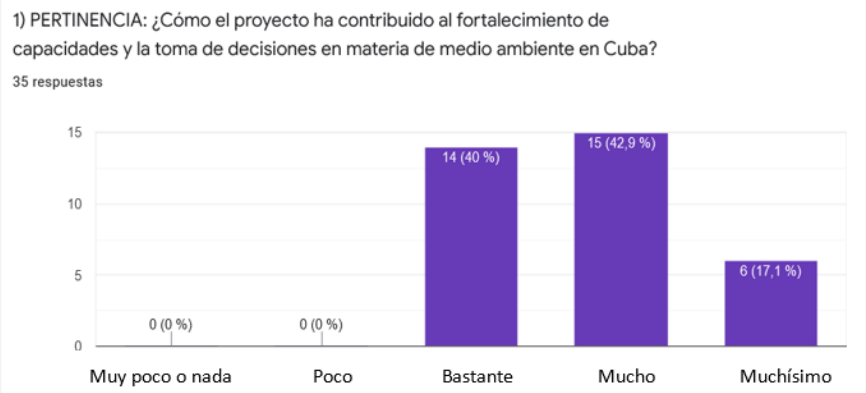
At the time of writing this report, it is possible to verify the state of implementation of the InfoGEO system, through the installation of three situation rooms and equipment at the CITMATEL node. The TE verified only one concrete example of how InfoGEO information has contributed to rational decision making by an actor. The Tierra Brava Farm described how seasonal meteorological information (drought forecast at the time prior to harvest) helped the farm manager to make the decision to cancel fruit supply contracts in time, thus avoiding losses and unfulfilled contractual liability. It was not possible to verify other concrete examples of the use of environmental data in decision making. The benefits of InfoGEO are relevant, but remain potential for the time being. These aspects are also related to the relevance and sustainability of the project.

In Box 5, the issue of relevance is explored from the point of view of the respondents to the TE questionnaire.

Box 5. Relevance Criterion: Analysis of the UNDP-GEF InfoGeo TE Questionnaire in Cuba

RELEVANCE (*How does the project relate to the main objectives of the GEF focal area and to local, regional and national environmental and development priorities?*

Figure 13. Distribution of the responses to the TE InfoGEO questionnaire on the Relevance criterion



Source: Questionnaire on the Terminal Evaluation of the UNDP-GEF InfoGeo project, May 2022.

The people surveyed have a favorable opinion of the project's contribution to capacity building and decision-making in environmental issues in Cuba (Component 2 of the project).

Forty-three percent consider that the project contributed a lot to this aspect, and 40% claim that it contributed quite a lot, so its contribution could have been greater, while for 17% InfoGeo contributed a lot to capacity building and decision making on environmental issues at the national level (Figure 13).

More details on the relevance criteria are shown in (Annex F-2).

Effectiveness (*)

***EFFECTIVENESS**: To what extent have the expected outcomes and objectives of the project been achieved?*

The project's Effectiveness is rated **Satisfactory (S)**. For the Effectiveness criterion (level of achievement of goals and objectives), the basis for the assessment was first the analysis of the level of achievement of the Project's goals (see reference to goals and indicators in Table 4) and the verification of milestones. Supplemented by other sources of data and information, such verification took place through interaction with the project (including a visit to Matanzas and several to the project headquarters in Havana), and through interviews with stakeholders.

The systematic reading of indicators leads to a more nuanced analysis of the Project's progress and results. For example, there are 12 project indicators and 24 sub-indicators. If we apply the numerical calculation to the level of achievement of indicators and sub-indicators without distinction, we observe an average achievement rate of 83%. From a different perspective with respect to the indicators, it can be said that the level of achievement of the project seems to be still incipient: Considering the 12 project indicators, we observe that only 6 of them can be labeled as "Achieved", "Approaching target" or "Partially achieved". In the case of very central indicators, such as sub-indicator 1c ("Partner agencies' databases and information systems have benefited from new state-of-the-art technology"), it is considered that the target was not yet achieved.

The questionnaire to stakeholders and other beneficiaries provides another perspective to the TE, but because it was designed as a quick instrument, it served mainly to illustrate certain aspects of the project's achievements. There were four questions in the questionnaire on the topic, covering various aspects of the evaluative criterion of Effectiveness. Fifty percent of the respondents considered the project's **Effectiveness** to be satisfactory[61]. At the same time, these are stakeholder perceptions expressed through a quick questionnaire. The systematic reading of indicators is representing a more objective analysis of the Project's progress and results. The project's general effectiveness has good aspects, but also shortcomings.

Another more nuanced way of analyzing project effectiveness by the TE involves answering the following working questions from the "Evaluation Question Matrix" (Annex E) and complementing it with the analysis:

Has the strategy applied been adequate to achieve the results? Are there any external factors that have affected the effectiveness/efficiency of the project?

Based on the evidence collected, the answer to the above questions would be respectively "Yes and Yes". Overall, it can be said that the Project strategy is well built around the Theory of Change (ToC) with three proposed balanced outcomes. How the outcomes relate to the different barriers, which are precise but generic, is not covered in the PRODOC. The project strategy at the same time includes "scenario" considerations for the type of change the project is expected to produce. Also the expected change is clearly articulated in the narrative, although less so in the ToC figure, which does not explicitly show the barriers.

In terms of external factors affecting Project Effectiveness, InfoGEO Project team had not identified operational difficulties linked to procurement complexity as a barrier from the outset, and it turned out to be a very important one. The MTR made a very important recommendation in this regard (recommendation number 14 which is the last one proposed by the MTR).

Although it is the last recommendation of the MTR, it refers to a very central aspect related to the creation of enabling and basic conditions for the project. It should be given higher priority.

According to current information on the Management Response on the UNDP ERC [Evaluation Resource Center] site, MTR recommendation #14 had been added to the ERC site in November 2021 (Figure 14), which is a considerable delay in the implementation process. It was labeled as an overdue action, expected to be addressed in May 2022. More importantly, the MTR recommendation in question refers to a long overdue action. The language of the recommendation appears to plead with the highest levels of government in the MTR to address the outstanding equipment procurement issues so that the barriers to "future sustainability of InfoGEO" can be removed.

Figure 14. Management Response from MTR Recommendation #14, as of 11-Jun-2022

14. Recommendation:
Tomar medidas al nivel más alto nivel del gobierno y en el Consejo Directivo para acceder a medidas para remover las barreras que limitan la ejecución del Proyecto y aceleren las importaciones, conciliaciones y contrataciones pendientes con la empresa importadora, de forma tal que se pueda asegurar el arribo del equipamiento, que está condicionando la sostenibilidad futura del infoGEO.

Management Response: [Added: 2021/11/18]

Aceptada la recomendación. Presentación del cronograma de importación en el Comité Directivo Nacional para asegurar su seguimiento, monitoreo y cumplimiento.

Key Actions:

Key Action	Responsible	DueDate	Status	Comments	Documents
49. Elaborar el Cronograma de importación e instalación del equipamiento 50.Presentación en la próxima reunión del CDN 51. Análisis de su cumplimiento en el CDN 52.Licitación previa a la contratación de los recursos que se importarán 53.Proceso de contratación 54.Equipamiento entregado y distribuido en las salas situacionales. *[Added: 2021/11/19] [Last Updated: 2022/01/31]*	49. IGT 50. IGT/AMA 51. Miembros del CDN 52. IGT, CITMATEL, Consumimport 53. Consumimport-Proveedores 54. Consumimport-Proveedores	2022/05	Overdue-Initiated	49. Cumplido 50. Cumplido 51. Cumplido 52. Cumplido 53. Cumplido 54. Iniciado. Se estima para abril 2022 History	

Source: Evaluation Resource Centre, and referring to InfoGEO's MTR Management Response, https://erc.undp.org/evaluation/evaluations/detail/12461 (last accessed on 11-Jun-2022)

Apparently, UNDP followed up on the action mentioned in MTR recommendation 14 in November 2021 (Figure 14), proposing the development of a timeline for the procurement process for key technological equipment for the situation rooms.

The difficulties faced in the procurement process for the aforementioned equipment, along with and possibly compounded by the effects of the covid-19 pandemic, **were important external factors that negatively affected the effectiveness of the**

[61] Source: Questionnaire on the Final Evaluation of the UNDP-GEF InfoGeo project, May 2022.

project. This refers to the repeated frustrated attempts to acquire specific technological equipment for InfoGEO's situation rooms. There were significant delays in the completion of procurement-related activities, which impacted both the project's results and its financial performance. To prevent similar problems from occurring with new GEF projects in Cuba, TE formulated a RECOMMENDATION on the issue of operational risks.

| RECOMMENDATION #11. *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]	It is important to frequently update Procurement Plans for projects and to engage a technical consultancy to support complex procurement processes, whether for the purchase of equipment or for the contracting of specialized services in the international market. [For new projects]

Efficiency (*)

***EFFICIENCY**: Was the project implemented efficiently, in-line with international and national norms and standards?*

Efficiency was rated **Moderately Unsatisfactory (MU)** because there are some important points that stand out as being below expectations. The project presented chronically low financial execution (see Table 1) and also Figure 11 in section 4.2. The analysis of the table and figure serves to demonstrate a cumulative execution that ends on June 1, 2022, of only 73% of the total GEF grant. In the same period in 2021, this indicator reached 60.8% (Figure 6), reinforcing the finding of problems with efficiency.

In section 4.2, we discuss how key procurement processes in connection with project implementation that have been exceptionally long, frustrating and complicated. In the aforementioned section we also considered the opportunity cost linked to these processes and how the financial execution was affected. In addition to the impact on funds engagement (*encumbrance*), on financial execution (*delivery*) and on efficiency, the most important impact of the long procurement processes was the **opportunity cost** those delays had caused, that is, the missed opportunities for the project to have focused on other aspects, if the procurement processes had been different and more efficient. We cover this in section "UNDP implementation and monitoring (*) and Implementing Partner execution (*), overall project implementation / execution (*), coordination and operational issues".

To reach a meaningful conclusion, we looked primarily at the project's Quarterly Reports for obtaining a better understanding of how the difficulties that the procuring of IT equipment affected the project throughout time. The evidence was complemented by other elements of information from stakeholder interviews and exchanges with UNDP.

We stress that what is presented here is based on a summary analysis of operational processes that are relevant to the assessment of efficiency. The scope is determined by the working questions relating to efficiency in Annex E and which are generic. The TE is not meant to focus on the details of transactions or procedures, nor on the merit of procurement decisions (e.g. if it would have been more efficient to have UNDP conduct the procurement processes in question, or by when[62]). These aspects belong to the scope of an operational audit. The TE also highlights that we did not have access to the project's audit reports (although this had been requested). In light of additional comments from UNDP Regional, we formulate herein a specific recommendation:

| RECOMMENDATION #12. *Addressed to:* [UNDP Cuba]	In case an operational audit of the project had not been commended already, we recommend UNDP Cuba to consider it while the project is undergoing its closure processes. This is especially important because of the impact that the protracted IT procurement processes have had on project results and efficiency. Such audit exercise will would be able to give UNDP a deeper insight into the efficiency of the equipment procurement processes, in addition to verification on the assets that were acquired, their specifications, their adequacy, current use, status, compliance with paperwork, post-project arrangements, etc. [To be addressed while InfoGEO is still under implementation]

The evidence gathered by the TE—and which is sufficient for its purpose—showed that the project had a few options for purchasing equipment, in light of Cuban regulations for special equipment purchase. They could either have procured the

[62] Or whether it would have been possible or more efficient for the project management unit to have engaged in the purchase of IT equipment from national service provider in the first place – as it has been questioned by the UNDP Regional in connection with the TE exercise.

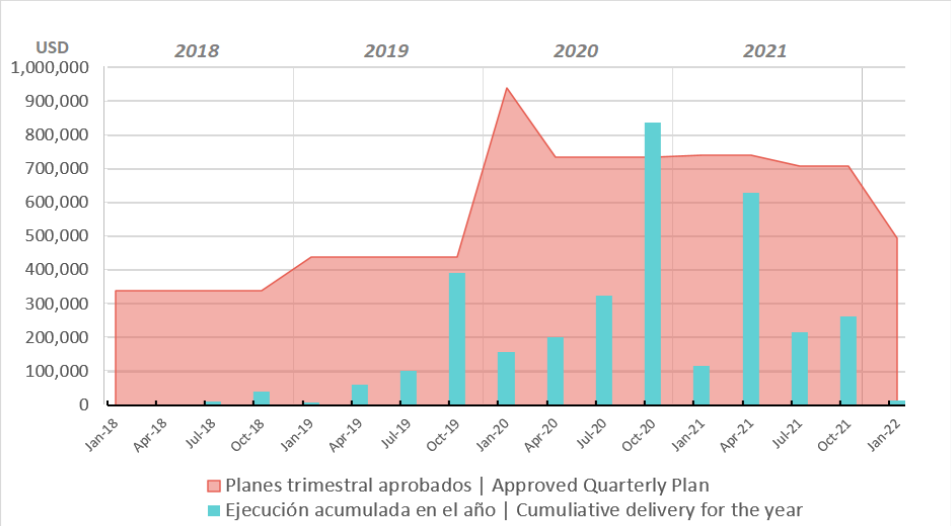
equipment nationally, if available in the national territory, or choose to import it. The latter is often necessary, if the equipment sought is too specific. The project pondered requesting UNDP for assistance with the import but ended up engaging one or more national service providers to ensure the import process according to specifications from beginning to end.[63]

The analysis of the quarterly report shows that there were at least two important equipment procurement processes of more than $120K dollars, the first of them started in 2019 and the second was pending since 2020. These processes kept significant amounts for project funds allocated as encumbrance for several quarters, until part of these amounts finally became expenditure in 2021 and another part in 2022. We noted the high level of unspent funds that had been allocated through the budget (*encumbrance*) of more than $270K between the fourth quarter of 2018 (Q4-2018) and the fourth quarter of 2019 (Q4-2019) – that is, this lasted at least one year (see Figure 11). Thereafter, encumbrance reached $398K in the first quarter of 2020 (Q1-2020) and $602K in second quarter of that year (Q2-2020), till it went down again to $297K in the third quarter of 2020 (Q3-2020). Some procurement processes were completed, according to the Quarterly Reports, but it is noteworthy that the most important procurement process, linked to the establishment of the Situation Rooms, was still pending in 2022. During most of the project's lifecycle, the encumbrance was maintained high and financial delivery low. These patterns confirm problems with efficiency and deserve the rating of MU for this indicator. In Box 6 we include a more detailed analysis of these patterns for planning observed for the project compared with delivery.

Box 6. Results of analysis of financial performance data in a 'Full-NIM' project

The analysis of financial delivery in a Full-NIM project can be a bit complex, as it involves advances of funds, quarterly reporting on the implementation of activities and budgets. The analysis of the sequence of Quarterly Reports ("Project Performance Compliance Reports"), covering the period from 2018 to 2021, allows for a close monitoring of important procurement processes. Each quarter, data is entered into Atlas and actual financial performance is reflected at the end of the fiscal year. The graphical analysis of the sequence of quarterly reports is shown in Figure 15. Other aspects covered in these reports relate to funds' advances. When a major process is underway, funds are tied up until they can be registered in the books as an expense. In the case of InfoGEO, the financial figures for encumbrances are not fully translated into expenditures, quarter after quarter, so a description of the problems encountered with respect to equipment procurement is provided. Figure 15 shows that in 2020 there was an expectation expenditure foreseen, but which materialized only in the fourth quarter (the "Oct-2020" vertical bar).

Figure 15. Financial execution according to quarterly reports (USD, FY2018-FY2021)



In Q1 2020, a $300K+ procurement process was reported cancelled and attempted again in the following quarter. The project then reported that it had $606 as a pre-purchase for a procurement process (the high spike in red in Figure 15). In its "2020 Quarterly Work Plan II" it reported the following: *"The contracted processes are last year's backlog for IT equipment, furniture and transportation. In addition, IT Equipment 1, IT Equipment 4 (MultiClass Boards) and Office Supplies are contracted from 2019. The following were cancelled by EMIDICT for 2019: computer nodes, situation rooms, tablets for monitoring and software for programmatic monitoring. Those cancelled by EMIDICT we are working with Citmatel."*

[63] The TE will not go into the specific merit of this particular decision per project, as the subject belongs to the scope of an audit report. Our analysis focused primarily on the evidence available in the quarterly reports.

The same | RECOMMENDATION #11 further up also applies to the issue of Efficiency.

Overall results (*)

The overall rating of the project results is assessed as **Moderately Satisfactory (MS).** This evaluation by the TE takes into account the entire period of project implementation, and all that has and has not been achieved, strengths and weaknesses. This TE assessment is similar to the evaluation of the project's progress towards its objective.

The **MS** rating is consistent with TE's overall assessment of the project's performance, according to all the evidence reviewed in the final phase of the project (June 2022), and is slightly more positive than the assessment attributed to the project's performance by its stakeholders according to the project's final monitoring report-the 2021 PIR (which rated progress toward the project's objective as MU – see Figure 16).

The MS rating for the scope of the objective in the final phase of the project means that the project is more or less meeting expectations with some shortcomings. For the moment it can be said that InfoGEO Project advanced towards its goals consistently, but late, mostly on the issues of institutional and territorial coordination. InfoGEO Project worked well on the issue of convergence and synergies with other related projects, as confirmed through interviews with the coordinators of these projects and with CITMA management.

There were many positive developments. Some of the geographic and sectoral information management needs, especially in water and agriculture as key sectors, and part of the pilot activities were met, confirmed by evidence in reports such as the PIR 2021 and in interviews with representatives of these sectors. But there were also significant delays in establishing the essential conditions related to hardware availability.

Regarding the positive achievements of InfoGEO Project, TE mentions the following as examples of important results:

On indicators: (a) of the 12 project indicators, only 3 had achieved the objectives, according to the PIR 2021; (b) 2 were rated as "Approaching target"; while (c) 4 indicators were rated as "Partially achieved", even at the target indicator level. For the remaining two indicators, one is considered "Out of project scope", and for another the status is "awaiting further information". Not all indicators are SMART. Four of them were noted by the MTR as needing adjustment. Currently, TE has noted that this issue was not adequately addressed in the MTR Management Response, nor in the 2021 PIR. Judging by the indicators in mid-2021, we would still have the MS rating with observations, conditioning the performance of the project for the time remaining, which is very short.

InfoGEO developed alliances with several institutions, correlated projects and partners with the objective of consolidating previously dispersed and unstructured databases and information systems for the purpose of reporting on key environmental indicators with links to relevant reporting under the Rio Conventions. These alliances have been reinforced through the signing of interagency cooperation agreements, partnering for the development of the "National Environmental Information System (SNIA)".

InfoGEO Project conducted several training workshops, which served to create a greater culture of digitization in the environmental sector in Cuba, according to evidence from reports of different events and confirmed by interviews with beneficiaries.

In terms of software, the InfoGEO back-end and front-end have been greatly developed through coding, even in the absence of essential hardware. This achievement is complemented by the development of clear data exchange protocols and other supporting materials, which is not only a product in itself, but also enhances the sustainability of project results.

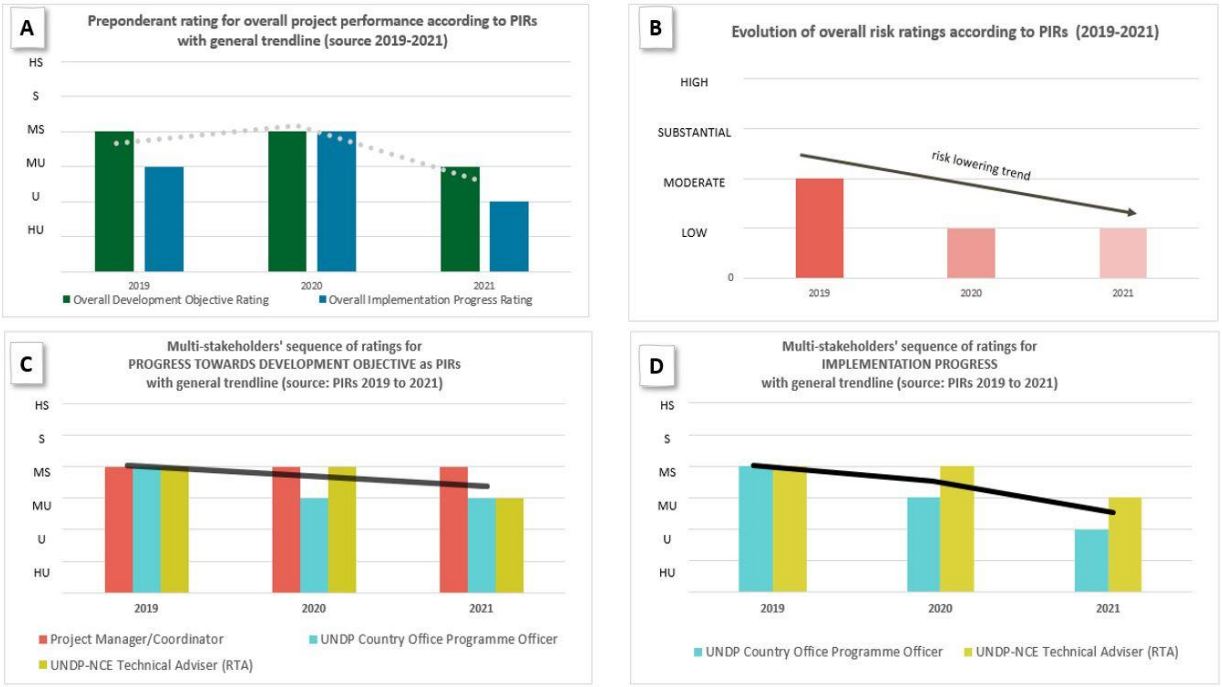
InfoGEO trained a large number of unique beneficiaries (over 500, which was its main objective), although the project had not (unfortunately) disaggregated this and other indicators by gender from the onset, expect when informing the indicator through the PIR. Information on activities and achievement of indicator targets through the PIRs (especially the 2021 PIR) and in other documents uploaded to the InfoGEO platform is otherwise rich in detail.

In terms of shortcomings, the following should be mentioned: There were significant delays in the completion of essential hardware procurement, which brought several consequences for much of the project's actions and the possibility of an effective implementation.

In terms of benchmarking, we note that Mid-Term Evaluation (MTR) assessed in April 2020 **the scope of the project objective** also as being **Moderately Satisfactory (MS)**. The TE assesses that InfoGEO Project advanced towards its goals in a consistent but late manner, especially in the institutional and territorial coordination issues. The MS assessment for the achievement

of the objective in the final phase of the project means that **the project more or less meets expectations with some shortcomings.**

Figure 16. Rating data by key project stakeholders, according to the sequence of PIR reports.



TE also sees it as relevant in terms of benchmarking to compare its overall results rating (discussed in this section) with ratings attributed by the project's core stakeholders according to the project's annual monitoring reports - the PIRs. We focus in particular on the rating of **Progress towards the project's Development** Objective [DO-rating] and **Implementation Progress** [IP-rating], and also for project risks. Figure 16 presents the sequence of these ratings for the three project PIRs (2019, 2020 and 2021) and puts into perspective the main performance rating given in this section by the TE.

Figure 16 shows both negative and positive trends:

- It is positive that project risk decreased during implementation (Figure 16-B), but TE questions whether project operational risk, or health risk related to the covid-19 pandemic was not omitted.
- The preponderant performance rating in the PIRs (Figure 16-A) initially shows a positive trend between 2019 and 2020, followed by a worsening trend between 2020 and 2021.
- In 2020, some optimism is noted with ratings across the board (Figure 16: A, C and D), reaching MS according to most stakeholders for both progress towards the development objective (DO) and implementation progress (IP). UNDP Cuba, in this case seems to have a slightly more reserved attitude giving MU ratings in 2020 for both DO and IP.
- In 2021, UNDP Cuba, like UNDP Regional (RTA in the NCE Unit - Nature, Climate and Energy) rated the 'DO' criterion as MU and in agreement with each other. Yet, for the IP criterion in 2021, UNDP Cuba went as far as rating the project as Unsatisfactory (U).

All PIR ratings were duly justified, with ample evidence submitted by all commenting stakeholders shown in the legends of Figure 16.

For more details, see:

Table 10. Thorough assessment of achievements through project indicators

Sustainability: economic (*), socio-political (*), institutional framework and governance (*), environmental (*) and general probability (*).

***SUSTAINABILITY**: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?*

FINANCIAL SUSTAINABILITY

The financial sustainability of the project is considered **Likely (L)** (negligible risks to sustainability).

The project design included strategic provisions for its economic and financial sustainability, both during and after its implementation period, which will support the continuity of SNIA implementation activities. To this end, a resource mobilization strategy was designed (Component 2, output 2.4), with two main types of funds: (a) national; and (b) international cooperation. In the case of national funds, in addition to the National Science, Technology and Innovation Program (PNCTI) project declared as co-financing, InfoGeo obtained three million CUP from the Non-Programmatic Associated Projects (PNAP) fund for 2022, and is working with the programs and projects area of CITMA on the presentation of a Sector Program. In relation to international cooperation funds, it has been identified, both by the project's Management Unit and in the MTR 2021, as an essential element of the financing strategy for sustainability. The project was able to establish collaborative synergies with projects such as ECOVALOR, Connecting Landscapes, SIMBIOD and OP15, identified by PRODOC, and has also established links with other UNDP projects of national scope, such as 'Mi Costa' and 'Resiliencia Costera'. Almost all respondents (94%) agree that InfoGEO established synergies with other international cooperation projects and national programs that work on specific dimensions of the environmental information system, and of these, almost 60% give it the highest rating (strongly agree). It should be noted that this indicator, according to the relevant stakeholders and other beneficiaries surveyed, obtains the highest percentages of maximum positive valuation (Annex questionnaire, see link in Annex F-1). The impact of external and independent externalities such as the Covid-19 pandemic, and its influence on economic and financial aspects, should also be taken into account in this section.

SOCIO-POLITICAL SUSTAINABILITY

The socio-political sustainability of the project is considered **Likely (L)** (negligible risks to sustainability).

This project is strategically designed to meet the priorities of the Rio Conventions, and promote the sustainability of its technical and social components. Through a considerable number of training activities and learning-by-doing workshops with decision-makers and other key stakeholders, it promotes the achievement of the stated goals through knowledge appropriation and implementation. In this sense, learning and training on the use of the SNIA, as a network of existing databases and information systems, contributes to ensure the sustainability of the project to improve integration exercises and decision making. Similarly, the creation of the SNIA (mainly addressed in Outcome 1, which responds to the technical aspects of the project), implied the establishment of a legal and regulatory basis, which favors the follow-up of the project once it is completed. On the other hand, InfoGEO, by means of implementation arrangements, has promoted greater rapprochement and dialogue between territorial and sectorial actors, and government agencies at different levels, by reconciling the way in which environmental management is assumed and worked, which has favored a transformation in terms of processes and responsibilities, and which must continue to be strengthened. The government's direct involvement in the project strengthens its capacities for the long-term implementation of activities and even leads to their institutionalization.

INSTITUTIONAL FRAMEWORK AND GOVERNANCE SUSTAINABILITY

The Institutional Framework and Governance Sustainability of the project is considered **Likely (L)** (negligible risks to sustainability).

The levels of appropriation of the Project by the participating institutions, as well as the existing environmental and information legal framework, are conducive to the sustainability of its results in terms of institutional sustainability. The potential identified, in its alignment with the implementation of the Informatization of Society Policy in Cuba, is particularly important to position the SNIA among the data platforms that offer digital services prioritized for decision making within the framework of the Government Management System, and in the face of citizenship, encouraging the participation of the population in environmental decisions. The validation of the project through consultations with its stakeholders, through action and awareness dialogues, made possible their involvement and participation, in the different phases of the project, where the validity of the project strategy was reaffirmed to work with other projects and help strengthen the overall environmental character, in particular to strengthen synergies and institutional sustainability of capacities (systemic, institutional and individual) and holistic planning and decision making.

From the technological point of view, it also foresaw elements that guarantee its sustainability over time. The SNAI was hosted in the servers of the CITMATEL Data Center, where the aspects referring to storage, guarantee and data protection were guaranteed. Work was done on the implementation of fail-safe redundancy of the SNIA (Result 1), an element that is still under approval for the contracting of a backup in the servers of Cuba's Telecom Company *[Empresa de Telecomunicaciones de Cuba S.A.]* (ETECSA), and in this way complement CITMATEL's information protection policy. In addition, through the IT solutions provider XETID, a data integration module was incorporated into the SNIA to capture relevant information handled by other technological platforms, based on open standards that guarantee interoperability, in accordance with the policy for the improvement of the informatization of society in Cuba and Decree-Law No. 370, which regulates electronic government in the country.

ENVIRONMENTAL SUSTAINABILITY

The environmental sustainability of the project is considered **Likely (L)** (negligible risks to sustainability).

Integration of environmental sustainability is enhanced through workshops that demonstrate new tools and methodologies for achieving environmental sustainability by strengthening linkages between the global environment and national socioeconomic priorities. The Rio Conventions serve as analytical frameworks to identify global environmental criteria and indicators and reconcile with the Sustainable Development Goals, and other best practice indicators deemed relevant and appropriate for Cuba. The project also undertook activities to strengthen coordination among key sectors to address biodiversity, climate change and land degradation at a systemic and institutional level. Specific mainstreaming activities included the formulation of appropriate manuals and operational guidelines for mainstreaming the Rio Conventions, the formulation of a program to extend the SNIA to catalyze the mainstreaming of the Rio Conventions, and awareness-raising activities for various groups in Cuba.

Overall likelihood of sustainability

In summary, to maintain and continue to support the sustainability agenda it is necessary to strengthen the underlying capabilities for making more informed decisions on integrated global environmental management. Best practices and systemic approaches will need to be consolidated in the pursuit of sustainable development goals. We also take into account in the assessment of project sustainability the medium and long-term impacts of project actions and circumstances (drivers) that are likely to affect the likelihood of sustainability, such as the impacts of the Covid-19 pandemic on society, and its influence on the information mechanisms for compliance linked to international environmental commitments assumed by Cuba. The TE considers the sustainability of the Project's achievements, based on its component factors (financial, socio-political, institutional frameworks and governance and environmental). The TE concludes that, overall, **Sustainability is to be rated Likely (L)** (negligible risks to sustainability).

National Ownership

InfoGEO is a direct response to the GEF-funded National Capacity Self-Assessment (NCSA) project conducted in Cuba, as well as national priorities identified in other national policies and strategies such as the UNDAF 2014-2018. This is represented by the SNIA, which is based on a significant baseline of current capacity development activities and information systems; while relating to national initiatives to achieve sustainable management of energy, environment and natural resources. The above is in full correspondence with the project's purpose of strengthening environmental information and knowledge management to integrate the goals subscribed under the multilateral environmental agreements into national planning and decision making.

Cuba recognizes the need for an integrated information system to catalyze progress in updating the national economic and social models, as evidenced by the National Development Plan 2016-2030, a guiding document, which conceptualizes the Cuban economic and social development model, as well as Cuba's 2011 Economic and Social Policy Guidelines. The project will contribute to the achievement of several of these guidelines, such as:

- Strengthening the coordination and integration of information management within the scientific and technological system; increasing the scope of information dissemination and the roles of decision makers (Guideline 130).
- Promoting knowledge of the legal framework and best practices through publication and training of decision-makers (Guideline 133).
- Systemic information management and accelerated introduction of innovation, technology and science results (Guideline 134).
- Optimization of information management for decision making; and improving the flow of relevant environmental information, including information that enables cross-sectoral interaction and integration of decision makers (Guideline 138).

On the other hand, at the national level, InfoGEO also contributes to the development of the National Environmental Strategy (EAN), guiding document of the environmental policy in Cuba, and from which the territorial strategies are adapted, and promotes the implementation of actions in order to achieve the goals of sustainable development, to qualitatively enhance

the articulation of EAN with other strategies, plans and programs, as well as to strengthen the management of the territories in the protection of the environment. A fundamental instrument of the EAN is the National Environmental Information System (SNIA), to which the project contributes directly from all its results and activities; it contributes to the following specific objectives of the SNIA: a) The design of the Environmental Information System with the purpose of offering a vision for the state of the environment, and for assessing the main qualitative and quantitative trends for the state of the environment; b) to apply the Environmental Indicators System and to continue improving its incorporation in the national system of official statistics; c) to have an efficient system of environmental supervision of relevant indicators that contribute to the SNIA.

All of the above, in turn, contributes to the achievement of the objectives and tasks of the State Plan for Confronting Climate Change, called "*Tarea Vida*", aimed at addressing, in the short, medium and long term, specific environmental, social and economic problems related to vulnerabilities, mitigation and adaptation to climate change.

The Project has also been aligned to e-government initiatives (Decree-Law no. 370/2018, on the informatization of society in Cuba[64]; and Decree-Law no. 6/2020 of the Government Information System[65]. Through the data integration module, known as Balanced Scorecard, it integrates with other information sources such as the BIENESTAR Platform (see Annex I). Based on key words, it extracts information from the databases of the computerized processes in the technological platforms of digital government reported by the population, through their statements, complaints, notifications, suggestions, requests and/or incidents, related to the state of the variables that feed the indicators of the Environmental Information System.

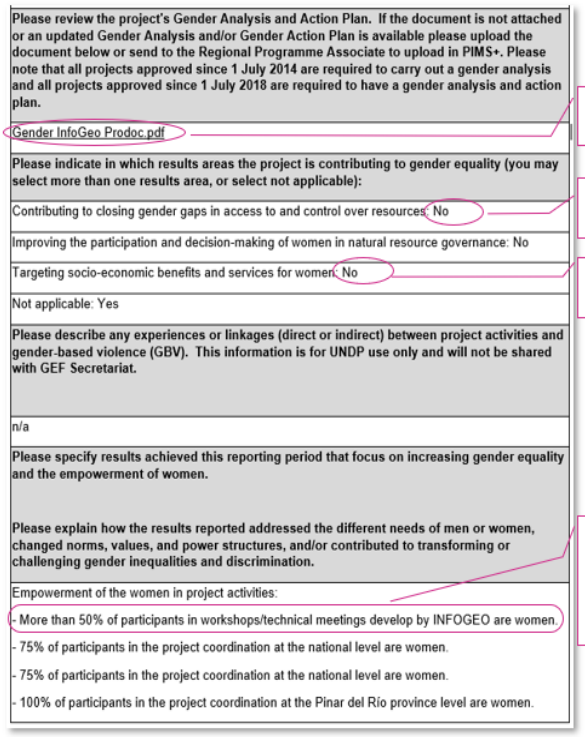
Gender Equality and Women's Empowerment

GENDER EQUALITY AND WOMEN'S EMPOWERMENT: *How did the project contribute to gender equality and women's empowerment?*

Although the gender aspect had been weakly incorporated in the project design (see Box 4), during implementation, **InfoGEO Project took several steps to ensure that gender equality and women's empowerment were further integrated into the project.** The most important gaps in terms of gender equality and women's empowerment are reporting and monitoring (Box 7), as explored with evidence in this section.

Box 7. **Gaps in Reporting and monitoring the gender aspect in InfoGEO**

The 2019 PIR instructions state that all [UNDP GEF] projects approved after 01-July-2014 must conduct a gender analysis and [citing] "all projects approved since 01-July-2018 must have a gender analysis and action plan."



Please review the project's Gender Analysis and Action Plan. If the document is not attached or an updated Gender Analysis and/or Gender Action Plan is available please upload the document below or send to the Regional Programme Associate to upload in PIMS+. Please note that all projects approved since 1 July 2014 are required to carry out a gender analysis and all projects approved since 1 July 2018 are required to have a gender analysis and action plan.

Gender InfoGeo Prodoc.pdf

Please indicate in which results areas the project is contributing to gender equality (you may select more than one results area, or select not applicable):

Contributing to closing gender gaps in access to and control over resources: No

Improving the participation and decision-making of women in natural resource governance: No

Targeting socio-economic benefits and services for women: No

Not applicable: Yes

Please describe any experiences or linkages (direct or indirect) between project activities and gender-based violence (GBV). This information is for UNDP use only and will not be shared with GEF Secretariat.

n/a

Please specify results achieved this reporting period that focus on increasing gender equality and the empowerment of women.

Please explain how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.

Empowerment of the women in project activities:

- More than 50% of participants in workshops/technical meetings develop by INFOGEO are women.
- 75% of participants in the project coordination at the national level are women.
- 75% of participants in the project coordination at the national level are women.
- 100% of participants in the project coordination at the Pinar del Río province level are women.

Key milestones for InfoGEO included approval by the GEF CEO on 03-Feb-17 and signature of the project document on 24-Jan-18. Therefore, InfoGEO Project would not be required to have a gender analysis and action plan.

However, in the 2019 PIR, the project reported having prepared a file called "Gender InfoGeo Prodoc.pdf". Its content has been directly extracted from the PRODOC. Critical review of the project reports through the Gender section of the 2019 PIR is shown in the snippet included here.

Reporting on key indicators, including at least one in the Results Framework (#2), is important and can still be done in the remaining implementation time of InfoGEO Project. The recommendations are advanced.

[64] https://www.gacetaoficial.gob.cu/es/decreto-ley-370-de-2018-de-consejo-de-estado
[65] https://www.gacetaoficial.gob.cu/es/decreto-ley-6-de-2020-de-consejo-de-estado

InfoGEO's project document (PRODOC section C.5 Gender Mainstreaming) states the following:

> *"Gender issues will be one of the social issues to be monitored during project implementation. Project design and implementation will ensure an appropriate balance of project participation and equitable distribution of benefits. Gender-relevant markers will be identified and tracked, expressed in total number and percent, such as: full-time project staff who are women; Project Board members who are women; jobs created by the project in the hands of women; and women actively participating substantively in learning-by-doing workshops, dialogues and consultations, and key meetings."*

In addition, it is stated in the PRODOC that the strengthening of the environmental information system will allow the collection of gendered information at the local level, which is currently not collected, and which is important to inform planning and decision making.

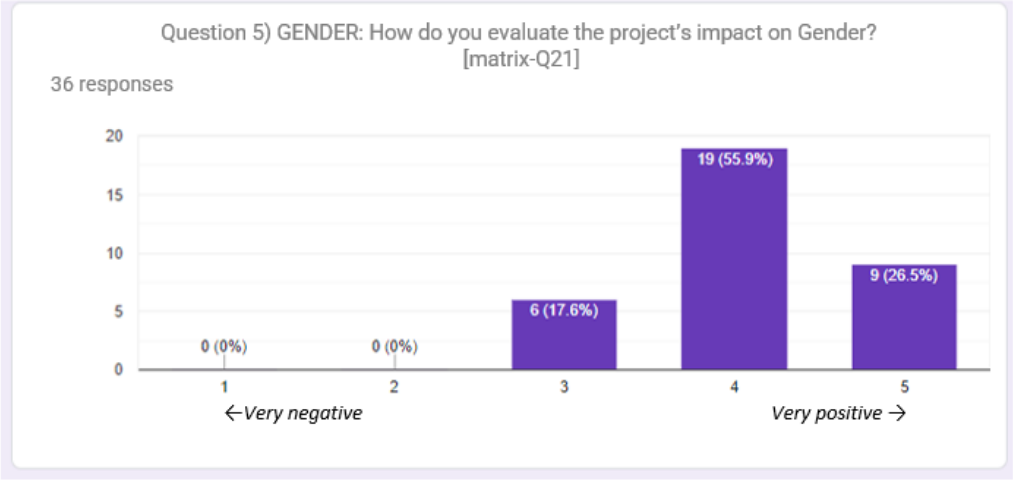
During the evaluation process, some aspects that contribute to gender equity and women's empowerment were identified, such as:

- Women have benefited from the training and capacity building promoted by the project.
- Women are well represented in the territorial teams where the situation rooms are located, and in the case of Matanzas and Pinar del Río they are responsible for them.
- Women are well represented in the project coordination team, co-responsible for components 1 and 2, and the project administrator is also a woman.

These results serve strategic gender interests insofar as they contribute to improving the status and position of women participating in the project.

Based on the stakeholder questionnaire applied, we noted that just over half of respondents (56%) considered that the gender impact of the project is assessed as positive. A total of 27% considered it as very positive, and 18% as moderately positive. Slightly similar figures indicate that respondents considered gender equality and women's empowerment as well reflected in all project outputs (53%); indirectly in some (29%), while for others these aspects are not reflected (17%) (see Table 17 and more information in Annex I).

Figure 17. **Results from the TE Survey Question 5 on Gender and Project Impact**



Source: Questionnaire on the Terminal Evaluation of the UNDP-GEF InfoGeo project, May 2022.

On the other hand, during the TE process, the results show that in the implementation, monitoring and evaluation of the project, the gender perspective is little appreciated. The objectives and indicators do not incorporate gender; among the beneficiaries, women do not appear as a priority group. This prevents the identification of gaps on which the project could have had an impact. Also, the indicators defined for the National Environmental Information System, and capacity building do not include the gender perspective, due to the classification (GEN 1) assigned to the project (meaning that it would have a limited expected contribution in terms of gender).

Based on the above findings, it can be affirmed that this project would pay limited attention to gender issues, despite the fact that the respondents expressed more optimism regarding gender mainstreaming in InfoGEO Project. At the same time,

the project has implemented relevant activities in terms of gender, but there is still a need to measure and publish more on this aspect.

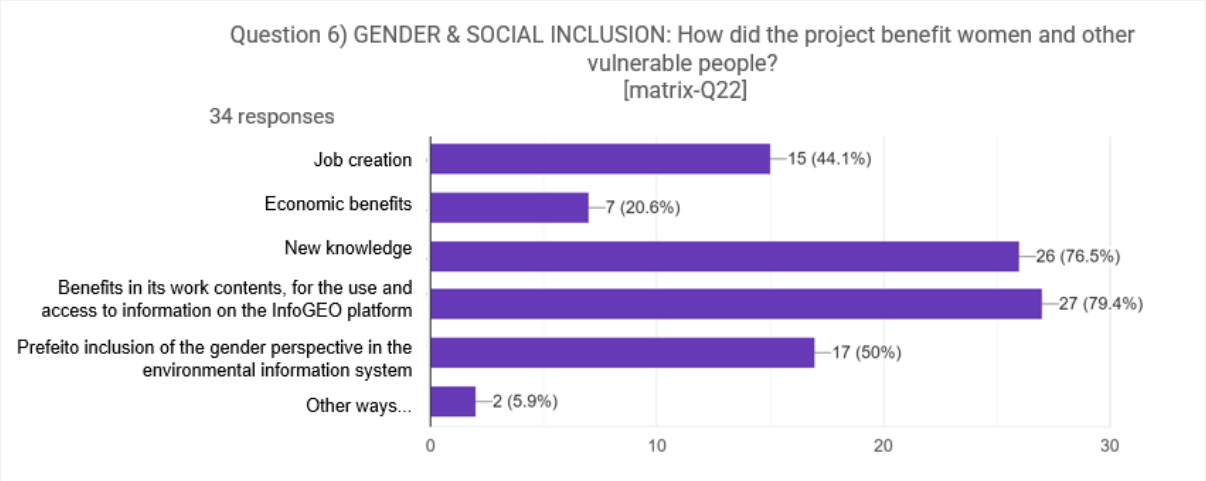
| RECOMMENDATION #13. *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]; [Project Management Unit]	Mainstreaming of gender: Ensure the publication of important documentation on the achievements of the project in terms of gender. For example, the gender analysis and/or action plan that has been mentioned/annexed to the PIR 2019, but not made available through the UNDP open platform (with reference to the file "Gender InfoGeo Prodoc.pdf" mentioned in section H of the PIR 2019). [Sustainability]; [Follow-on to InfoGEO]; [To be addressed while InfoGEO is still under implementation]
| RECOMMENDATION #14. *Addressed to:* [Project Management Unit]	In InfoGEO end of project activities (workshops), consider the possibility of reporting and disseminating key gender indicators, in particular indicators 2, 5d and 12c. [Sustainability]; [Follow-on to InfoGEO]; [To be addressed while InfoGEO is still under implementation]

Other Cross-cutting Issues

InfoGEO supports the meaningful participation and inclusion of all stakeholders during the different stages of the project. This is in line with the principles applied by UNDP (Guiding Principles of the United Nations Group for Sustainable Development - UNGASS), which constitute the normative basis for the Framework for Cooperation and Integrated Programming in any national context, considering "**leaving no one behind**" as a global and unifying principle. From the point of view of Cuban legislation, it is also aligned with key elements of citizen participation, referenced in the Constitution of the Republic of Cuba and Law 127 "Electoral Law" of July 2019 (art.1, paragraph g), related to public consultation processes; and with resolutions of CITMA itself, such as Resolution No. 132 of August 2009, which provides that the incorporation of consultations with local authorities, and that the plight of citizens in the evaluation of environmental impacts and other environmental aspects are to be taken into account. In the case of InfoGeo Project, the consultation processes were widely documented and are considered positive by the TE, characterized by a continuous process of stakeholder consultation, which began in the design and preparation stage of the project through the inception workshop, and was maintained during its implementation with the training workshops and training developed; as well as in the identification and selection of environmental variables incorporated into the InfoGEO platform, specifically those worked by MINAG and INRH.

Along with the achievement of some of the results (see results matrix in Table 10), benefits were also reported that, although not explicitly stated in the project's objective and results, stakeholders stated that they have favored women and other vulnerable groups, especially with positive impacts on their work content, for the use and access to information in the InfoGeo platform, and new knowledge (Figure 18). Some of the respondents also consider that the project has enabled the participation of women in the technical products of the project and their empowerment in the coordination and decision-making mechanisms, and has also enhanced their participation and training in the environmental information system and in the acquisition of new knowledge, use and access to the InfoGeo platform.

Figure 18. TE Questionnaire: GENDER & SOCIAL INCLUSION, cross-cutting issues



InfoGEO Project basically targets State level stakeholders and to a lesser extent actors from the non-State cooperative stakeholders, such as the Tierra Brava Farm, as stated in the PRODOC. However, the TE considers that the scope of the project in relation to beneficiaries should be extended to all people who want to access the platform, and not only the

institutions linked to the project. It should be noted that even though the project's PROCOC does not identify access to the platform by any person who wants to use it, during the TE's interview process, it was notified that the platform is expected to be made accessible to any citizen with certain restrictions to data and indicators; however, the implementation of the BIENESTAR Platform through the InfoGEO platform's Balanced Scorecard has made it possible for citizens to send their considerations, complaints and suggestions.

GEF Additionality

InfoGEO Project falls under the GEF's Cross-Cutting Capacity Development (CCCD) funding window. Projects under this window aim to mainstream the implementation of Multilateral Environmental Agreements (MEAs) into the national and sub-national policy, regulatory and planning agenda. The main focus is on increasing national capacity to meet commitments under the Rio Conventions. InfoGEO Project was approved during the GEF-6 period [the sixth GEF funding cycle] (2014-2018). The CCCD Program then had five strategic objectives in GEF6[66]. Of these, the project is nominally aligned with CCC-2 (also known as the "CB2" portfolio). More specifically, it contributes to the following CCCD2 objective: "Strengthen consultative and management structures and mechanisms"[67], although it also has linkages to the two "CB2" objectives, as follows:

- CCCD-1: Integrate global environmental needs into management information and monitoring systems.
- CCCD-2: Strengthen consultative and management structures and mechanisms.

The content related to GEF additionality of InfoGEO Project is included in section C2 of PRODOC, where it was noted that, like other CCCD projects, InfoGEO would: (1) provide Cuba with additional tools and strengthen institutional arrangements to facilitate effective and sustained action to meet the obligations of the Rio Conventions; (2) provide valuable contributions to the incorporation of global environmental commitments into national priorities, through better information the and improved knowledge for planning and decision making; and (3) lead to behavioral change in both the short and long term.

PRODOC, specifically mentions in paragraph 68:

> *"CCCD projects are measured by performance, process, and output indicators that are proxies to the enhanced capabilities framework indicators for the global environment. To this end, CCCD projects seek to strengthen cross-sectoral capacity in the five main areas of decision-maker engagement,* ***information and knowledge, [capacity] development,*** *policy and regulatory administration and enforcement, and monitoring and evaluation."*

The TE verifies that InfoGEO focused mostly on the first area (information and knowledge) and the second (development). The part on policy and regulatory enforcement would refer to InfoGEO Component 3, but in practice, InfoGEO delivered few results in the third component.

Table 11. Summary results of the application of the GEF Capacity Development Tracking Tool

Capacity / Outcome Indicator	CD 1: Enhance capacities of stakeholders for engagement	CD 2: Capacity to generate, access and use of information and knowledge	CD 3: Strengthened capacities for policy and legislation development	CD 4: Strengthened capacities for management and execution	CD 5: Capacity to monitor and evaluate
Max. Scoring by Outcome	9	15	9	6	6
SUBTOTALS per Capacity Outcome - BASELINE: Scoring - August 2016	4	6	6	2	2
BASELINE: Scoring - August 2016	*44%*	*40%*	*67%*	*33%*	*33%*
SUBTOTALS per Capacity Outcome - MID-TERM - Scoring August 2020	**6**	**8**	**7**	**2**	**2**
MID-TERM - Scoring August 2020	*67%*	*53%*	*78%*	*33%*	*33%*
Difference between the reference situation and the mid-term	22%	13%	11%	0%	0%
SUBTOTALS per Capacity Outcome - PROJECT END - Scoring May 2022	**6**	**10**	**6**	**3**	**2**
PROJECT END - Scoring May 2022	*67%*	*67%*	*67%*	*50%*	*33%*
Difference between the mid-term and project end	0%	13%	-11%	17%	0%
Difference between project start and project end	22%	27%	0%	17%	0%

We note some trends relating to the GEF additionality of InfoGEO in Table 11. First, CB2 projects are "full cost" under the GEF (i.e., they do not have to demonstrate that they are 'additional' or 'incremental', relative to the 'baseline'). Second, InfoGEO's financial baseline appears to be composed mostly of other GEF projects.

[66] See e.g.: https://www.thegef.org/sites/default/files/events/CCCD%20Presentation%20Nov%202016.pdf – slide 8.
[67] GEF CEO Endorsement / Approval Document for project with GEF ID: 9319, Project ID in the GEF Agency: 5727. See: https://www.thegef.org/projects-operations/projects/9319.

However, the TE noted the evolution of **InfoGEO's GEF Capacity Development Scorecard Tracking Tool** as a key indicator of project additionality. The tool was applied at three points during the project life cycle: (i) in August 2016, shortly before GEF approval (CEO Endorsement Request); (ii) in August 2020, or mid-term (as reviewed by the project team prior to the MTR); and (iii) at the current point in time, May/June 2022 (as prepared by the project team for the TE exercise).

The TE verifies is tasked with validating the final scoring and consolidating the time series analysis. The detailed results of the tool are in Annex N and the summary analysis in in Table 11 and in Figure 5 (Results from project progress according the GEF Tracking Tool).

Catalytic function/replication effect

In PRODOC, section B.6, the 'Scaling up and replication potential' was described. In paragraph 43 of PRODOC, it was mentioned that, as this was a medium-sized project, the InfoGEO intervention would have certain limitations, and that therefore the project would serve as a catalyst for a longer-term approach to the implementation of the Rio Conventions, through the creation of an information management system. Paragraph 44 of PRODOC mentioned at the same time that InfoGEO "would take advantage of the demonstrated readiness of the sectors concerned, in order to promote the replication of pilot demonstration experiences in each of the productive sectors."

Indeed, InfoGEO's learn-by-doing approach, along with some forms of experimental methodologies the project would perform its catalytic function and could have some replication effect. According to TE's observation, the level of experimentation with methodologies brought about by the project are interesting, but still simple, considering the rapid progress that digitization can potentially bring about. This has been a limitation. At the same time, the TE notes that the installation of all the planned rooms and the maintenance of the central node at CITMATEL for the catalytic effect to be enhanced.

Progress toward impact

***IMPACT**: Are there indications that the project has contributed to generating impact in terms of development of capacity, and that what the project has delivered will last?*

The Goal of the project was to 'help Cuba meet and sustain global environmental outcomes by strengthening key capacities and incorporating the global environment into decision making.'

The objective was to 'strengthen environmental information and knowledge management in order to incorporate the objectives of multilateral environmental agreements into national planning and decision making.'

Considering the pilot aspect of the project, and the fact that it should contribute to strengthening environmental information and knowledge management – and not necessarily be transformative or structuring in this sense – the TE concludes that the elements of impact are present. **InfoGEO project has good conditions to have a positive impact**, especially for having achieved partnerships with other environmental project initiatives in Cuba. Impact is closely related to the project's sustainability factors, and the latter is mostly related to the project's ability to establish partnerships.

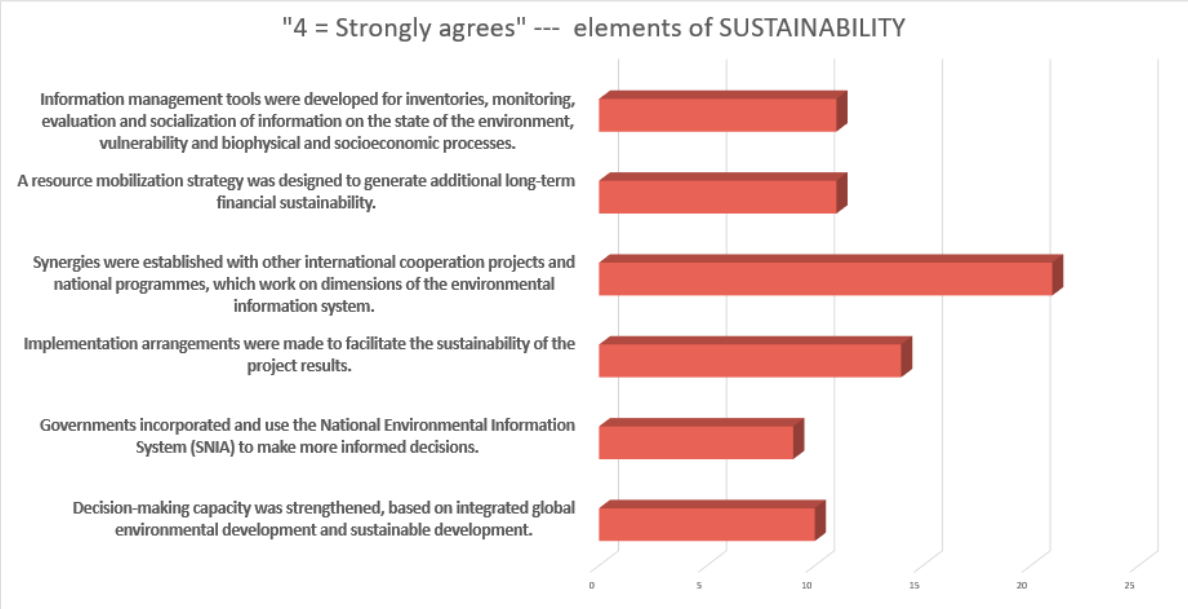
In PRODOC, section B.4 (Knowledge Management, paragraph 37), the following formulation is included and foresees synergies with other projects, which were indeed achieved:

> *"37. This project is part of a portfolio of capacity building activities in the country, which fosters cooperation and sharing of knowledge and information. Partnerships and collaboration also catalyze the transfer of knowledge and experience among stakeholders and decision makers. Where appropriate, lessons learned from other projects (e.g., in training programs and in the development of the new knowledge management system) will be included."*

The application of the TE's Questionnaire presents some interesting results on the issue of sustainability and impact, summarized in Figure 19.

However, a recommendation from the TE is made on how to capitalize on InfoGEO's impact potential, if possible, during the remaining implementation time of the project, if not, in the post-closure phase.

Figure 19. Sustainability elements and impacts prioritized by respondents to the questionnaire



| RECOMMENDATION #15. *Addressed to:* [UNDP Cuba]; [Implementing Partner / Government]; [Project Management Unit]	With the time that remains for InfoGEO, and if the real balance of the budget allows it, it is suggested that specialized international consulting be contracted to (1) massively train the interested parties and beneficiaries of InfoGEO on issues related to environmental indicators, already with the InfoGEO platform implemented in the territories in the Situation Rooms; (2) help the Institute of Tropical Geography (IGT) to pilot open data protocols in Cuba. [Sustainability]; [To be addressed while the project is in the implementation phase]; [Follow-up to InfoGEO]

5) MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS & LESSONS

Main Findings & Conclusions

The scope of the TE mainly covers the following criteria: Relevance, Effectiveness, Efficiency, as elements in the achievement of Results and indications of impact. It also includes Sustainability and Gender Equality and women's empowerment.

Achievements and shortcomings of InfoGEO Project can be summarized as follows:

- Satisfactory and timely development of SNIA's design, where the inter-institutional integration outcome is considered a key achievement of the Project.

- The objective is considered to be almost fully met. The legal commitment of the stakeholders is reinforced, as well as the identification of roles and responsibilities of each stakeholder, which contributes to a great extent to the fulfillment of the project's objectives.

- A delay in the fulfillment of the commitments from institutional stakeholder was identified, as some of the agreements and alliances materialized after the 12th month.

- Significant progress was identified in the delivery of technology in 2022, in relation to the status in the 2021 PIR. At the same time, looking at the project's entire lifetime, there were significant delays in the procurement of essential IT equipment for the situation rooms and for InfoGEO System's node at CITMATEL. Between the end of May and June 2022, less than a month before the official end date for the project, it can be said at least 3 of the

Situation Rooms that had been identified began to be installed (Local Delegations of Matanzas and Pinar del Río, and the national at CITMA in Havana). CITMATEL's Node in Havana was also equipped. The project had to spend considerable operational effort to achieve this procurement goals. The late arrival of essential IT equipment has impacted the project in many different ways. In particular these delays represented a considerable opportunity cost.

- In retrospect, the main opportunity cost was that the project had not focused its implementation effort on the wide dissemination of environmental data and information for decision-making through digital means. It has also dedicated less effort in policy mainstreaming activities involving the sectors (agriculture and water).

- Project InfoGEO had met its target of involving at least 500 beneficiaries (51% women, which counts in favor of the project's contribution to gender equality and women's empowerment).[68] Nevertheless, if we consider that InfoGEO as a digital inclusion project, the total number of beneficiaries reached is quite low. The TE believes that there may also have been opportunities lost in terms of exploring the potential of digital media to engage a much larger number of beneficiaries.

The TE examined a large amount of evidence and concludes that InfoGEO's performance was **Moderately Satisfactory (MS),** but at this moment, it has good conditions to have a positive **Impact**, especially for having achieved partnerships with other environmental projects in Cuba, installing the Situation Rooms, and having some national funding to give sequence to the activities. Thus, the chances for **Sustainability** are good.

Recommendations

The TE formulated **15** recommendations, divided into three categories:

1) **Immediate recommendations related to the sustainability of InfoGEO Project and current actions or follow-up to its closure**, so that the legacy of the project results is not lost (Table 12);

2) **Recommendations related to the formulation of new projects**, which are by default addressed to both UNDP and the Government of Cuba (Table 13); and finally

3) **Recommendations in the form of lessons learned** (further down in the next subsection).

Recommendations belonging to first and second groups are addressed to both UNDP and Government, in particular, the Implementing Partner.
Some recommendations are also directly addressed to the Project Management Unit.
Exceptions to the above are directly indicated in Table 12 and Table 13.

Table 12. Immediate recommendations for SUSTAINABILITY and Follow-up actions at the closure of InfoGEO

#	Description of RECOMMENDATION with Justifications and tags | Addressed to [UNDP Cuba] and [Implementing Partner / Government] as applicable
#5)	Ensure that environmental projects continue to contribute to collect and manage data, through the InfoGEO platform, articulating and collaborating in training activities for the generation of useful environmental information. *Justification*: This will be important so that InfoGEO's legacy is not lost with the closure of the project. The fact that there are government funds mobilized for sustainability is a positive development. [Sustainability]; [Follow-on to InfoGEO]; [To be addressed while InfoGEO is still under implementation]
#6)	Correct the gender marker that appears in: https://open.undp.org/projects/00094885. The last time it was checked, on 06-Jun-2022, the gender marker of the project appeared as "G0" (G-zero), while in the PRODOC it had been labeled as "G1", which means that "equality of gender is an important and deliberate objective, but not the main reason for undertaking the project / program". *Justification*: This is a small but important arrangement to publish accurate and transparent information, given the number of users who access the Open UNDP platform. [To be addressed while InfoGEO is still under implementation]

[68] According to the 2021 PIR. The Project reached out to 500 beneficiaries as workshop participants. The project has not been shared with the TE statistics of numbers of users of the InfoGEO System.

#	Description of RECOMMENDATION with Justifications and tags | Addressed to [UNDP Cuba] and [Implementing Partner / Government] as applicable
	Recommendation addressed to: [Project Management Unit]
#8)	Consider the introduction of an open data policies in a new phase of development for InfoGEO in the post-project period. *Justification:* During the interview with the project manager, the issue was discussed, and the TE was informed that there were plans to make the data publicly available through the Wellbeing Platform, but the plans remained vague. The TE was also informed that some InfoGEO data would be available through the ONEI site, but the TE verified that the data is not actually accessible. [Sustainability]; [Follow-on to InfoGEO]; [For new projects]; [Lesson Learned] *Recommendation additionally addressed to:* [Project Management Unit]
#12)	In case an operational audit of the project had not been commended already, we recommend UNDP Cuba to consider it while the project is undergoing its closure processes. This is especially important because of the impact that the protracted IT procurement processes have had on project results and efficiency. Such audit exercise will would be able to give UNDP a deeper insight into the efficiency of the equipment procurement processes, in addition to verification on the assets that were acquired, their specifications, their adequacy, current use, status, compliance with paperwork, post-project arrangements, etc. *Justification:* As part of the TE review process, the UNDP Regional Office posed a specific question on the efficiency of a key procurement process for the purchase of essential IT equipment and if the project could have made better procurement choices during the process. To this, we responded that the TE is not meant to focus on the details of transactions or procedures, nor on the merit of procurement decisions. These aspects belong to the scope of an operational audit, prompting the formulation of the present recommendation, which had otherwise been made orally to UNDP Cuba during exchanges. [To be addressed while InfoGEO is still under implementation]
#13)	Mainstreaming of gender: Ensure the publication of important documentation on the achievements of the project in terms of gender. For example, the gender analysis and/or action plan that has been mentioned/annexed to the PIR 2019, but not made available through the UNDP open platform (with reference to the file "Gender InfoGeo Prodoc.pdf" mentioned in section H of the PIR 2019). *Justification*: This is also a small but important arrangement that must be made by the UNDP M&E Officer, so that InfoGEO's legacy is not lost with the closure of the project, and so that the precise information that can be disclosed is effectively published. on the Open UNDP platform. [To be addressed while InfoGEO is still under implementation]
#14)	In InfoGEO end of project activities (workshops), consider the possibility of reporting and disseminating key gender indicators, in particular indicators 2, 5d and 12c. *Justification*: This can be done in relation to the next end-of-project workshops scheduled for July 2022. [To be addressed while InfoGEO is still under implementation] *Recommendation addressed to*: [Project Management Unit]
#15)	With the time that remains for InfoGEO, and if the real budget balance allows it, it is suggested that specialized international consulting be contracted to (1) massively train the interested parties and beneficiaries of InfoGEO on issues related to environmental indicators, already with the InfoGEO platform implemented in the territories in the Situation Rooms; (2) help the Institute of Tropical Geography (IGT) to pilot open data protocols in Cuba. *Justification:* Important to broaden the involvement of actors and reinforce the catalytic function and the replication effect of the project. [To be addressed while InfoGEO is still under implementation]

The table that follows (Table 13) lists the recommendations that should be taken into account when preparing new projects. The recommendations apply to both UNDP and the Cuban government. The *Justification* for all of them is based on the lessons learned in the design and implementation of InfoGEO.

Recommendations #1, #3 and #9 are operational, and are linked to lessons learned in relation to the frustrated and delayed procurement processes for ITC equipment to InfoGEO's situation rooms and node.

Recommendations #7, #8 and #10 are quite important, as they relate to the need to democratize access to data and to strengthen digital inclusion. It is equally a lesson from InfoGEO Project and a recommendation for new projects.

In Table 12 further up, (concerning the immediate sustainability and follow-up of InfoGEO) we have, at least, two recommendations related to the integration of the gender perspective. We could have included recommendations on gender mainstreaming in relation to new projects in Table 13, but the TE felt that this would be obvious and unnecessary. The TE notes that UNDP currently has a sufficiently strong policy on gender and several institutional mechanisms to ensure gender mainstreaming in new projects springing from the pursuit of SGD5 (Gender Equality and the Empowerment of Women) at the corporate level.

Table 13. Recommendations for the development of NEW PROJECTS

#	Description of RECOMMENDATION with tags | Addressed to [UNDP Cuba] and [Implementing Partner / Government] as applicable
#1)	Given the context in Cuba regarding the import of technological equipment, the operational risk linked to the procurement of such equipment faced by technological innovation and digital inclusion projects must be carefully considered and mitigated from the onset. Following this recommendation is especially important when (i) the equipment is expensive, specific and requires a technically advised procurement process; (ii) the provisioning of the equipment is essential for the success of the project (for example, meteorological and hydrological equipment, or computer servers for the establishment of IT centers). It is also recommended to seek technical consultancy support in complex procurement processes, systematically update bidding plans and constantly monitor them to detect and/or identify possible procurement delays. Given the limitations of goods imports, it is also suggested to consider, for example, the contracting, through UNDP, of international grade specialized consulting services from the private sector that would also include, as part of a package, the import of technological goods. [For new projects]
#2)	In order to accelerate innovation through new UNDP GEF projects in Cuba, involve in a much more intense way, Cuban non-state stakeholders, including civil society organizations (NGOs, cooperatives and companies), cooperatives and private sector companies, as well as international stakeholders, reinforcing innovation activities and this kind of recommendations in new environmental projects to follow on from InfoGEO. [For new projects]
#3)	Whenever a new project starts, it is very important that the project team conducts from the onset a critical and exhaustive review of the indicators to be worked on, including when the results framework of a project had been translated. The aim is to decide, on the basis of good project management practices, which indicators should be retained and which should be adjusted. This exercise should be carried out again after an MTR, and the changes should be effectively carried over to the next PIR. This lesson is very useful, especially for new projects. [For new projects]
#4)	Correlate risks with assumptions in the TOC -- *Refer to next section for details, as this is primarily a Lesson-Learned* [Lesson Learned]; [For new projects]
#7)	For projects oriented towards digital inclusion, such as InfoGEO, it is important to clearly identify from the onset who will be the actual beneficiaries of capacity building activities and innovation, given that the number of beneficiaries can reach to thousands and even millions of people in this type of project. This is especially important in a context where learning, data gathering, and data analysis actions is being rapidly massified by e-learning and automated data analysis / power-BI tools. According to Wikipedia, digital inclusion is the democratization of access to information and communication technologies (ICT) to allow the inclusion of everyone in the information society. [Sustainability]; [Follow-on to InfoGEO]; [For new projects]

#	Description of RECOMMENDATION with tags | Addressed to [UNDP Cuba] and [Implementing Partner / Government] as applicable
#8)	Consider the introduction of an open data policies in a new phase of development for InfoGEO in the post-project period. [Sustainability]; [Follow-on to InfoGEO]; [For new projects]; [Lesson Learned]
#9)	Although the implementation modality is Full-NIM, we recommend projects should be able to request support from UNDP to advance with complex procurement services in certain cases. In future projects, this possibility should be considered. [For new projects]
#10)	We recommend to UNDP and Government, especially CITMA and IGT, to consider offering training in coding (computer programming) to capable and interested young people of both sexes, and not just training in data entry, which the project has mostly offered. Building code is a rare and highly valuable skillset in Cuba, and an essential one for e-inclusion. This would be an excellent use of the newly established Situation Rooms. [For new projects]; [Sustainability] *Recommendation additionally addressed to:* [Project Management Unit]
#11)	It is important to frequently update Procurement Plans for projects and to engage a technical consultancy to support complex procurement processes, whether for the purchase of equipment or for the contracting of specialized services in the international market. [For new projects]

Lessons Learned

Finally, **we make a single recommendation of methodological character in the form of a 'Lesson Learned'** (Recommendation #4). It relates to project design and the development of ToCs and strategies for projects and it is applicable to new projects. This recommendation is addressed to UNDP, including the Country Office Cuba, and to UNDP at the regional and global levels. It may also be addressed to the Government as applicable, in the case of projects and program formulation.

RECOMMENDATION #4)	When developing the TOC for new projects, consider the relationship between assumptions and project risks. This recommendation is presented mainly in the form of a Lesson Learned. In a well-crafted ToC, each of the project risks would reflect the possibility that a central assumption of the ToC will not be realized. We strongly recommend that new projects should follow the recommendations form the "GEF's 2020 TOC Primer", prepared by the STAP. See: Stafford Smith, M. 2020. Theory of Change Primer, A STAP Advisory Document. Scientific and Technical Advisory Panel to the Global Environment Facility. Washington, D.C. Nota: More recently, the STAP has also published the TOC Supplement with a brief literature review, an annotated bibliography and other useful content. Both the booklet and the supplement can be consulted here: https://www.stapgef.org/resources/advisory-documents/theory-change-primer [Lessons Learned]; [For new projects]

Relating to Recommendation #4: In a reconstructed ToC for InfoGEO Project, assumptions regarding the following topics should be included (1) sufficient connectivity should have been included; (2) the ease of availability of server-grade equipment in the country for system's operation; and (3) policies to enable open data, digital massification and digital inclusion.

We mention the reconstruction of the TOC because the GEF's 2020 TOC Primer recommends projects to do this in connection with important review and evaluation milestones.

Still in line with Recommendation #4 further up, the corresponding risks would be the following: (1) Insufficient connectivity in Cuba continues to be a problem; (2) Operational difficulties for the acquisition of server-grade ITC equipment for the project, taking into account the available import channels; (3) Access to environmental data by the public is still restricted to a few beneficiaries.

-//-

6) ANNEXES

ANNEX A) Terminal Evaluation TOR

The TOR for this assignment
[refer to the last pages in this document]

Original filename: 11.02.2022 infoGEO ToRs TE_CMP.docx

ANNEX B) TE Mission itinerary, including summary of field visits

Task or Milestone *["//" = completed milestone; "**" = upcoming or pending]*	Person Responsible	DATE
// CONTRACT SIGNATURE // *[actual date]*	UNDP	07-Apr-2022
// Inception *[actual dates]* **//**	TE Team	06-Apr to 30-Apr-2022
DEL1) TE Inception Report, English *[contractual milestone fulfilled] v. 1*	TE Team	30-Apr-2022
DEL1) TE Inception Report, Spanish *[contractual milestone fulfilled] v. 1*	TE Team	02-May-2022
// UNDP Clears DEL1 (with no objection from National Counterpartafter v. 2 was delivered in two languages with slight adjustments) // *[contractual milestone fulfilled]*	UNDP	07-May-2022
// UNDP Process second payment to TE Team // *[contractual milestone fulfilled]*	UNDP	07-May-2022
// "Evaluation Mission" – remotely //		(Actual dates)
Ice-breaker call	Project, TE Team	08-Apr
Kick-off calls	UNDP, TE Team	10-May
Calls with stakeholders – START *[Details in Annex C]*	TE Team	11-May
Visit to Matanzas – 'Sala Situacional' *[Details in Annex I]*	Project, TE Team	16-May
Calls with stakeholders, 2nd week - END	TE Team	20-May
/ Drafting the TE Report /		
// Report writing //	TE Team	
/ Fact validation calls/	TE Team, UNDP, Project	14 to 16-Jun-2022
// Draft TE Report: TE consultant submits full draft report (non-contractual product) – Spanish //	TE Team	16-Jun-2022 (Spanish)
// Draft TE Report: TE consultant submits full draft report (non-contractual product) – English (quick translation) //	TE Team	17-Jun-2022 (English)
UNDP Clears DRAFT TE REPORT (for distribution among reviewers	UNDP	20-Jun-2022
PAUSE FOR READING – by UNDP and stakeholders **(Proposed dates)**	UNDP, Project and stakeholders	18 to 30-Jun-2022
DEADLINE FOR RECEIPT OF FEEDBACK ON Draft TE Report: TE consultant submits full draft report - IMPORTANT	UNDP, Project and stakeholders	30-Jun-2022
From UNDP GEF TE Guidelines: "Review TE report and return consolidated comments in an Audit Trail to TE team | *Immediately upon receipt of draft; return comments within agreed timeframe in ToR and TE Inception Report* | *Contributors: Project Team, Program Officer at Commissioning Unit, Implementing Partner, Project Team, RTA, GEF OFP, Regional M&E Advisor, other stakeholders, as relevant"*	M&E Focal Point at Commissioning Unit	30-Jun-2022
UNDP Submit to TE Team consolidated comments from all stakeholders (deadline)	UNDP	01-Jun-2022
Preparation of Final Report		01 to 11-Jul-2022
Drafting the Final Report and Audit Trail – Spanish, v. 1	TE Team	14-Jul-2022
DEL2) Final TE Report and Audit Trail in Spanish v. 1	TE Team	14-Jul-2022

Task or Milestone *["//" = completed milestone; "**" = upcoming or pending]*	Person Responsible	DATE
From UNDP GEF TE Guidelines: "Finalize TE report and respond to each comment in Audit Trail; Submit both documents to Commissioning Unit | *As per agreed dates in the ToR and TE Inception Report and no later than 1 week of receiving comments*"	TE Team	14-Jul-2022
Sign necessary forms to be appended to the report	TE Team	
DEL2) Final TE Report and Audit Trail in English (human translation, reviewed by Team Leader)	TE Team, sub-contracted translator in Brazil	27-Jul-2022
DEL2) Final TE Report and Audit Trail in Spanish v. 2 (harmonized with the English v. 1)	TE Team	27-Jul-2022
Checklist of report completion & compliance drafted (to facilitate)	TE Team	27-Jul-2022
Verify report completion and compliance * By M&E Focal Point at Commissioning Unit // conducted in two rounds //	UNDP Cuba	1st: 29-Jul-2022 2nd: 23-Aug-2022
Signatures by UNDP of TE Report Clearance Form	UNDP Cuba	23-Aug-2022
Upload Report to ERC ** (same as step 9 post-mission)	UNDP Cuba	23-Aug-2022
Clear uploaded TE report in ERC ** (same as step 10 post-mission)	Regional M&E Advisor / or RTA	25-Aug-2022
From UNDP GEF TE Guidelines: "Process second payment to TE Team" * NO LATER THAN…*	UNDP	25-Aug-2022
END OF TE ASSIGNMENT / MISSION FOR THE TEAM	TE Team	25-Aug-2022

* First round of revisions: End-July till Mid-Aug-2022. Second round of revisions (verifications): till 22-Aug-2022.

** Post-Mission Processing Tasks by UNDP ** (numbering as per from Guidelines)

#	*Upload approved TE report to ERC*	*Immediately after TE Report Clearance form is signed*	*M&E Focal Point at Commissioning Unit*
…	*[…]*	*[…]*	*[…]*
9	Upload approved TE report to ERC	Immediately after TE Report Clearance form is signed	M&E Focal Point at Commissioning Unit
10	Clear uploaded TE report in ERC in order for it to publicly appear	As per schedule at Regional Hub	Regional M&E Advisor
11	Brief Project Board on main findings and recommendations from TE report, and management response	Immediately after TE Report Clearance Form is signed	Project Team
12	Organize concluding Stakeholder Workshop	After TE Report Clearance Form is signed	Commissioning Unit and Project Team
13	Ensure final TE report is distributed to GEF OFP and other stakeholders	Within 4 months of TE report completion	M&E Focal Point & Programme Officer at Commissioning Unit
14	Upload final management response to ERC	Within 6 weeks of TE report completion	M&E Focal Point at Commissioning Unit
15	Clear uploaded management response in ERC in order for it to publicly appear	As per schedule at Regional Hub	Regional M&E Advisor
16	Review management response's action items and update ERC accordingly	Quarterly until all actions are completed	M&E Focal Point at Commissioning Unit
17	Quality assess TE	Annually (as part of exercise to quality assess all UNDP decentralized evaluations)	UNDP IEO

ANNEX C) List of persons interviewed

Table 14. Stakeholder Interviews (chronological order)

|Total = 24 meetings with 34 unique stakeholders (18 women), representing 14 entities listed further down* |
08-Apr-2022
Prep meeting) Ice-breaker Call with the Project at CITMA
10-May-2022
Meeting #1) With the project, Presenting the Project to evaluators, AMA & CITMA
Meeting #2) With UNDP CO Cuba: Gricel Acosta, Yamilka Caraballo, Patricia Fernández
Meeting #3) With Yoel Cuzán, InfoGEO Project Manager
11-May-2022
Meeting #4) With Carlos Montenegro Pinto, UNDP NCE RTA, NY
Meeting #5) Pedro Ruiz y Luis Gómez, CITMA. 15h Rio, 14h Havana
Meeting #6) With Mercedes Gonzales, National Statistics Office / Oficina Nacional de Estadística e Información (ONEI)
Meeting #7) With Daymí Alvarez, CITMA
13-May-2022
Meeting #8) Focal Group Discussion: With the Core Project Team, without the Project Manager: Armado Jesús de La Colina (C1), Alejandro Carmenates Palenzuela (ITC), Laura Torres Luis (Comms & Info), Ramón Enrique Rodríguez Taboada (C3) and Gabrielle González Someillán (GIS)
Meeting #9) With Dayamí González, CITMA
16-May-2022
Meeting #10) In Matanzas, With the Team, Situation Room, "Visita a sala Situacional de Matanzas"
Meeting #11) In Matanzas, Visit to the Technological Park in Matanzas / Visita al Parque Científico Tecnológico de Matanzas, Diego Castilla Cabrera & Equipe
Meeting #12) In Matanzas, Delegación del CITMA en Matanzas, Juana Daisy Anoyvega Mora
17-May-2022
Meeting #13) With Deborah Torres Ponjuan, Facultad de Comunicación de la Universidad de La Habana
Meeting #14) With Anaiza Zayas Garriga, CITMA (substituting Idalia López, Unidad de Medio Ambiente de Pinar del Río), Manuel Farradás Campos, Ministerio de la Agricultura (MINAG), Onay Martínez Díaz, Finca Tierra Brava
Meeting #15) With Guillermo Lastre Olazábal, Empresa de Tecnologías de la Información y Servicios Telemáticos (CITMATEL)
Meeting #16) With Maritza García García, AMA

|Total = 24 meetings with 34 unique stakeholders (18 women), representing 14 entities listed further down* |

19-May-2022

Meeting #17) With Lázara Sotolongo, Proyecto PNUD/GEF Conectando Paisajes; Alfredo Martínez, Programa de Asociación de País PNUD/FAO/PNUMA/GEF para el Manejo Sostenible de Tierras; and Jorge Ferrero Díaz, Proyecto SINBIOD

Meeting #18) With Jorge Jacinto, Instituto Nacional de Recursos Hidráulicos (INRH)

20-May-2022

Meeting #19) With Aylem Hernández, Project UNDP /GEF Ecovalor

Jun-2022 (additional interviews and short data validation calls)

Meeting #20) With Yamilka Caraballo, PNUD (14-Jun-2022)

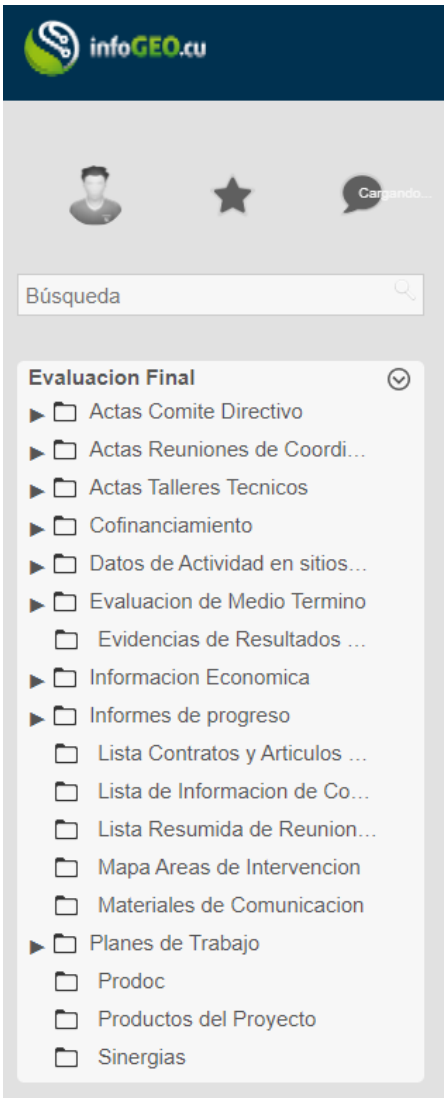
Meeting #21) With Edith Felipe, Program Coordinator UNDP Cuba (16-Jun-2022)

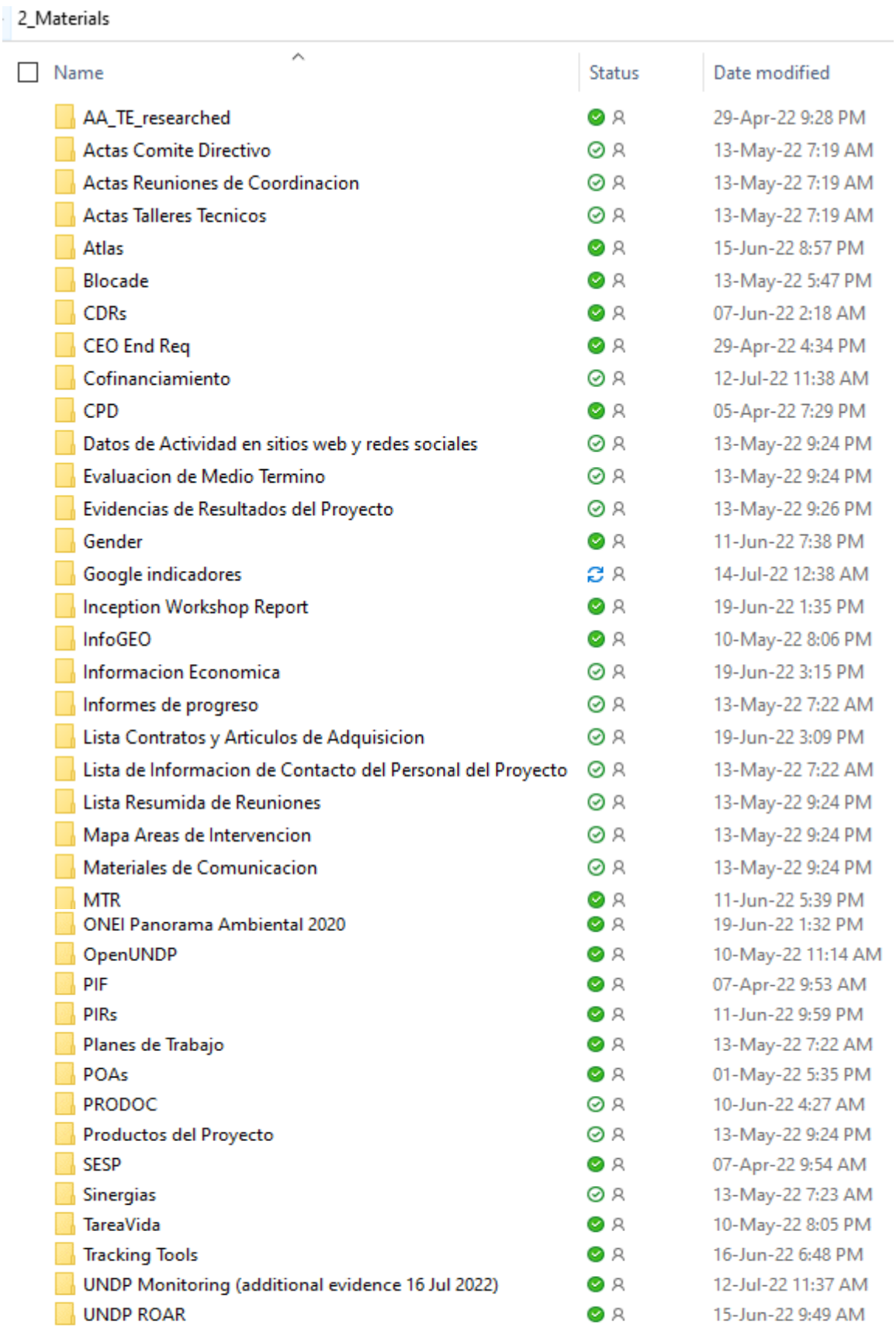
[*] Entities consulted

1. Environment Agency | Agencia de Medio Ambiente (AMA)
2. National Center for Protected Areas | Centro Nacional de Areas Protegidas
3. Information Technology and Telematic Services Company | Empresa de Tecnologías de la Información y Servicios Telemáticos (CITMATEL)
4. Faculty of Communication of the University of Havana | Facultad de Comunicación de la Universidad de La Habana
5. Tierra Brava Farm | Finca Tierra Brava
6. Institute of Tropical Geography | Instituto de Geografía Tropical (IGT)
7. National Institute of Hydraulic Resources | Instituto Nacional de Recursos Hidráulicos (INRH)
8. Ministerio de Ciencia, Tecnología y Medio Ambiente | Ministry of Science, Technology and Environment (CITMA)
9. Ministerio de Comercio Exterior e Inversión Extranjera | Ministry of Foreign Trade and Foreign Investment (MINCEX)
10. Ministerio de la Agricultura | Ministry of Agriculture (MINAG)
11. National Office of Statistics and Information | Oficina Nacional de Estadística e Información (ONEI)
12. Scientific and Technological Park of Matanzas | Parque Científico Tecnológico de Matanzas
13. UNDP | PNUD
14. UNDP (GEF) NCE | PNUD (GEF) NCE Sede

ANNEX D) List of documents reviewed

Summary of files, documents, reports consulted (updated content)

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Name
Status
Date modified
AA_TE_researched 29-Apr-22 9:28 PM
Actas Comite Directivo 13-May-22 7:19 AM
Actas Reuniones de Coordinacion 13-May-22 7:19 AM
Actas Talleres Tecnicos 13-May-22 7:19 AM
Atlas 15-Jun-22 8:57 PM
Blocade 13-May-22 5:47 PM
CDRs 07-Jun-22 2:18 AM
CEO End Req 29-Apr-22 4:34 PM
Cofinanciamiento 12-Jul-22 11:38 AM
CPD 05-Apr-22 7:29 PM
Datos de Actividad en sitios web y redes sociales 13-May-22 9:24 PM
Evaluacion de Medio Termino 13-May-22 9:24 PM
Evidencias de Resultados del Proyecto 13-May-22 9:26 PM
Gender 11-Jun-22 7:38 PM
Google indicadores 14-Jul-22 12:38 AM
Inception Workshop Report 19-Jun-22 1:35 PM
InfoGEO 10-May-22 8:06 PM
Informacion Economica 19-Jun-22 3:15 PM
Informes de progreso 13-May-22 7:22 AM
Lista Contratos y Articulos de Adquisicion 19-Jun-22 3:09 PM
Lista de Informacion de Contacto del Personal del Proyecto 13-May-22 7:22 AM
Lista Resumida de Reuniones 13-May-22 9:24 PM
Mapa Areas de Intervencion 13-May-22 9:24 PM
Materiales de Comunicacion 13-May-22 9:24 PM
MTR 11-Jun-22 5:39 PM
ONEI Panorama Ambiental 2020 19-Jun-22 1:32 PM
OpenUNDP 10-May-22 11:14 AM
PIF 07-Apr-22 9:53 AM
PIRs 11-Jun-22 9:59 PM
Planes de Trabajo 13-May-22 7:22 AM
POAs 01-May-22 5:35 PM
PRODOC 10-Jun-22 4:27 AM
Productos del Proyecto 13-May-22 9:24 PM
SESP 07-Apr-22 9:54 AM
Sinergias 13-May-22 7:23 AM
TareaVida 10-May-22 8:05 PM
Tracking Tools 16-Jun-22 6:48 PM
UNDP Monitoring (additional evidence 16 Jul 2022) 12-Jul-22 11:37 AM
UNDP ROAR 15-Jun-22 9:49 AM

Table 15. Status of information sharing

#	Item (electronic versions preferred if available)	Docs in file	N.º	Elemento (se prefieren versiones electrónicas, si las hay)	Source: Online or other	Source: Infogeo
1	Project Identification Form (PIF)	Yes	1	Formulario de Identificación del Proyecto (FIP)	x	
2	UNDP Initiation Plan	No	2	Plan de iniciación del PNUD		
3	Final UNDP-GEF Project Document with all annexes	Yes	3	Documento final del proyecto del PNUD-GEF con todos sus anexos		X
4	CEO Endorsement Request	Yes	4	Solicitud de aprobación del CEO	x	
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)	Yes	5	Procedimiento de Diagnóstico Social y Ambiental del PNUD (SESP) y planes de gestión relacionados (si existieran)		
6	Inception Workshop Report	Yes	6	Informe del Taller de Inicio		
7	Mid-Term Review report and management response to MTR recommendations	Yes	7	Informe del EMP y respuesta del personal directivo a las recomendaciones del EMP		
8	All Project Implementation Reports (PIRs)	2019, 2020, 2021	8	Todos los Informes de Ejecución del Proyecto (IEP)		
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)	2018, 2019, 2020, 2021 and 2022	9	Informes de progreso (trimestral, semestral o anual, con los planes de trabajo e informes económicos relacionados)		
10	Oversight mission reports	No	10	Informes de la misión de supervisión		Actas Reuniones de Coordinación
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)	Yes	11	Actas de las reuniones de la Junta del proyecto y de otras reuniones (es decir, reuniones del Comité de Evaluación de Proyectos)		Actas Comité Directivo
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)	Complete set	12	Herramientas de seguimiento del GEF (de las fases de aprobación del CEO, de mitad de período y final)		
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only	Yes, in the CEO End Req (= "1 country")	13	Indicadores básicos del GEF/FPMA/FECC de las fases de FIP, de aprobación del CEO, de mitad de período y final); únicamente para proyectos del GEF-6 y GEF-7		
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	Yes	14	Información económica, incluidos los gastos reales por resultado del proyecto, los costos de gestión, y los documentos de todas las revisiones importantes del presupuesto		The folder is empty
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	Yes, in InfoGEO	15	Datos de cofinanciación con las contribuciones previstas y reales detalladas por tipo de cofinanciación, origen, y si se consideró que la contribución era una inversión movilizada o un gasto recurrente		x
16	Audit reports	No	16	Informes de auditoría	Not received from UNDP	Not availed
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)	Yes	17	Copias electrónicas de los productos del proyecto (folletos, manuales, informes técnicos, artículos, etc.)		x
18	Sample of project communications materials	Yes	18	Ejemplos de materiales de comunicaciones del proyecto		x
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants	Yes	19	Lista resumida de reuniones formales, talleres, etc. que se llevaran a cabo, con fecha, ubicación, tema y número de participantes		x

#	Item (electronic versions preferred if available)	Docs in file	N.º	Elemento (se prefieren versiones electrónicas, si las hay)	Source: Online or other	Source: Infogeo
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities	NA	20	Todos los datos pertinentes de supervisión en materia socioeconómica, como ingresos promedio/niveles de empleo de las partes interesadas en la zona seleccionada, cambio en los ingresos relacionados con las actividades del proyecto	accessed through the web	
21	List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)	No, Open UNDP is empty	21	Lista de contratos y artículos de adquisición con precio superior a los ~USD 5,000 (es decir, organizaciones o empresas contratadas en relación con productos del proyecto, etc., exceptuando casos de información confidencial)	https://open.undp.org/projects/00094885	
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or "catalytic" results)	Yes, in TOR	22	Lista de proyectos/iniciativas relacionadas que aportan a los objetivos del proyecto aprobadas/iniciadas después de la aprobación del proyecto del GEF (es decir, los resultados apalancados o "catalizados")		
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available	Yes	23	Datos sobre actividad pertinente del sitio web del proyecto, como el número de visitantes únicos al mes, número de páginas vistas, etc. en un período determinado, si se cuenta con estos		
24	UNDP Country Programme Document (CPD)	Yes	24	Documento del programa para el país del PNUD	Accessed through the web	
25	List/map of project sites, highlighting suggested visits	No	25	Lista/mapa de sitios del proyecto, destacando las visitas sugeridas		Only low res maps
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted	Yes	26	Lista e información de contacto del personal del proyecto, principales partes interesadas del proyecto, incluidos los miembros de la Junta del proyecto, el ATR, los integrantes del equipo del proyecto y otros asociados que consultar		
27	Project deliverables that provide documentary evidence of achievement towards project outcomes	Yes	27	Resultados concretos del proyecto que ofrezcan pruebas documentales de logros con miras a resultados del proyecto		
28	*List of InfoGEO beneficiaries with emails, broken down by gender*	*No*	28	*Lista de beneficiarios del InfoGEO con emails, por género*		

ANNEX E) Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

Table 16. Evaluation questions (main methodology)

Evaluative Criteria Questions		Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?				
1	• How does the project adjust to the country's development priorities (Economic and Social Development Plan, *Tarea Vida*)?	• Tangible contribution of the Project to the State Plan for facing Climate Change (*Tarea Vida*), the National Environmental Strategy and the Economic and Social Development Plan to 2030.	•State Plan for facing Climate Change (*Tarea Vida* 2030). •National Environmental Strategy (current). •Economic and Social Development Plan. •Project documents. •Key informants.	•Stakeholder interviews (semi-structured interviews) •Content analysis
2	• To what extent does the project respond to the corporate objectives of UNDP NCE?	• High level indicators for the PNUD-GEF project	• National counterparts, UNDP experts • Project documents, reports	•Stakeholder interviews (semi-structured interviews) •Content analysis
3	• How has the project contributed to capacity building and decision-making in environmental matters?	• Stakeholder assessment of relevance	• PIRs, MTR • Stakeholder interview • Other reports • Stakeholder survey in Google Forms	•Consult project reports and other documentation •Query stakeholders (semi-structured interviews) •Analysis of stakeholder survey in graph form to help inform the TE Criteria "Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?"
4	• To what extend is the project stills relevant vis-à-vis national and local priorities, 4 years after its design and considering the evolution of the socio-economic context?	• NA	• Stakeholder interview • Various documents	• Dynamic context analysis, including by considering the impact of covid-19 in the project. • Review of similar question in the MTR
5	• To what extent has the Theory of change (TOC) presented in the results framework provides a relevant and appropriate vision that has served as a basis implementation of InfoGeo?	• Existence of an explicit and logic TOC in the project document • TOC internalized by the project team • TOC duly reflected in the structuring of the project strategy	• Project Document	•Assess the causal relationships among elements that compose the TOC, including the problem (addressed by the project), its causes, the long term solution, the barriers to the solution, core assumptions and the project's logframe elements. • Review of similar question in the MTR

Evaluative Criteria Questions		Indicators	Sources	Methodology
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?				
6	• Do project indicators show that the outcomes have been achieved? (evaluator to assess based on experience and evidence)	• All the relevant indicators • Open ended questions to key stakeholders (qualitative assessment)	• PIRs, MTR • Stakeholder interview • Other reports	• Consult project reports and other documentation • Query stakeholders (semi-structured interviews)
7	• Were the results delivered by the project adequate and provided within its timeframe? What were the main results? • In what areas has the project been unable to achieve the expected results and why? • What have been the limiting factors? (measure progress according to the baseline).	• Achievement of objective and outcome level indicators • Compare "with" and "without the project" hypothesis	• Project Document • PIRs, MTR • Stakeholder interview • Other reports	• Assessment of progress towards results. • Examining evidence of delivery • Analysis of timelines (already included in this report) • Query stakeholders (semi-structured interviews)
8	• How do the beneficiaries and stakeholders value the results/outputs of the project and how have they used them? (Investigate integration in policies, plans, programs, replication/reproduction/technology/lessons learned or expansion to a larger geographic scale).	• Achievement of objective • Open ended questions to key stakeholders (qualitative assessment)	• Project Document • Stakeholder interview • Other reports • Stakeholder survey in Google Forms	• Query stakeholders (semi-structured interviews) • Analysis of stakeholder survey in graph form to help inform the TE Criteria "Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?"
9	• Has the implementation strategy been adequate to achieve the results? Are there external factors that have affected the effectiveness of the project?	• NA	• Project Document • Stakeholder interview	• Query stakeholders (semi-structured interviews) • Context analysis (e.g. barriers linked to equipment import, economic embargo)
10	• Has UNDP quality assurance mechanism been effective, including hereunder the specialized technical advisory services provided by UNDP NCE?	• NA	• Stakeholder interview • Other sources as needed.	• Examining evidence • Interview with the RTA (Regional Technical Advisor)
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?				
11	• Verify Annual Work Plans & Budgets (beginning of the year, budget revisions and financial, CDR combined delivery reports)	• Achievement of objective and outcome level indicators • Assigned financing	• Project Document • PIR • Open UNDP Platform • Annual Work Plans & Budgets (beginning of the year, budget revisions and financial, CDR combined delivery reports	• Analysis of the use of funds
12	• To what extent have the operational arrangements (including procurement) been conducive to achieving the goals of an efficiently implemented project?	• Procurement efficiency • Co-financing mobilized	• Co-financing assessment • Stakeholder interview	• Query UNDP Procurement on the efficiency of key procurement processes. • Context analysis • Work with the project to compose the project's co-financing table.
13	• Have resources (funds, human resources, time) been strategically and appropriately allocated to achieve the	• Achievement of objective and outcome level indicators • Assigned financing	• Project Document • PIRs, MTR • Stakeholder interview	• Analysis of the use of funds • Stakeholder interviews • Context analysis

Evaluative Criteria Questions		Indicators	Sources	Methodology
	intended results? To what extent have the expected results been achieved within the budget? If not, explain why.	•	• Other reports • Stakeholder survey in Google Forms	•Analysis of stakeholder survey in graph form to help inform the TE Criteria "Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?"
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				
14	• What are the indications that tend to demonstrate the sustainability of results obtained by the project? • To what extent has a sustainability strategy been elaborated or implemented?	•Open ended questions to key stakeholders (qualitative assessment)	• Stakeholder interview • Stakeholder survey in Google Forms	• Query stakeholders (semi-structured interviews) • Analysis of stakeholder survey in graph form to help inform the TE Criteria "Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?"
15	• To what extent are the strategic and regulatory frameworks in place likely to ensure continuity of benefits?	• Macro Programas • Tarea Vida • Estrategia Nacional Ambiental	• Stakeholder interview • Stakeholder survey in Google Forms	• Selected policies to focus on and query key informants. • Analysis of stakeholder survey in graph form to help inform the TE Criteria "Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?"
16	•What actions/strategies has the project considered for the search for sustainability?	• Achievement of objective, towards impact	• PIRs, MTR • Stakeholder interview	• Query stakeholders (semi-structured interviews)
17	•What are the capacities that remained installed in the recipients of the project?	• NA	• Stakeholder interview • Mission al terreno (Matanzas)	• Query stakeholders (semi-structured interviews)
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?				
18	• To what extent has gender equality and women's empowerment been taken into account and integrated from the design, taking into account the specificities of the country?	• Gender marking • If applicable, indicators from the Gender Results Effectiveness Scale (GRES)	• Various documents • Stakeholder survey in Google Forms	• Consult project reports and other documentation • Query stakeholders (semi-structured interviews) • Analysis of stakeholder survey in graph form to help inform the TE Criteria "Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?"
19	• To what extent was gender equality and women's empowerment reflected in the products prepared by the project?	• If applicable, indicators from the Gender Results Effectiveness Scale (GRES)	• Project reports and other production • Stakeholder survey in Google Forms	• Gendered analysis • Analysis of stakeholder survey in graph form to help inform the TE Criteria "Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?"
20	• To what extend mechanisms and policies in place have allowed results to be sustainable in terms of gender equality, women's empowerment, fundamental rights and human development?	• NA	• Stakeholder interview	• Selected policies to focus on and query key informants.

Evaluative Criteria Questions		Indicators	Sources	Methodology
21	• Based on above questions and discussions with stakeholders and partners, how is the project's impact on Gender be assessed?	• Gender marking • If applicable, indicators from the Gender Results Effectiveness Scale (GRES)	• Discussions with stakeholders and partners • Stakeholder survey in Google Forms	• Focus on the evaluation questions that include a gender aspect and draw conclusions. • Analysis of stakeholder survey in graph form to help inform the TE Criteria "Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?"
22	• How has this project benefited women or other vulnerable people? *(¿Cómo ha beneficiado este proyecto a las mujeres u otras personas vulnerables?)*	• Gender marking • If applicable, indicators from the Gender Results Effectiveness Scale (GRES)	• Stakeholder interview • Stakeholder survey in Google Forms	• Focus on the evaluation questions that include a gender aspect and draw conclusions. • Analysis of stakeholder survey in graph form to help inform the TE Criteria "Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?"
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?				
23	• Are there indications that the project has contributed to generating impacts in terms of capacity development and that what the project has delivered will last? (evaluator to assess based on experience and evidence and, if time permits, cross-verify against post-interview survey responses)	• GEF Focal Area Indicators	• PIRs, MTR • Other reports • Tracking Tool	• Consult project reports and other documentation • If there is time, query stakeholders through a brief post-interview questionnaires (only if viable, given language barriers), and analyze the responses
24	What positive and/or negative socio-environmental impacts do you consider the project has generated?	• NA	• Stakeholder interview	• Stakeholder interview

E-1) Tools for assessing the outcomes of applying the Evaluation Criteria matrix

In this Annex we list some of the specific methods and tools that were used in the TE to consolidate findings and compose the final TE report:

- Dynamic context analysis, including by considering the impact of covid-19 in the project, as well as barriers linked to equipment import, economic embargo, plus other relevant topics.
- Analysis of national and international policies, including State Plan for Confronting Climate Change (*Tarea Vida*), the National Environmental Strategy and the Economic and Social Development Plan to 2030.
- Examining [and confirming] evidence for validating the findings, which is a more general and broader analytical methodology.
- Consult project reports and other documentation, including, where applicable, review of similar evaluation question in the MTR.
- Query stakeholders, which is has been done mostly through semi-structured interviews.
- Applying and analyzing the 'Stakeholder Questionnaire in GoogleForms' – refer to Evaluation Criteria matrix for the topics covered in the TE Stakeholder Questionnaire (Table 16) and to Annex F for a link to the Questionnaire and the presentation of results.
- Analysis of timelines, which is included in this report (see section 'Start and duration of the project, including milestones' ; see also 'Project information table').
- Analysis of the use of funds, including by working with the project team to compose the project's co-financing table (see section above).
- Assess the causal relationships among the elements that compose the Theory of Change (TOC), including the environmental problem that is addressed by the project, its causes, the long-term solution, the barriers to the solution, core assumptions and the project's logframe elements – and noting that assumptions and risks are closely linked, hence risks were also assessed.
- Assessment of progress towards results, which follows a specific methodology that is made explicit in PIRs and is well mastered by the evaluator (see Table 10 for results).
- Gendered analysis, for which specific tools and analytical insight applies. We applied, among other tools, the Analytical Framework GRES, which stands for 'Gender Results Effectiveness Scale' – see Figure 7. See additionally section E-3 (Gender Approach) further down.
- Pre-prepared stakeholder and key informant interview guides (Evaluation Criteria matrix) and post-analysis of responses for data validation.
- Site visit, in particular the National Evaluator's visit to Matanzas and the methods applied included direct interview on site, observations, focus group discussions and note taking. Results are covered in Annex I.

E-2) Additional information on the scope and use of TE

The objective of the evaluation is to independently assess the project in order to help UNDP, and the national institutions involved in the implementation of international cooperation initiatives, to improve the performance and results of current and future programs and projects in the field of capacity building for decision-making on the environment, planning and management of environmental information.

The final evaluation covered the entire duration of the project from its start date of 24-January-2018 to the revised completion date of End-July-2022. Still, the financial information was analyzed only until June 6, 2022, as a cut-off date. Additionally, the TE team established that the main period for data collection would end on 11-July-2022, also as an indicative cut-off date. Establishing these cutoff dates was important for the Team to allow time for report writing, and for the financial analysis to be precise. More details on the exact assignment schedule, including the review period and review rounds, can otherwise be found in Annex B.

The Terminal Evaluation provides an analysis of the achievement of the project objective and the corresponding products and results. Through its assessment, the Evaluation Team will be able to help the Government, counterparts, UNDP, other stakeholders and the donor verify the perspectives of impact and sustainability of the GEF intervention, providing an analysis of the achievement of the project's objectives. Assessment of delivery and the completion of project outputs will be involved, in particular through the assessment of results and potential impacts through indicators.

The general purpose of the TE is to assess whether the project has achieved or is likely to achieve its main objective, that is, **to strengthen environmental information and knowledge management to integrate goals subscribed under multilateral environmental agreements [MEA] into national planning and decision-making (with reference to the original objective in English).**

Besides the analysis of results, the TE aimed to identify to the extent to which the project has also considered sustainability and upscaling factors, with the aim of sustaining its contribution and outcomes and its potential impact.

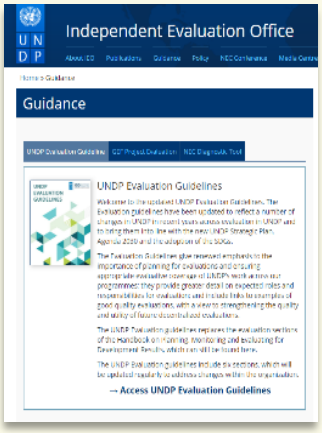
The evaluation assessed the performance of the project in terms of relevance, effectiveness, efficiency, sustainability and progress towards impact. These are the standard criteria for evaluation and were expressed through rating of certain aspects and evidence-based analysis. Key lessons from the project have been identified. The TE presented useful and synthetic conclusions, lessons and recommendations. The aim was to improve the design of new projects and the implementation of current ones and to strengthen programming more broadly, both by UNDP and the Government.

At the same time, there are recent developments within the specialized unit in UNDP that oversees projects funded by GEF and other 'Vertical Funds' relating to the global environment. The TE kept these aspects in mind during the TE and to paying special attention to what is new in the TE Guidance for 'UNDP-GEF' projects (now rebranded 'NCE'). These are discussed in Box 8).

Considering the contribution of project results towards achieving GEF strategic objectives (second bullet above), the CB2 objectives were on focus (especially CCCD2), which more specifically concerns the need to show the contribution of the project to the GEF stated objectives within the CB2 funding window.

Box 8. Note on updated guidance concerning UNDP Evaluations and the link to GEF projects

In June 2021, the new UNDP Evaluation guidelines replaced the previous **"UNDP Handbook on Planning, Monitoring and Evaluating for Development Results"**, amidst several other reforms within the organization. The introduction of new guidelines document was meant to regularly address changes within the organization. The updated **UNDP Evaluation Guidelines**, which are not specific to GEF projects, highlights that evaluation within UNDP is:



- A means to **strengthen learning** within our organization and among stakeholders, to support better decision-making.
- Essential for **accountability and transparency**, strengthening the ability of stakeholders to hold UNDP accountable for its development contributions.
- Often **intended** to generate empirical knowledge about what has worked, what has not, and why. Through the generation of evidence and objective information, evaluations enable program managers and other stakeholders to **make informed management decisions** and plan strategically.

Another recent development pertains to the unit within UNDP previously known as the "UNDP-GEF unit", and to which the Regional Technical Advisors (RTAs) were linked. A new UNDP cluster has been recently rebranded as **Nature Climate and Energy (NCE).** The NCE Group continues to hold both HQ and regional presence. The Group is responsible for providing advisory and project development services to UNDP Country Offices (COs), which represent the decentralized level with respect to UNDP GEF projects. The RTAs, now linked to the NCE Group, are an important player in this respect.

As part of a follow up to the changes in UNDP, a process of review and adjustment of monitoring procedures has been taking place for project design and implementation. These have been taken into consideration as background information in the TE.

E-3) Gender Approach

The 2020 Guidance on TEs for UNDP supported and GEF funded projects[69] prescribes the following and recommends further reading: *"A gender-responsive evaluation should be carried out even if the project being evaluated was not gender-responsive in its design. The UNEG guidance document, 'Integrating Human Rights and Gender Equality in Evaluations' provides examples of how to incorporate these elements in the definition of the evaluation's purpose, objectives, context and scope and to add a gender dimension to the standard evaluation criteria."*

Regarding the gender aspect, the most important guidance can be found in the UNDP recent policies, in particular the UNDP Gender Equality Strategy 2018-2021. This is a piece of policy guidance at the organization level, preceded by the Gender Equality Strategy 2014-2017, which is referenced as providing guidance on how to integrate gender into all UNDP-supported activities, and other important guidelines such as far-reaching synergies: gender equality, economic development and

[69] http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDPsupportedGEF-financedProjects.pdf

environmental sustainability. In the Strategy, four priority areas for UNDP's interventions are presented, in addition to proposals for various entry points for programming and this project has been evaluated in terms of its contribution to one or more of the four priority areas in UNDP's gender policy:

a. Removing structural barriers to women's economic empowerment, including women's disproportionate burden of unpaid care work;
b. Preventing and responding to gender-based violence;
c. Promoting women's participation and leadership in all forms of decision-making;
d. Strengthening gender-responsive strategies in crisis (conflict and disaster) prevention, preparedness and recovery.

The analysis of the TE report will focus mostly on "a", "c" and "d" entry points for programming. Concerning point "a", the first part of the statement (concerning barriers) applies more than the latter.

This was addressed in the way we dealt with gender issues in the Evaluation Questions Matrix (first part of Annex E with several questions sensitive to gender) or in the Questionnaire applied (Annex F, with several results focused on gender), and also in the recommendations of the TE (with at least two specific recommendations on the incorporation of the gender perspective in InfoGEO and future projects).

In this sense, the TE paid attention to promoting the active participation of stakeholder representatives, including the consideration of specific arrangements to promote gender equality in data and information management and decision-making. Additionally, awareness-raising activities under the project will discuss gender perspectives of Rio Conventions' mainstreaming. To help ensure that gender does not become a marginalized issue, gender sensitive indicators as well as gender equality and women's empowerment issues will be monitored per good practice.

Rather, focus of the assessment with respect to the project's role in promoting gender equality and women's empowerment will be on the implementation. The TE's entry point is to show the extent to which gender gradually became mainstreamed into key project's processes such as planning, choice of activities and partners, etc. Gender mainstreaming is explicitly taken into account in the evaluation's methodology and evaluation questions.

More specifically, we will use 'gender lenses' implied in the Gender Results Effectiveness Scale (GRES), which is recommended by the UNDP GEF 2020 Guidance on TEs (Figure 7. Analytical Framework GRES as included in the Stakeholder Survey).

ANNEX F) Questionnaire used and summary of results

F-1) Questionnaire on the Final Evaluation of the UNDP-GEF InfoGeo project in Cuba

[files: "Encuesta_v3_SPANISH_original.pdf" and "Encuesta_v3_TRANSLATION_auto_into_ENGLISH.pdf"]

Link to folder with empty Questionnaire in two languages:
https://drive.google.com/drive/folders/1zx1m_GHfa4wyn-YRi5JynNYE0ZxXrzes?usp=sharing

Application period: 11-May-2022 –> 07-Jun-2022.

Targetting:
60 individuals (approx. 28 women[70]),
whose email addresses were provided by the project coordinator. These individuals represent either InfoGEO Project's stakeholders (including the project team and UNDP representatives), or its beneficiaries.

Number of respondents:
36 (47% women)

[Source for all figures included in Annex F-2:
Results of the application of the Questionnaire on the Terminal Evaluation of the UNDP-GEF InfoGeo project, May 2022, referred to in short as "TE Questionnaire".]

[70] The count of the number of women is not exact because the TE would only have email addresses in some cases.

F-2) Analysis of responses received Questionnaire

Based on the evaluation criteria proposed and approved in the Initial Report, a questionnaire was developed to inquire about the criteria and perceptions of the interviewed stakeholders, as well as other beneficiaries of the project, with the purpose of collecting data in the context of InfoGeo Project's TE.

The same was applied to, on the one hand, know the criteria of other beneficiaries of the project beyond the key stakeholders who were interviewed, and on the other, incorporate and/or deepen the evaluation criteria that were not discussed in the interviews. to key stakeholders. The questionnaire consists of 7 sections with 30 open and closed questions related to the performance of the project in terms of relevance, effectiveness, efficiency, sustainability, gender and progress towards impact. It was applied through the Google Forms platform, confidentially, and sent to the 30 actors interviewed and another 30 people benefited by the project; with a response level of 60% (36 responses).

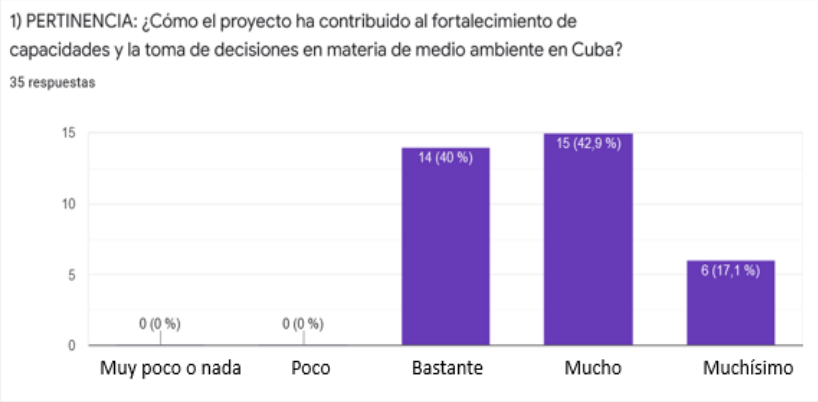
The questionnaire was answered by 17 women (47.2%) and 19 men (52.8%). The institutions of origin of the people surveyed are diverse. Most of them belong to the Ministry of Science, Technology and Environment (CITMA), fundamentally to the Institute of Tropical Geography, which appears as InfoGeo's execution partner, and to which the members of the project's Management Unit belong. Representatives from other CITMA institutions also collaborated, such as: Environment Agency (AMA), Institute of Marine Sciences (ICIMAR); Local delegations of Pinar del Río and Matanzas, and the Center for Research and Environmental Services ECOVIDA. The Ministry of Agriculture was also represented, with different instances, the Institute of Hydraulic Resources; representatives of the National Office of Statistics and Information (ONEI) and some of its municipal agencies involved in the project; the Faculty of Communication of the University of Havana, the Information Technology Company (XETID); the Ministry of Foreign Trade and Foreign Investment (MINCEX) and UNDP representatives at the country and regional level.

The people who answered the questionnaire work as heads of departments, specialists, aspiring Researchers, Principal and Auxiliary researchers, directors of centers and projects, UNDP analysts, academics, and others. More than half of them reside in Havana (61%), and the rest in the provinces of Matanzas and Pinar del Río (19% respectively).

Next, the results of the applied questionnaire are presented, grouped by the 7 themes of the evaluation questions used for the Final Evaluation.

RELEVANCE (How does the project relate to the main objectives of the GEF focal area and to environment and development priorities at the local, regional and national levels?)

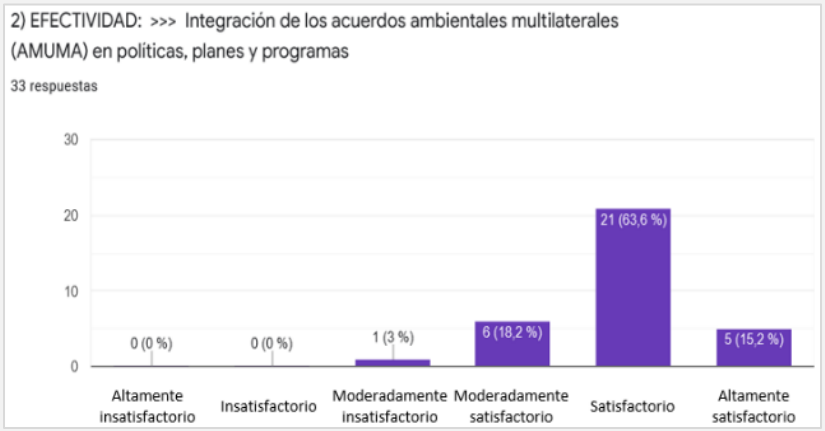
Figure 20. TE Questionnaire: RELEVANCE, strengthening decision-making capacity



The people surveyed have a favorable opinion about the contribution of the project in strengthening capacities and decision-making in environmental matters in Cuba (Component 2 of the project). 43% consider that the project contributed a lot in this aspect, and 40% allege that it contributed a lot, so its contribution could have been greater, while for 17% InfoGeo contributed a lot in capacity building and decision making. on environmental issues at the national level (Figure 20).

EFFECTIVENESS (To what extent have the expected results and objectives of the project been achieved?)

Figure 21. TE Questionnaire: EFFECTIVENESS, Integrating MEAs into Policies and Plans



The majority of people are satisfied (64%) and highly satisfied (15%) with the results achieved in terms of the **mainstreaming of multilateral environmental agreements (MEAs)** in national and territorial policies, plans and programs (Component 1, Result 1, Activity 1.4). For the rest, the incorporation of said agreements has been moderately satisfactory and moderately unsatisfactory (one person) (Figure 21).

Similarly, slightly less than 60% of those surveyed expressed a satisfactory state of opinion, in relation to the introduction of **new methodological documents** for environmental data management and decision making (Component 1, Result 1, Activity 1.2), while for the rest, the criteria diverge between the full scope of this result and a moderately satisfactory state. (Figure 22).

Figure 22. TE Questionnaire: EFFECTIVENESS, New methodologies

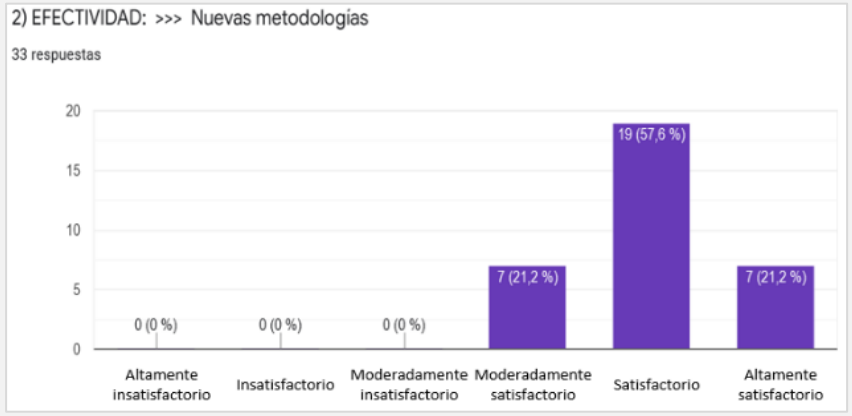
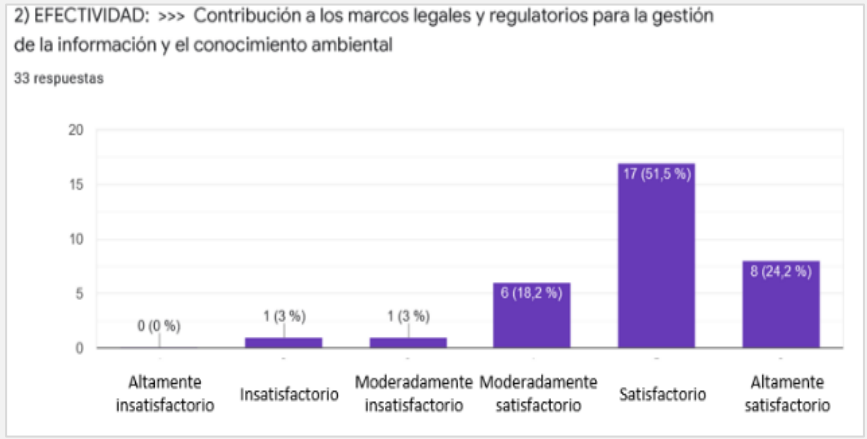


Figure 23. TE Questionnaire: EFFECTIVENESS, Legal Frameworks & Knowledge Management



Approximately half of the people consider themselves satisfied with the contribution of the project to **the legal and regulatory frameworks for the management of information and environmental knowledge,** and about a fourth (24%) manifest the highest satisfaction, an aspect that contributes to Component 1, Result 1, Activity 1.2. However, despite the predominance of favorable criteria, the opinions in this result are more diverse, and consider that the effectiveness in the contribution of InfoGeo to the laws and regulations of information and knowledge management is moderately satisfactory, reaching negative criteria of unsatisfactory and moderately unsatisfactory (one person respectively) ().

When inquiring about the effectiveness of the project, according to the **allocation for the planned technological equipment delivery**, a wide variety of criteria is observed, both negative and positive, although the latter prevail. Taking into account the barriers of the project during its implementation, especially the delay and suspension of equipment imports, this has been one of the most affected expected results.

However, approximately 40% of respondents consider the performance of this activity satisfactory, 18% highly satisfactory and 27% moderately satisfactory. The remaining 15% express negative opinions, considering unsatisfactory, moderately and moderately unsatisfactory the endowment of technological equipment committed by the project (Figure 23).

Figure 24. TE Questionnaire: EFFECTIVENESS, Technological equipment

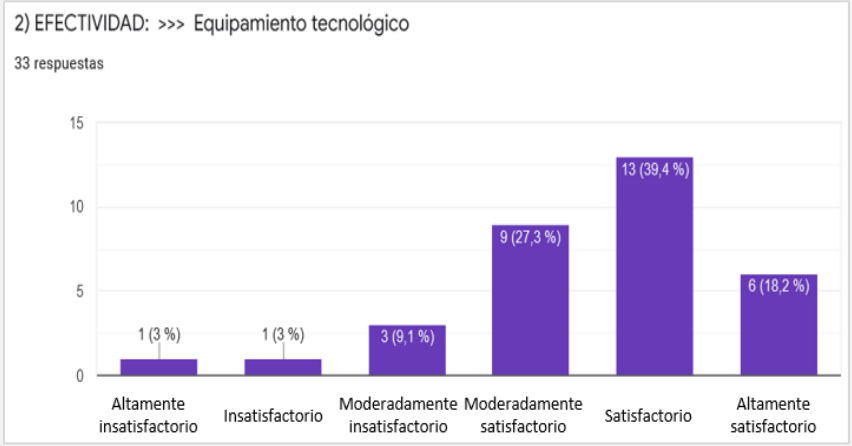


Figure 25. TE Questionnaire: EFFECTIVENESS, National Environmental Inf. System operational

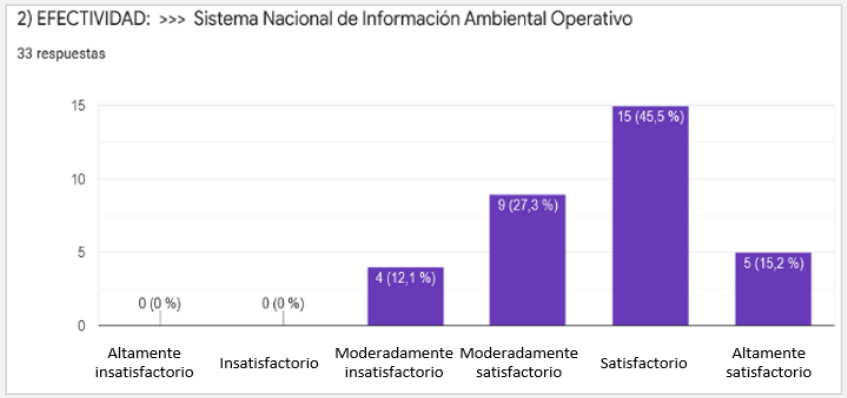
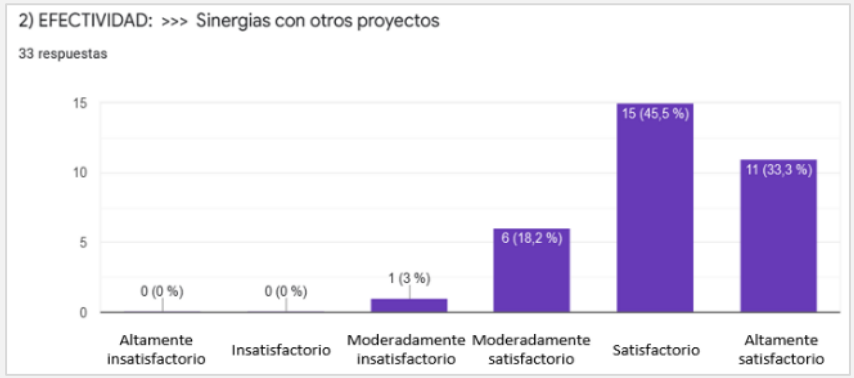


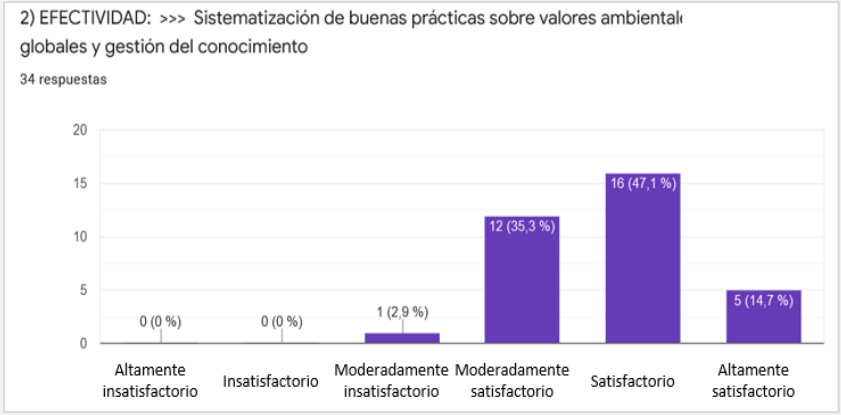
Figure 26. TE Questionnaire: EFFECTIVENESS, Synergy with other projects



These results also affect the outcome of Component 1 of the project, linked to the **establishment of an operational National Environmental Information System**, focused on the establishment of a sustainable system for the capture, processing, storage and dissemination of accurate, reliable and timely information for the use of environmental information in planning and decision-making. Despite some negative opinions, again those that consider this activity satisfactory predominate. (Figure 25).

The **synergy with other projects** is one of the actions that denote greater satisfaction among the respondents, where 78.8% are satisfied and highly satisfied, and for 18% their satisfaction is moderate (Figure 26), so it is inferred that these alliances could have been promoted a little more, while still knowing the hard work and complementation with other environmental projects of national significance such as Ecovalor, Country Partnership Program in support of the National Program to Combat Desertification and Drought (OP 15), Connecting Landscapes, and others with which working links have been strengthened and that were not initially identified in the ProDroc of the project, such as the Project "Adaptation to climate change in the coastal zone of Cuba, with an ecosystem-based approach" (Mi Costa) and the project "Building coastal resilience in Cuba through natural solutions for adaptation to Climate Change" (Coastal Resilience).

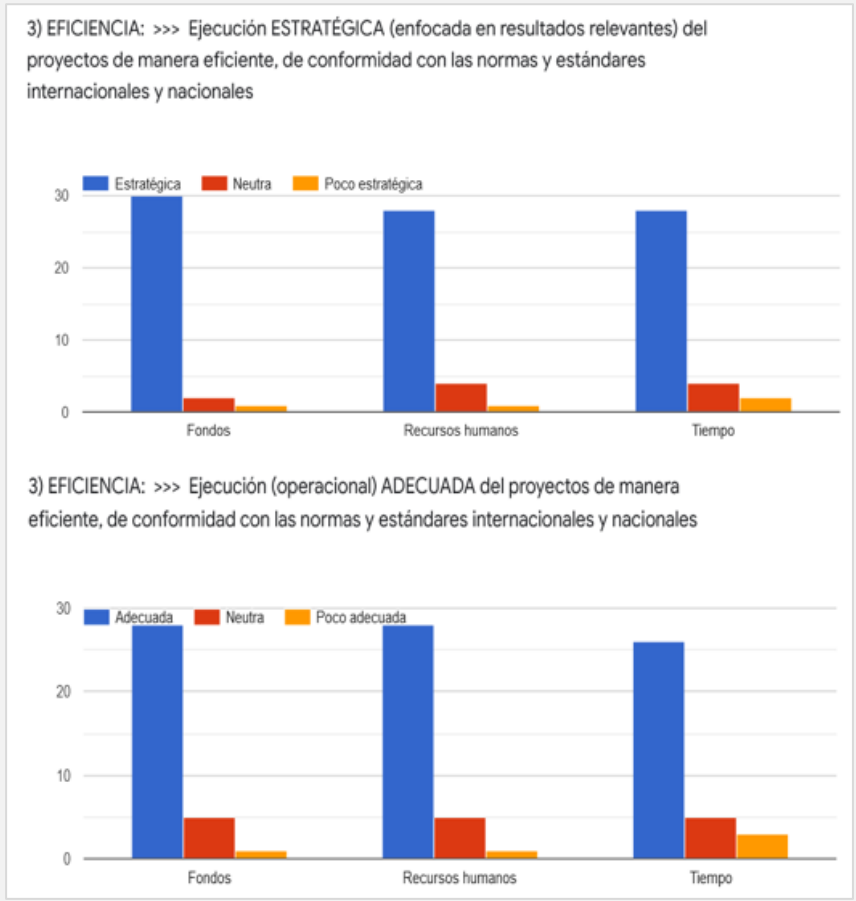
Figure 27. TE Questionnaire: EFFECTIVENESS, developed a systematization of good practices



From these and other projects, initiatives and research, the project has developed a **systematization of good practices on global environmental values and knowledge management** (Component 3, Result 3, Output 3.2), through activities include a series of awareness workshops to decision-makers and decision makers at the national, territorial and municipal levels, such as the national workshop on best practices and lessons learned to manage data, information and knowledge within the construction of a networked information management system (Figure 26).

EFFICIENCY: STRATEGIC Execution (focused on relevant results) & Adequate OPERATIONAL Execution

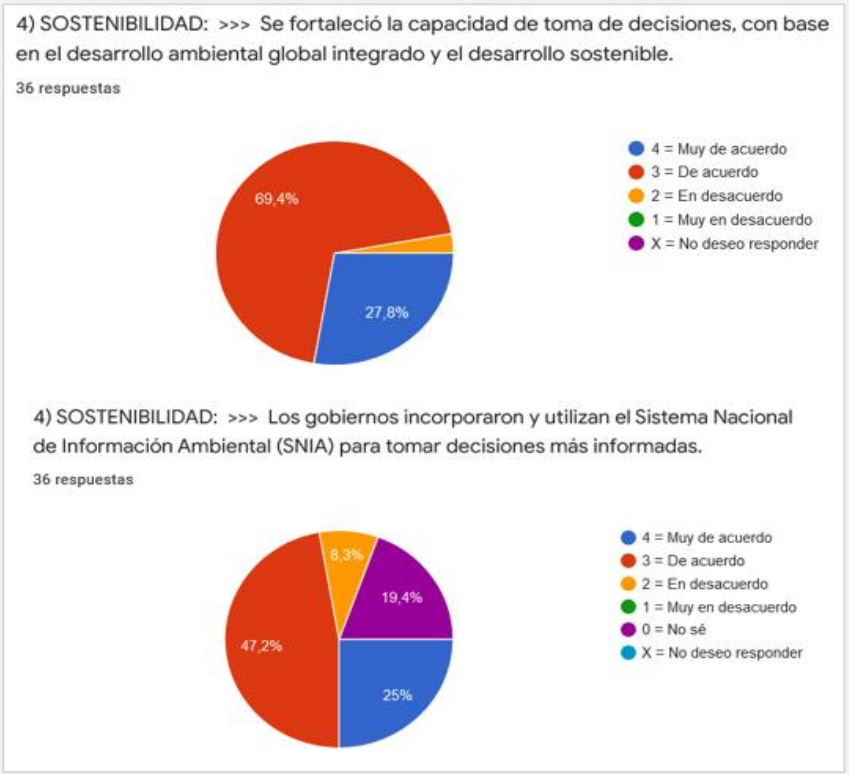
Figure 28. TE Questionnaire: EFFICIENCY, Strategic & Operational



In relation to the **efficient execution of the project according to human resources, time and funds**, the majority of respondents consider it ***strategic***, especially the latter. With a much lower frequency, four people assessed the strategic execution of the project as neutral in terms of human resources and time; while the less favorable opinions (*little strategic*) relate to aspects related to the times of the project (Figure 28). On the other hand, in the **operational execution of the project efficiently**, also in terms of human resources, time and funds, almost all people agree that it was successful. However, compared to the strategic execution of the project, **a greater number of respondents express a neutral opinion**, just as a greater number consider that operationally the variable time in the execution of the project was not quite adequate (Figure 28)

SUSTAINABILITY: Various aspects

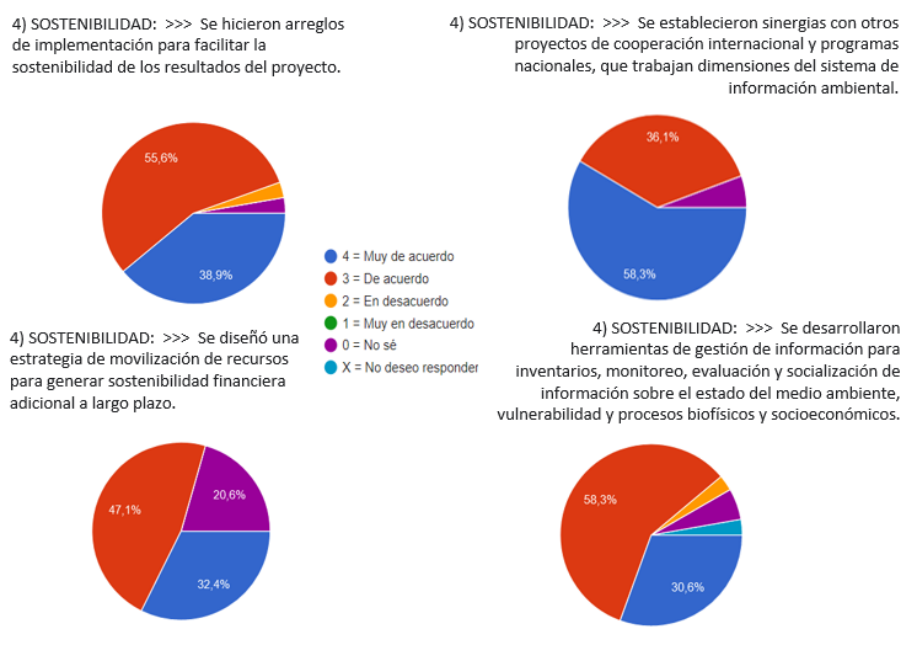
Figure 29. TE Questionnaire: SUSTAINABILITY, some aspects



Almost all of the people surveyed agree that, the **project strengthened decision-making capacity, based on integrated global environmental development and sustainable development**, 69% in agreement and 28% strongly agree; and only one person disagrees with the scope of this result. (Figure 29, further up).

In relation to the incorporation and use **of the National Environmental Information System (SNIA)** by governments, for more informed decision-making, opinions are more heterogeneous. Just under half of people (47%) agree that governments incorporated and employed the SNIA, a third (25%) strongly agree, almost 20% do not know, and 8% disagree (3 people) (Figure 29, further up).

***Figure 30.** TE Questionnaire: SUSTAINABILITY, other aspects*



Another aspect that contributes to the sustainability of InfoGeo are the implementation arrangements, which is declared in the PRODOC of the project. Almost all of the respondents agree that these were made, 39% *strongly agree*, 56% *agree*; while one person considers that these *were not done*, and another one *does not know* (Figure 29).

Among the elements of financial sustainability, the project identifies synergies with other international cooperation projects and national programs that work on specific dimensions of the environmental information system. 94% of the people surveyed agree that this aspect was accomplished, and of them, almost 60% give it the highest rating (very much in agreement). It should be noted that **synergies with other projects, preceded by the strengthening of capacities for decision-making**, are the indicators that according to the relevant stakeholders and the other beneficiaries surveyed, have the highest percentages of maximum positive assessment (Figure 30).

The resource mobilization strategy (Component 2, Output 2.4, Activity 2.4.2) was another aspect raised by the project for its **additional financial and institutional sustainability of the NISS in the long term**, which they consider a key feature of project replication, as project activities, including the ISS, will require continued funding.

In this sense, people agree (47%) and strongly agree (32%), that this strategy had been designed (Figure 30). 20% claim not to know, in relation to other questions the figure is high, which is inferred could be related to being a more specific question, for relevant stakeholders of the project and the Management Unit, so perhaps other beneficiaries have no knowledge. (Figure 30).

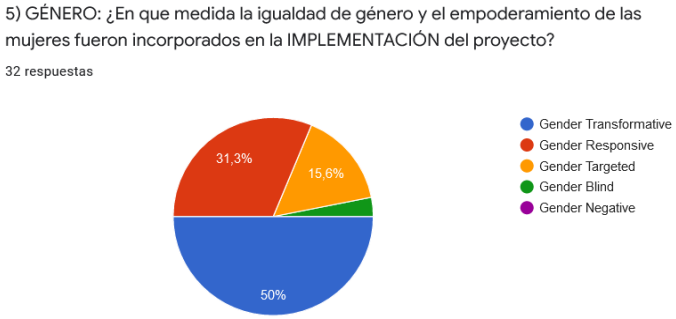
On the other hand, almost 90% of respondents agree (58%) and strongly agree (30%) that information management tools have been developed for inventories, monitoring and evaluation, as well as to provide information on the current state of the environment, vulnerability and trends in biophysical and socioeconomic processes. One person does not believe they have been developed, and 3 do not know or respond (Figure 30).

CROSS-CUTTING GENDER MAINSTREAMING AND WOMEN'S EMPOWERMENT

To learn about gender mainstreaming and women's empowerment in the project, respondents were asked to what extent they considered these aspects to have been incorporated, both in **the design and implementation of the project**, taking into account the **Gender Results Effectiveness Scale (GRES) (Annex E-3).**

The largest proportion of people surveyed consider InfoGEO a Gender Transformative project, *that is, the result contributes to changes in norms, cultural values, power structures and roots of inequalities and discrimination in gender.*

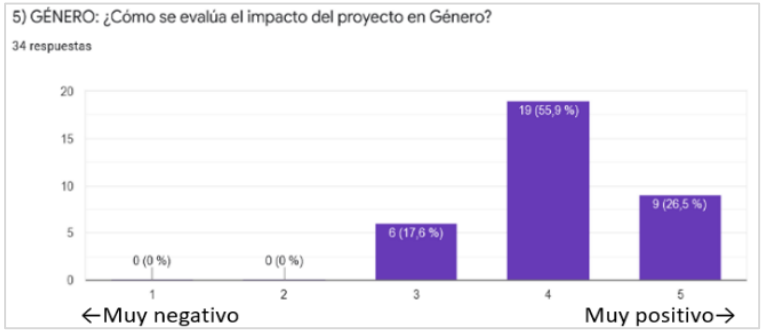
This criterion corresponds to **42% of the people for the ←design phase, and reaches 50% in the implementation phase ↓**



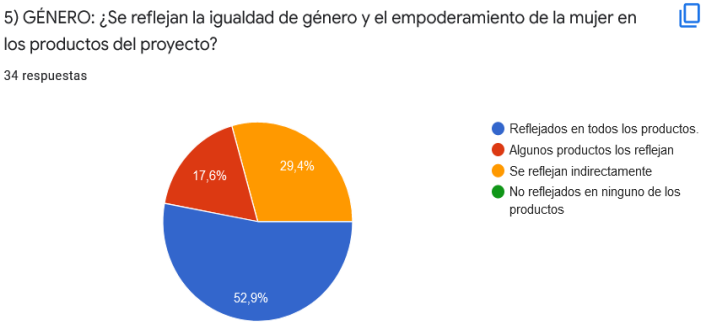
At the same time, 33% and 31% consider that both phases of the project are ***Gender Responsive*** respectively, that is, they address differentiated needs of men and women, the equitable distribution of benefits, resources, status, rights, but does not address the causes of inequalities.

In the case of the design stage, 8% of people (3 responses) consider it *Gender Blind*, assuming that they did not pay attention to gender, nor do they recognize the differentiated needs of men, women, girls, boys or marginalized populations, a value that decreases in the implementation stage to 3% (1 response). 3% state that the design phase is *a Gender Objective*, and that it focused on the equal number (50/50) of men, women or marginalized population that were targeted; while this category reaches 15% for the implementation phase).

Approximately 14% of respondents do not know or do not wish to answer the gender-related question in project design (5 answers)



For just over half of the people (53%) gender equality and women's empowerment are reflected in *all* project outputs; for 29% *they are reflected* indirectly and for 17% they do so in some. The gender impact on the project is assessed positively by 56% of the people surveyed, 27% rate it as *very positive*; and 18% *moderately positive*.

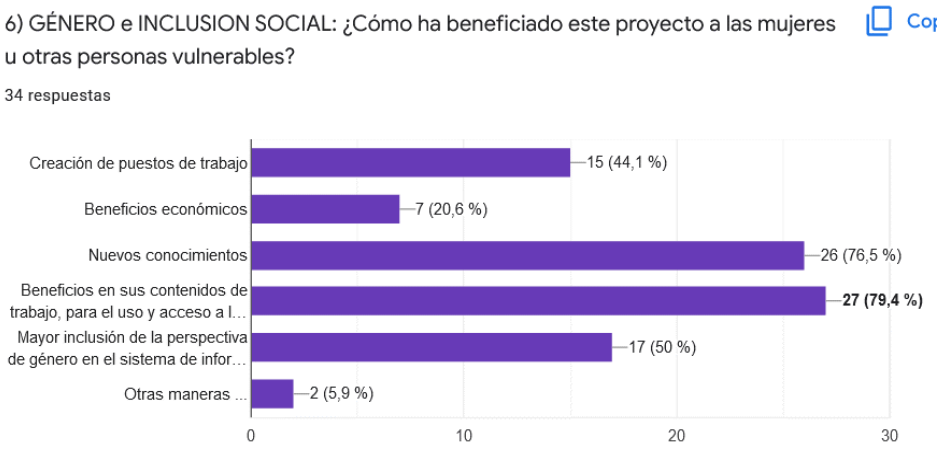


↑ It is interesting to note that there are no negative opinions regarding the impact of the project on gender.

GENDER AND SOCIAL INCLUSION

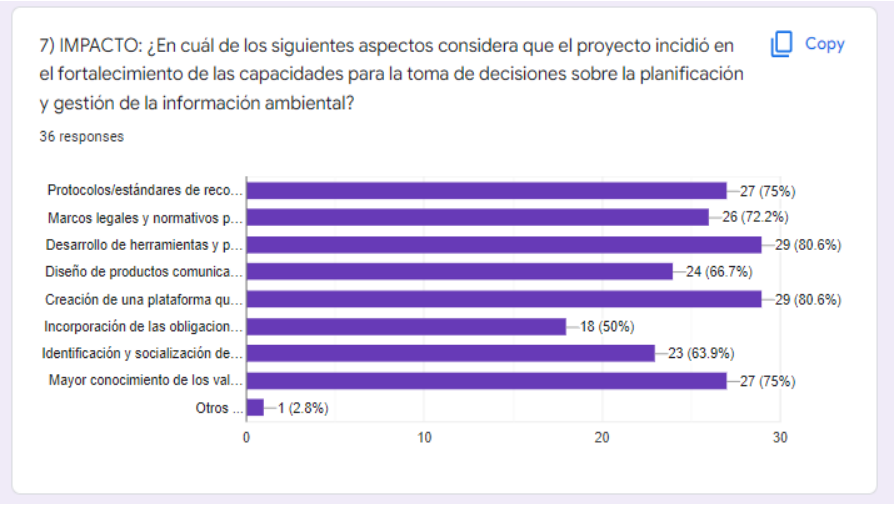
Among the main benefits that the project has generated for women and other vulnerable groups, respondents point out: benefits in their work content, for the use and access to information on the InfoGeo platform, and new knowledge. Less frequently they refer to greater inclusion of the gender perspective in the environmental information system, as well as to the generation of jobs

Some people also consider that the project has enabled the participation of women in the technical products of the project and their empowerment in the coordination and decision-making mechanisms, and has also enhanced their participation and training in the environmental information system and in the acquisition of new knowledge, use and access to the InfoGeo platform.



IMPACT

Next, the aspects in which the project has had a positive impact on the strengthening of capacities for decision-making on the planning and management of environmental information are listed in order of priority and according to the opinion of the respondents.



1. Development of tools and training program on the integration of global environmental commitments into development plans and processes (81%).
2. Creation of a platform that promotes the development of a national network for the environmental sector (81%).
3. Protocols/standards for data collection, analysis and storage (75%).
4. Increased knowledge of global environmental values and knowledge management (75%).
5. Legal and regulatory frameworks to manage information and knowledge about the environment (72%).
6. Design of communicative, training and practical products (manuals, guides) (67%).
7. Identification and socialization of good practices in environmental management and knowledge (64%).
8. Incorporation of the obligations of the Rio Conventions into sectoral development plans (50%).

ANNEX G) Co-financing Tables

See Co-financing Table in the EXECUTIVE SUMMARY on page 8 and details in Table 7

Information on the amounts of co-financing mobilized during the implementation of the project has been compiled using the table below:

Table 17. Monitoring of co-financing information (according to CEO Endorsement Request, 2016)

Source of co-financing	Name of the co-financier (source)*	Type	Co-financing amount ($)	Category	Amount mobilized
National Government	CITMA	Grant	1,935,145	Recurrent Expenditure**	$1,849,455
GEF Agency	UNDP contribution	In-kind	50,000	In-Kind***	$50,000

Table notes:

* Co-financing sources were reclassified according to the following criteria:
  [1] UNDP contribution
  [2] Government
  [3] Other multi-/bilateral
  [4] Private sector
  [5] ONG

** New definitions of categories of co-financing also apply, especially applicable for Government funds, which is often provided either as 'investment mobilized' or 'recurrent expenditure'. These definitions can be found in the GEF's co-financing policy on from 2018 (https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.10.Rev_.01_Co-Financing_Policy.pdf). The mentioned GEF policy defines what 'investment mobilized' represents. It also clearly states that investment mobilized excludes recurrent expenditure. Drawing from another evaluation report, the UNDP Regional Office suggests that "Recurrent expenditures can generally be understood as routine budgetary expenditures that fund the year-to-year core operations of the entity (they are often referred to as 'running costs' - they do not result in the creation or acquisition of fixed assets). They would include wages, salaries and supplements for core staff; purchases of goods and services required for core operations; and/or depreciation expenses. […]". In the case of Cuba's InfoGEO Project, and based on the evidence provided by UNDP on the realization of the expected Government co-financing, the TE concludes that it fits best as 'recurrent expenditure'.

*** The nature of UNDP's co-financing continued to be identified as 'in-kind'.

ANNEX H) Terminal Evaluation Rating scales

See Box 1 on page 14.
Below are more details of Annex 9 of the GEF-UNDP Guide 2020 for TE.

Summary of Rating Scales

Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

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

Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

Sustainability Ratings Scale

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

ANNEX I) Result of the field visit of the TE to Matanzas (16-May-2022)

Annex: Mission itinerary, including a summary of field visits
Visit to the situation room and the Tech Park in Matanzas (May 16, 2022)

As part of the schedule of activities of the Final Evaluation, on May 16, 2022, a visit to InfoGeo Project's Situation Room of took place, located at the headquarters of the Provincial Government of Matanzas.

5 specialists and representatives of the Information Technology Company for Defense (XETID), the president of the Scientific and Technological Park (PCT) of Matanzas, a representative from InfoGeo Project's coordination team and the national evaluator participated. [71][72][73]

The president of the Scientific and Technological Park (PCT) of Matanzas made a presentation, where he presented the development and evolution of InfoGeo as the Technological Platform of the National Environmental Information System, its operation, interface and digital products.

According to his opinion, InfoGeo allows the management of information regarding compliance with Cuban environmental policy, based on the Framework for the Development of Environmental Statistics (MDEA), with the use of tools for the

[71] Evelyn Méndez Castelo, Commercial Specialist XETID
Adarís Rodriguez Novo, Head of XETID Operations Deployment Center
Orelvis Barrera Zumaguero, Head of Technological Infrastructure Center
Jacinto Torres Fernández, Head of Software Development Center
Maikell Avilés Mariano, Director of Matanzas Division
Diego Castilla Cabrera, President of the Matanzas Science and Technology Park (PCT)
[72] Wendy Arredondo Argudín, InfoGeo Project Accountant
[73] Janet Rojas Martínez, National Evaluator

analysis of information sources, process diagnosis and information agents. Standardizes information, guarantees its integration, distribution and access at the local and national level, inducing an improvement in development planning and decision-making, with the reach of all actors in the range of action of CITMA throughout the national territory; and in turn, it lays the foundations of the National Environmental Information System, by managing in an articulated manner the systems of environmental indicators, constituting an important instrument in the evaluation of national environmental performance.

INFOGEO aims to help Cuba meet and sustain global environmental results by strengthening capacities in the environmental sector, promoting interconnectivity and coordination of all decision-makers in the search for sustainable development. Hence, its fundamental objective is to design and gradually implement a comprehensive information system based on the management of environmental indicators for the evaluation of the state of the environment and the implementation of Cuban environmental policy, protected under the current institutional and legal framework, as a support for decision-making on the environment.

Among the results achieved by the project identifies:

1. **Implementation model of the computerization process of the Environmental Information System (SIA).**
   - Validation of information flows from the data source to ensure the adequate capture, processing and flow of information when integrated into the Environmental Information System
   - Diagnosis of technological capabilities and human resources in the entities in charge of managing the infrastructure that guarantees the connectivity and availability of web tools to make the information visible, and the training of the staff to interact with the system.
   - Advice to the entities involved in the management process of environmental indicators and their variables, in the connection of services and systems that manage environmental information in isolation, to guarantee the standardization and integration of all the information that the system manages for analysis as a tool for decision making.
2. **Computerization of the information management process that contributes to environmental indicators.**
   1. Automation of the management processes of the environmental indicators updated with the indices defined by the national environmental policy
   2. The Indicator Management process consists of the ACTORS participating as a source of information authenticating and recording the data of the assigned variables or validating the information received depending on the role, so that the system captures the values and automatically calculates the indicators. The following figure shows an example of the computerization of information flows, where information is used that flows, according to a set of rules and procedures, to achieve an objective, from a sequence of tasks where each actor plays a role. It is an effective information channel to reduce time, resources and effort.

Figure 31. Example of information flow in the process of environmental indicators[74]

[74] Source: Presentation Dr. Diego Castilla, XETID 2022.

3. Balanced scorecard (CMI) of environmental indicators.

The WCC translates the National Environmental Strategy into a management system of indicators by strategic directions, favoring standardization, monitoring, evaluation of strategic goals and continuous improvement of national environmental performance, constituting a key tool for decision-making.[75]

The CMI is an analytical intelligence tool that offers a real-time visualization of the established environmental indicators and their variables in a graphical way, which provides the user with an intuitive interface for decision making.

Its purpose is the construction of a strategic management system, which is nourished by the evaluations carried out by those responsible at all levels, related to the fulfillment of environmental goals and the development of initiatives and their relationship with strategic objectives.

The InfoGEO Platform includes the data integration module to capture relevant information managed by other technological platforms (Figure 32), favoring the strengthening and development of the National Environmental Information System. For the analysis of data from external sources, this model allows the extraction of knowledge through techniques of exploitation of data warehouses from external sources through webservices (Figure 33).

Figure 32. Example of integration of the InfoGEO platform with other information sources[76]

[75] The National Environmental Strategy (EAN) is the guiding document of environmental policy in Cuba, from which territorial strategies are adapted. It should promote the conduct of actions in order to achieve the goals of sustainable development, qualitatively increase the complementation and articulation with other strategies, plans and programs, as well as enhance the management of territories in the prevention of the environment.

[76] Source: Presentation Dr. Diego Castilla, XETID 2022.

Figure 33. Collaborative monitoring, InfoGeo platform [77]

4. Management of environmental projects on the Web.

It allows to automate the assignment of tasks of the projects and their follow-up through the interaction of the project members through the web tool; as well as the schedules and the evaluation of the performance of the project, through the analysis of the fulfillment of objectives and tasks (Figure 34).

- Execution schedule of InfoGEO projects.
- Monitoring and control of activities.
- Storage.
- Flows.
- Plan activities.
- Task control
- *Preparation of reports at the country level (International Environmental Conventions)
- management, administration and monitoring of projects

[77] Source: Presentation Dr. Diego Castilla, XETID 2022.

Figure 34. Example of environmental project management (Mi Costa Project Interface) [78]

5. EVA virtual learning environment.

The Virtual Learning Environment (EVA-InfoGeo) is an agile tool with which CITMA specialists can teach distance classes and enrich them with digital resources that facilitate learning. EVA is articulated through the Virtual Classes tool, with which you can review and share content with students, promote reflective dialogue through debates, leave tasks and evaluate them, receive grades automatically and, with the support of a bank of reagents, design your own evaluations. Also, EVA provides dosages and planning that facilitate the organization of the course (Figure 35).

[78] Source: Presentation Dr. Diego Castilla, XETID 2022.

Figure 35. Example of the EVA-InfoGeo interface. Virtual learning environment [79]

6. Nube colaborativa.

La Nube Colaborativa es una solución que favorece, mejora lo procesos, recopilando toda tu información en un único lugar, gestionando proyectos y tareas, mejorando la comunicación tanto interna como externa con clientes y proveedores, así como para integraciones con correo electrónico o sistema de trabajo en línea.

Por un lado, el software servidor que brinda toda la infraestructura indispensable para almacenar tus archivos lo puedes instalar tanto en tu propio ordenador, como en un servidor. También está disponible el software de cliente (Desktop), el cual se utiliza para cargar y acceder a los archivos. *software de almacenamiento por temáticas **infogeo.cu**

Es un espacio de trabajo para todos los proyectos. Permite gestionar el cumplimiento de las actividades, dar seguimiento, tener trazabilidad de la documentación y de los informes de país para la evaluación de proyectos medioambientales como: InfoGeo, Ecovalor, Mi Costa, y otros

Según lo planteado por los participantes del encuentro, existen otros resultados que se encuentran en proceso de desarrollo, como es el Repositorio de información medioambiental, que incluye el Sistema de Información Geográfica asociado; la Plataforma para el monitoreo de variables a partir de sensores, y el Sistema de mapas conceptuales o de conocimientos en la Web.

Durante la visita también se realizaron dos entrevistas programadas, una al presidente del PCT (Diego Castilla Cabrera) y la otra Juana Margarita Anoyvega Mora de la Delegación del CITMA (Matanzas).

-//-

[79] Source: Presentation Dr. Diego Castilla, XETID 2022.

ANNEX J) Signed Evaluation Consultant Agreement form*

[included as part of the "signed UNEG Code of Conduct Form", Annex K]

ANNEX K) Signed UNEG Code of Conduct form

UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actionstaken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information inconfidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluateindividuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt aboutif and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders.In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/ororal presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

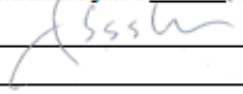
Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Fabiana Issler

Name of Consultancy Organization (where relevant): EBD GLOBAL OPTIMUM EIRELI

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.Signed at Rio de Janeiro (Place) on 18 June 2022 (Date)

Signature: 

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9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did
not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Janet Rojas Martínez

Name of Consultancy Organization (where relevant):

I confirm that I have received and understood and will abide by the United Nations Code of

Conduct for Evaluation.Signed at Havana on June 16, 2022

Signature: 

ANNEX L) Signed Terminal Evaluation Report Clearance form – for UNDP to sign

Evaluation Report Clearance Form

[to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document]

Terminal Evaluation (TE) for the GEF funded, UNDP supported project
"Integrating Rio Conventions obligations into national priorities through the improvement of information management and knowledge for planning and decision making" [PROJECT InfoGEO] - executed by the Ministry of Science, Technology and Environment (CITMA)

UNDP PIMS number:	5727
Project ID of the GEF:	9319
GEF Focal Area:	Multi-Focal Areas
GEF Agency:	UNDP
Other partners:	(not applicable)

Client Report number from series:	D2 (Project "Cuba InfoGEO TE", Report #003)
Period covered:	From April 06 to July 11, 2022
Region: LAC	
GEF Strategic Program Objectives:	CCCD2: Strengthening structures and consultation and management

FINAL REPORT COMPLETED ON:
Aug 22, 2022
[version 3 in English]

by Fabiana Issler, TE Team Leader and CEO, EBD Global Optimum
Janet Rojas Martinez, TE National Consultant

Evaluation Report Reviewed and Cleared by:

UNDP – Cuba (Nature, Climate and Energy):

Name: Gricel Acosta Acosta

DocuSigned by:
Signature: Gricel Date: 16-sep.-2022
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Regional Technical Advisor (Nature, Climate and Energy):

Name: Carlos Montenegro Pinto

DocuSigned by:
Signature: Carlos Montenegro Pinto Date: 20-sep.-2022
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ANNEX M) Terminal Evaluation Audit Trail – template

[Delivered in a separate file to UNDP, structure as below:]

ID	Para No. / comment location	Comment / Feedback on the draft TE report	Evaluator response and actions taken
1			
2			
3			
4			
5			
6			

ANNEX N) Annexed to PDF: GEF Core Indicators / Tracking Tools

[Delivered in a separate file to UNDP in Excel, structure as below:]

Capacity Result / Indicator	Staged Indicators	Max scoring	END OF PROJECT Scoring – May 2022
CR 1: Capacities for engagement		**9**	6
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	*Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders*		2
Indicator 2 – Existence of operational co-management mechanisms	*Some co-management mechanisms are formally established through agreements, MOUs, etc.*		2
Indicator 3 – Existence of cooperation with stakeholder groups	*Stakeholders are identified and regular consultations mechanisms are established*		2
CR 2: Capacities to generate, access and use information and knowledge		**15**	10
Indicator 4 – Degree of environmental awareness of stakeholders	*Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions*		3
Indicator 5 – Access and sharing of environmental information by stakeholders	*The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited*		2
Indicator 6 – Existence of environmental education programmes	*Environmental education programmes are partially developed and partially delivered*		1
Indicator 7 – Extend of the linkage between environmental research/science and policy development	*Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs*		2
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	*Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes*		2
CR 3: Capacities for strategy, policy and legislation development		9	6
Indicator 9 – Extend of the environmental planning and strategy development process	*Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems*		2
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	*Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them*		2
Indicator 11 – Adequacy of the environmental information available for decision-making	*Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly*		2
CR 4: Capacities for management and implementation		6	3

Capacity Result / Indicator	Staged Indicators	Max scoring	END OF PROJECT Scoring – May 2022
Indicator 12 – Existence and mobilization of resources	*The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed*		2
Indicator 13 – Availability of required technical skills and technology transfer	*The required skills and technologies needs are identified as well as their sources*		1
CR 5: capacidad para supervisar y evaluar		6	2
Indicator 14 – Adequacy of the project/programme monitoring process	*An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted*		1
Indicator 15 – Adequacy of the project/programme evaluation process	*An adequate evaluation plan is in place but evaluation activities are irregularly conducted*		1

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In the next pages, we append the original TOR.

TERMINOS DE REFERENCIA PARA LA EVALUACION FINAL

Proyecto PNUD/GEF
Proyecto PNUD/GEF "Integrando los compromisos de la Convención de Río en las prioridades nacionales, a través del fortalecimiento de la gestión del conocimiento y la información, para mejorar la planificación y la toma de decisiones (INFOGEO)", PIMS 5727

País:	Cuba
ATLAS Project/Output:	94885/98959
PIMS:	5727
Area Focal GEF:	Cross-Cutting Capacity Development
Objetivo Estratégico del GEF	GEF 6: CCCD2: Strengthen consultative and management structures and mechanism
Presupuesto GEF (USD):	$ 1,488,573
Co-Financiamiento (USD):	$ 1,985,145
Fecha de firma del Documento de Proyecto:	24 de enero del 2018
Fecha del primer desembolso:	20 de septiembre del 2018
Fecha programada de cierre:	24 de enero del 2022[1]
Implementador:	Ministerio de Ciencia, Tecnología y Medio Ambiente (CITMA), vía Agencia de Medio Ambiente (AMA/IGT)

1. INTRODUCCION

De acuerdo con los procedimientos y políticas del Fondo para el Medio Ambiente Mundial (GEF, por sus siglas en inglés) y el Programa de Naciones Unidas para el Desarrollo (PNUD) para el monitoreo y evaluación de los proyectos, todos los proyectos de largo y mediano plazo del PNUD patrocinados por el GEF deben someterse a una Evaluación Final (EF) cuando termine el proyecto. Estos términos de referencia establecen los puntos a trabajar en la evaluación final del proyecto **"Integrando los compromisos de la Convención de Río en las prioridades nacionales, a través del fortalecimiento de la gestión del conocimiento y la información, para mejorar la planificación y la toma de decisiones (INFOGEO)"** (PIMS 5727) implementado a través de la Agencia de Medio Ambiente (AMA), del Ministerio de Ciencia, Tecnología y Medio Ambiente (CITMA). Este proyecto comenzó en enero de 2018 y tiene 4 años de implementación. La EF debe seguir la guía presentada en el documento **Guía para la realización de evaluaciones finales de proyectos del PNUD financiados por el GEF.** (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

[1] La fecha real de cierre será el 24 de julio de 2022, en base a la extensión de 6 meses excepcionalmente aprobada para la fase de ejecución del proyecto.

2. ANTECEDENTES DEL PROYECTO Y CONTEXTO

La meta de este proyecto es fortalecer las capacidades nacionales y mejorar la transversalización de los acuerdos ambientales multilaterales en el planeamiento y la toma de decisiones, a través de la mejora en las capacidades de gestión de la información ambiental. Específicamente, el proyecto establece una plataforma digital para la automatización de los procesos de gestión ambiental, integrando datos y conocimientos relacionados con el estado de los recursos naturales y los impactos del cambio climático. A tal efecto desarrolla los procedimientos para la recolección, compilación, procesamiento, almacenamiento y diseminación de la información ambiental en los sectores agropecuario, forestal y de recursos hídricos. El sistema apunta a mejorar el alcance de los sistemas de gestión de información existentes que recopilan datos ambientales e información relevante para los Acuerdos Ambientales Multilaterales.

Además, el proyecto ha piloteado el nuevo sistema en sectores clave en territorios seleccionados, en base a lo cual se generan lecciones aprendidas útiles para el escalado de esta experiencia a otras provincias del país. Una peculiar característica de esta plataforma es que ha nacido conectada a la iniciativa de gobierno electrónico, promovida bajo la política de informatización de la sociedad cubana, en particular la plataforma BIENESTAR. A tal efecto Infogeo contiene un módulo de integración de datos que le permite captar información relevante gestionada por otras plataformas tecnológicas. La Plataforma BIENESTAR tiene como objetivo crear un vínculo entre el gobierno y los ciudadanos, por tanto, le facilita a Infogeo un enfoque de gobierno electrónico y participación ciudadana. Esto facilita un mecanismo en tiempo real para la transmisión de quejas, denuncias, solicitudes y sugerencias a las autoridades ambientales, así como el flujo de información sobre los trámites que deben efectuar los ciudadanos.

El proyecto se articula en tres componentes. El primero se enfoca en los aspectos técnicos para establecer un Sistema de Información Ambiental como una red de bases de datos existentes. Esto incluye asegurar la sostenibilidad del sistema, desde el punto de vista legal a través del reconocimiento, dentro del marco legal y normativo del país, del Sistema de Información Infogeo como una herramienta clave para la gestión de la información ambiental (resultados de investigaciones científicas, evaluaciones e informes ambientales, información regulatoria y geoespacial, procesamiento de denuncias ambientales establecidas por los ciudadanos). El segundo componente se centra en los aspectos operacionales del sistema, lo cual incluye los protocolos de software para la conectividad entre las bases de datos de la información que alimenta el reporte de avance de los indicadores ambientales seleccionados en cada sector involucrado en el proyecto. El tercer componente abarca las actividades para la implementación logística temprana del sistema en nodos territoriales de las provincias Matanzas y Pinar del Río, lo cual permite realizar ajustes en su estructura y operación.

Las actividades del proyecto iniciaron en enero del 2018 y la fecha inicialmente programada de cierre es enero del 2022 (según previsto en el proyecto). No obstante, la nueva fecha de cierre acordada en virtud de solicitud de extensión excepcionalmente aprobada para la fase de ejecución del proyecto es 24 de julio de 2022. El presupuesto total es US$ 3,473,718: GEF US$ 1,488,573; cofinanciamiento nacional[2] US$ 1,935,145 (en cash); y PNUD/Cuba US$ 50,000 (en especie).

El Comité Directivo Nacional (CDN) es el órgano de toma de decisiones, sobre bases consensuadas cuando se requiere, y tiene la autoridad final en lo que respecta a la revisión oficial y aprobaciones, lo

[2] En cuanto al co-financiamiento nacional declarado por las instituciones nacionales se deberá tener en cuenta la variación en la tasa de cambio oficial declarada por el Banco Central de Cuba en virtud de la Tarea Ordenamiento, vigente en el país a partir del 1 de enero de 2021. Hasta diciembre de 2020 la tasa de cambio oficial en el país era 1 USD equivalente a 1 CUP (en estos términos se acordó el cofinanciamiento nacional al proyecto). A partir de enero de 2021 1 USD es equivalente a 24 CUP. El cofinanciamiento nacional que se reporte a partir de enero de 2021 se debe basar en la tasa de cambio oficial.

que incluye planes anuales y presupuesto. El CDN es asesorado técnicamente por un Comité Técnico Asesor.

El PNUD es la agencia acreditada ante en el GEF para el manejo del proyecto. Este es un proyecto de implementación nacional (NIM), y el Ministerio de Ciencia, Tecnología y Medio Ambiente (CITMA), a través de la Agencia de Medio Ambiente (AMA), es su implementador.

Desde el 11 de marzo de 2020 la Organización Mundial de la Salud declaró la Covid-19 como pandemia global cuando el nuevo coronavirus se expandió rápidamente por el mundo. Desde marzo de 2020, el Gobierno de Cuba ha adoptado medidas muy estrictas encaminadas a prevenir la propagación de la pandemia Covid-19(cierre de fronteras y modalidad de trabajo de telecomunicación, entre otras, para asegurar el aislamiento social). Esta situación causó demoras adicionales en la implementación del proyecto como consecuencia de los retrasos en la identificación de los requisitos técnicos de los locales seleccionados para la instalación de las soluciones tecnológicas computarizadas (este es un paso previo al proceso de licitación/contratación), causando demoras adicionales en el proceso de adquisición (importación) de insumos y equipos requeridos para la implementación de las experiencias piloto en la provincia de Pinar del Río y a nivel nacional.

En respuesta a esta situación la Unidad de Manejo del Proyecto, durante el primer semestre de 2021, implementó medidas de adaptación para superar la situación creada por el Covid-19, con el fin de promover y fortalecer las modalidades de teletrabajo. En particular, se adoptó una metodología específica de trabajo a distancia para completar el proceso de sistematización de la gestión de la información. Adicionalmente, se fortalecieron las capacidades de comunicación y conectividad para apoyar el teletrabajo: aumento de las capacidades de conectividad de los actores clave del proyecto; dos nuevas líneas telefónicas dedicadas a conectar los servidores vía red privada virtual (VPN, por sus siglas en inglés); creación de un servidor espejo en el nodo central del Socio Implementador para aumentar la seguridad de la información, instalación de un sistema de videoconferencia ubicado en las instalaciones de la entidad, especializada en tecnologías de la información directamente vinculada al proyecto.

Hasta el 20 de enero de 2022 se reportaron en el país un total de 1 011 811 casos, de los cuales se recuperaron 986 012 y 8 352 defunciones por esta enfermedad. Entre octubre e inicios de diciembre de 2021 el reporte de casos positivos por día se comportó por debajo de los 100, lo que se considera un número muy favorable en relación a los meses entre julio y agosto de 2021, en que se reportaron entre 9 000 y 10 000 casos diarios.[3] No obstante, a partir de finales diciembre de 2021 se ha comenzado a reportar un incremento de los casos por días. En fecha 20 de enero de 2022 se reportaron 3 195 nuevos casos positivos en este día. Por esta razón se identifica la conveniencia de que el ejercicio de evaluación se desarrolle bajo modalidad virtual.

3. OBJETIVOS DE LA EVALUACIÓN FINAL

El Informe de la Evaluación Final evaluará los logros del proyecto en relación con los resultados esperados y enunciará las lecciones que permitan mejorar la sostenibilidad de los beneficios, a la vez que contribuir con el desempeño general de la programación del PNUD. El informe promueve la rendición de cuentas y la transparencia y evalúa la replicabilidad de los logros del proyecto.

4. ENFOQUE Y MÉTODO DE EVALUACIÓN

Con el tiempo se ha desarrollado un enfoque y un método[4] generales para realizar evaluaciones finales de proyectos financiados por el GEF y apoyados por el PNUD. Se espera que el evaluador enmarque el

[3] Ministerio de Salud Pública. República de Cuba. https://salud.msp.gob.cu/

[4] Para información adicional sobre métodos, ver Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

esfuerzo de evaluación utilizando los criterios de relevancia, eficacia, eficiencia, sostenibilidad e impacto, como se define y explica en la Guía del PNUD para la realización de evaluaciones finales de proyectos financiados por el GEF apoyados por el PNUD. Se ha redactado un conjunto de preguntas que cubren cada uno de estos criterios y se incluyen con este TOR. (Ver Anexo D) Se espera que el evaluador enmiende, complete y presente esta matriz como parte de un informe inicial de evaluación, y la incluirá como anexo al informe final.

La evaluación debe proporcionar información basada en evidencia que sea creíble, confiable y útil. Se espera que el evaluador siga un enfoque participativo y consultivo que garantice una estrecha colaboración con las contrapartes gubernamentales, en particular el punto focal operacional del GEF, la Oficina de País del PNUD, el equipo del proyecto, el Asesor Técnico del GEF/PNUD en la región y las partes interesadas clave. La captación de la información para el desarrollo del ejercicio de evaluación se desarrollará de forma remota, así como las entrevistas con actores territoriales[5]. En caso de que la situación epidemiológica lo permita, se podrían efectuar visitas a las áreas de intervención del proyecto por parte del consultor local.

Las entrevistas se llevarán a cabo con las siguientes organizaciones e individuos como mínimo:

- Ministerio de Ciencia, Tecnología y Medio Ambiente (CITMA)
- Agencia de Medio Ambiente (AMA), que pertenece al CITMA
- Instituto de Geografía Tropical (IGT)
- Ministerio de la Agricultura (MINAGRI)
- Instituto Nacional de Recursos Hidráulicos (INRH)
- Gobierno Local y actores clave involucrados en el proyecto en la provincia Matanzas
- Gobierno Local y actores clave involucrados en el proyecto en la provincia Pinar del Río
- Proyecto ECOVALOR, coordinado por el Centro Nacional de Áreas Protegidas

El equipo evaluador revisará todas las fuentes de información relevantes, como el Documento del Proyecto, los Informes de Progreso (PIR, por siglas en inglés) del proyecto, las revisiones presupuestarias, el Informe Final de la Revisión de Medio Término, los archivos del proyecto, los documentos legales y estratégicos nacionales, y cualquier otro material que el equipo considere útil para esto. La evaluación se realiza basada en evidencias. En el Anexo B de estos Términos de Referencia se incluye una lista de documentos que el equipo del proyecto proporcionará al equipo evaluador para su revisión.

El diseño específico y metodología de la EF deberá salir de las consultas entre el equipo evaluador y las partes mencionadas anteriormente sobre lo que es apropiado para la evaluación, objetivos y preguntas de evaluación, dado las limitaciones de presupuesto, tiempo y datos. El equipo evaluador debe, sin embargo, usar metodologías con enfoque de género y herramientas que aseguren la igualdad de género y el empoderamiento de la mujer en la obtención de la información, así como otros aspectos transversales incorporados en el reporte de la EF.

El enfoque metodológico final incluye un grupo de entrevistas, visita de campo por parte del consultor local, si es posible de acuerdo a las condiciones epidemiológicas, y datos que serán usados en la evaluación y deben ser claramente expuestos en el Informe Inicial de la evaluación y ser completamente discutido y acordado entre PNUD, las partes interesadas y el equipo evaluador.

Hacia los meses de octubre-noviembre de 2021 se alcanzó un control de la pandemia en el país, lo que permitió flexibilizar las medidas sanitarias relacionadas con el movimiento dentro del territorio nacional y el desarrollo de actividades presenciales, cumpliendo condiciones de distanciamiento y ventilación. No obstante, desde finales de diciembre de 2021 e inicios de enero de 2022 se manifiesta un notable

[5] En caso de que la situación epidemiológica del país lo permita, se procederá a visitar las áreas de intervención del proyecto en las provincias Matanzas y Pinar del Río.

incremento del total de nuevos casos positivos de Covid 19 por día. Por esta razón el ejercicio de EF se realizará de forma virtual para garantizar el bienestar y la seguridad del personal y los contratistas del PNUD, así como para asegurar que no se haga daño a los socios, comunidades e interlocutores.

A tal efecto el equipo evaluador debe desarrollar una metodología que tome esto en cuenta, incluyendo el uso de los métodos alternativos para realizar entrevistas remotas vía telefónica y online (WhatsApp, JitsiMeet, Microsoft Teams, Zoom, etc.), análisis de datos, encuestas y cuestionarios de evaluación. La metodología de entrevista a emplear debe estar detallada en el informe inicial de evaluación.

Las metodologías y enfoques utilizados en la evaluación final, así como las limitaciones enfrentadas durante el proceso, se detallarán en los informes inicial y final. Al respecto se tendrá en cuenta que ninguna de las personas involucradas en la evaluación debe ser puesta en peligro por la Covid-19.

La versión final del Informe de Inicio, Informe Final y las respuestas gerenciales serán entregados en idioma inglés. Debe describir además el enfoque completo de la evaluación final, dejando claro las asunciones realizadas, retos enfrentados, fortalezas y debilidades de los métodos usados durante la evaluación.

5. ALCANCE DETALLADO DE LA EVALUACION

La TE evaluará el desempeño del proyecto según las expectativas establecidas en el Marco Lógico (ver Anexo A). La evaluación se realizará de acuerdo con los criterios señalados en la Guía para las Evaluaciones Finales de los proyectos GEF/PNUD (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

La sección de hallazgos del Informe cubrirá los tópicos listados a continuación (ver Anexo C con el índice del Informe). El asterisco "(*)" indica los criterios que requieren un rating.

Hallazgos

i. Diseño/Formulación del Proyecto
- Prioridades nacionales
- Teoría del cambio
- Equidad de género y empoderamiento de las mujeres
- Salvaguardas ambientales y sociales
- Análisis del Marco de Resultados: lógica del proyecto, indicadores
- Asunciones y riesgos
- Lecciones de otros proyectos relevantes (p.e. de la misma área focal) incorporados al diseño del proyecto
- Participación de actores planificada
- Vínculo del proyecto con otras intervenciones dentro del mismo sector
- Arreglos de gestión

ii. Implementación del Proyecto
- Manejo adaptativo (cambios al diseño del proyecto y salidas durante la implementación)
- Participación real de actores y gestión de las alianzas
- Financiamiento y cofinanciamiento
- Monitoreo y evaluación: diseño inicial (*), implementación (*), y evaluación general del M&E (*)
- Agencia de implementación (PNUD) (*) y Agencia de ejecución (*), Supervisión y ejecución (*)
- Manejo de riesgos, incluyendo estándares sociales y ambientales

iii. Resultados del Proyecto
- Evaluación del logro de los resultados según los indicadores, reportando el nivel de progreso para cada indicador de outcome y objetivo, al momento de la EF y señalando logros finales
- Relevancia (*), Efectividad (*), Eficiencia (*) y resultado final del proyecto (*)
- Sostenibilidad: financiera (*), socio-política (*), marco institucional y gobernabilidad (*), ambiental (*), general (*)
- Apropiación nacional
- Equidad de género y empoderamiento de las mujeres
- Problemas transversales (pobreza, gobernabilidad, mitigación y adaptación al cambio climático, prevención de desastres y recuperación, derechos humanos, capacidad de desarrollo, cooperación sur-sur, gestión del conocimiento, voluntariado, etc., según sea relevante)
- Adicionalidad del GEF
- Rol catalizador / Efecto replicador
- Progreso hacia el logro de los Impactos

Principales hallazgos, Conclusiones, Recomendaciones y Lecciones aprendidas
- La EF incluirá un sumario de los principales hallazgos. Los hallazgos deben estar basados en análisis de los datos.
- La sección de conclusiones se escribirá en función de los hallazgos. Deberán ser planteamientos abarcadores y balanceados, bien respaldados por evidencias y conectados con los hallazgos de forma lógica. Deberán señalarse las fortalezas, debilidades y resultados, responder a las preguntas de la evaluación y acercarse a la identificación de soluciones a los problemas importantes relativos a los beneficiarios, el PNUD y el GEF, incluyendo los temas relativos a la equidad de género y al empoderamiento de la mujer.
- Las recomendaciones deberán ser concretas, prácticas, factibles y objetivas, dirigidas a los usuarios vinculados con la evaluación. Deberán estar respaldadas por evidencias y relacionadas con los hallazgos y las conclusiones.
- El Informe además incluirá las lecciones aprendidas del ejercicio de evaluación, incluyendo buenas y malas prácticas en la atención de los temas relativos a la relevancia, ejecución (métodos programáticos y de evaluación utilizados, alianzas, etc.), que son aplicables a otras iniciativas del PNUD y del GEF. Cuando sea posible, el equipo evaluador debe incluir ejemplos de buenas prácticas en el diseño e implementación de proyectos.

El Informe final será entregado en inglés y español[6] e incluirá la Tabla de Ratings siguiente:

Monitoring & Evaluation (M&E)	Rating[7]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	

[6] En idioma inglés se envía al donante y en idioma español se envía oficialmente al Gobierno de Cuba.

[7] Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	**Rating**
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIEMPOS DE LA EVALUACIÓN

La duración total de la EF será de 34 días dentro del período de marzo a junio de 2022, y no excederá de cuatro meses desde la contratación de los consultores. El plazo tentativo de la EF es el siguiente (ver tabla a continuación). Esas fechas son indicativas. Estos tiempos podrían ajustarse según la situación de la pandemia Covid-19.

FECHAS	ACTIVIDAD
14 marzo	Selección del Equipo Evaluador
21 marzo	Firma del contrato con los evaluadores
(2 días) 22-23 marzo	Preparación de la evaluación (entrega de documentación)
24 marzo – 5 abril	Revisión de documentos y preparación del Informe Inicial de la EF*
5 abril	Finalización y validación del informe inicial de la EF
(8 días) 6-15 abril	Intercambio de información en línea (teleconferencia, encuesta por correo y otras alternativas) con partes interesadas, beneficiarios y otros actores clave
15 abril	Presentación online de las primeras conclusiones
(12 días) -18 abril -3 mayo	Elaboración del borrador del Informe final
(5 días) 24 -30 mayo	Incorporación de pistas de auditoría a partir de comentarios sobre el borrador del informe
10 de junio *(1 semana después de recibir la respuesta de la gerencia -Management Response-)*	Fecha prevista de finalización completa de la EF

* *Las opciones para el intercambio de información en línea y los temas a seguir deben incluirse en el Informe Inicial. Debe presentarse tanto en inglés como en español.*

7. ENTREGABLES

#	Entregable	Descripciòn	Tiempo	Responsabilidades
1	Informe de Inicio	El Equipo evaluador prepara y presenta el Informe Inicial al PNUD y a la dirección del proyecto, en el que se aclaran los objetivos y métodos de la Evaluación Final.	Dentro de las 2 semanas posteriores al intercambio de información y entrevistas online *(5 abril 2022)*	El equipo evaluador envía el Informe de Inicio a PNUD/Cuba y a la Unidad de Manejo del Proyecto
2	Presentación	Hallazgos iniciales	Al término del intercambio de información y entrevistas online *(15 abril 22)*	El equipo presenta a PNUD/Cuba y a la Unidad de Manejo del Proyecto
3	Borrador de Informe Final	Borrador completo *(según plantilla en Anexo C)* con anexos	Dentro de las 3 semanas luego de terminado el intercambio de información y entrevistas online *(6 mayo 2022)*	El equipo envía borrador a PNUD/Cuba y a la Unidad de Manejo del Proyecto. Revisado también por Asesor Técnico y Punto Focal del GEF en Cuba
5	Informe Final en inglés y español + Audit Trail	Informe final revisado y Audit trail, en el cual se detalla cómo los comentarios fueron recibidos y respondidos en el Informe *(Ver Anexo H)*	Dentro de una semana de recibidos los comentarios al borrador *(10 junio 2022)*	El equipo envía ambos documentos a PNUD/Cuba y Unidad de Manejo del Proyecto

El Informe Final de la EF debe presentarse en idioma inglés y español. Se considerará completado cuando se hayan cumplido las expectativas de la evaluación y su calidad cumpla con los estándares o requisitos del PNUD/GEF.

La calidad de todos los informes de la Evaluación será evaluada por la Oficina Independiente de Evaluación (IEO) del PNUD. Los detalles de la evaluación de calidad se encuentran en la Sección 6 de la Guía de Evaluación del PNUD[8].

8. ARREGLOS DE IMPLEMENTACIÓN

El PNUD/Cuba es el responsable de gestionar la EF; recluta al equipo evaluador y apoya todo el proceso. Sirve de enlace con la Unidad de Manejo del Proyecto (UMP) para proveer los documentos, coordinar las entrevistas y dar apoyo logístico y técnico a las reuniones. El equipo evaluador recibirá una lista detallada de actores, los cuales serán debidamente citados y confirmados, según el programa de entrevistas.

PNUD/Cuba contratará a los consultores y proporcionará a tiempo, los pagos contractuales que correspondan. De conjunto con la Unidad de Manejo del Proyecto será responsable de asegurar la entrega de todos los documentos relevantes al equipo evaluador, de acuerdo a lo definido en los presentes Términos de Referencia.

El equipo evaluador de la EF se reunirá virtualmente con el PNUD/Cuba al principio y al final del proceso. Se consultará disponibilidad del Asesor Técnico Regional a cargo del proyecto en el Centro Regional del PNUD, para ser entrevistado como parte del ejercicio de evaluación. Se pueden organizar otras reuniones si una de las partes lo considera necesario.

La Unidad de Manejo del Proyecto identificará la propuesta de cronograma de entrevistas, que será conciliada con la Agencia de Medio Ambiente y PNUD/Cuba antes de su envío al equipo evaluador. Este cronograma será confirmado como parte del proceso de aprobación del informe de inicio. Adicionalmente, durante el desarrollo del ejercicio de evaluación la Unidad de Manejo del Proyecto

[8] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

asegurará que los actores clave incluidos en el cronograma sean debidamente citados y confirmados, según el programa de entrevistas acordado.

9. COMPOSICIÓN DEL EQUIPO EVALUADOR

El equipo de evaluación estará compuesto por dos evaluadores independientes; un consultor internacional, team líder, con experiencia en la evaluación de proyectos, y un consultor nacional. Los evaluadores no podrán haber participado en la preparación, formulación o implementación del proyecto, haber realizado la Revisión de Medio Término, ni tener conflicto de intereses con las actividades relacionadas con el proyecto.

La composición del equipo deberá ser balanceada para cubrir todos los aspectos de la evaluación (métodos y técnicas) y temas horizontales.

La selección de ambos consultores será a través de procesos independientes, lanzados a nivel internacional y nacional, según corresponda.

Competencias del consultor internacional:

- Master en Ciencias Ambientales, de la Comunicación, la Informática, o campos relacionados.
- 5 años de experiencia de trabajo en la gestión y estadística de información ambiental, políticas ambientales públicas o campos relacionados.
- Conocimiento del PNUD y el GEF, en particular sobre los procedimientos para la implementación y evaluación de los proyectos.
- Experiencia de trabajo como evaluador de proyectos PNUD/GEF demostrada mediante 3 ejercicios de evaluación desarrollados; experiencia con metodologías de evaluación basadas en la gestión por resultados. Experiencia como líder de equipo evaluador se considera un valor añadido.
- Experiencia con al menos 3 evaluaciones en el área de Cross-Cutting Capacity Development (CCCD), se considera un valor añadido.
- 5 años de experiencia de trabajo que faciliten la familiaridad con las Convenciones Internacionales para el Cambio Climático, la Desertificación y la conservación de la Biodiversidad.
- Entendimiento de los temas relacionados con la equidad de género.
- Experiencia aplicando indicadores SMART[9] y reconstruyendo o validando escenarios de línea base.
- Comunicación óptima en español e inglés.
- Habilidades analíticas demostradas.
- Experiencia implementando evaluaciones remotas se considera un valor añadido.

Competencias del consultor nacional:

- Master en Ciencias Ambientales, de la Comunicación, la Informática, o campos relacionados.
- 5 años de experiencia de trabajo en la gestión y estadística de información ambiental, políticas ambientales públicas o campos relacionados.
- Conocimiento demostrable de las políticas públicas en Cuba, y del marco regulatorio e institucional en el sector ambiental.
- Conocimiento del PNUD y el GEF, en particular sobre los procedimientos para la implementación y evaluación de los proyectos.
- Experiencia de trabajo como evaluador de proyectos PNUD/GEF, demostrada mediante 1 ejercicio de evaluación desarrollado, se considera un valor añadido.

[9] SMART: Specific, Measurable, Attributable, Relevant, Time-bound/Timely/Trackable/Targeted.

- Experiencia aplicando indicadores SMART y reconstruyendo o validando escenarios de línea base.
- Comunicación óptima en español.
- Habilidades analíticas demostradas.
- Experiencia implementando evaluaciones remotas se considera un valor añadido.

11. ETICA DEL EVALUADOR

El equipo evaluador observará los más altos estándares éticos, y los evaluadores deberán firmar un código de conducta. La evaluación se desarrollará siguiendo los principios señalados en las 'Ethical Guidelines for Evaluation' (2020 Ethical Guidelines for Evaluation-Pledge.pdf). Los evaluadores deberán salvaguardar los derechos y confidencialidad de los proveedores de la información, entrevistados y contrapartes, para asegurar el cumplimiento de los códigos legales y otros relevantes. Además, deberán asegurar la seguridad de la información recopilada antes y después de la evaluación, así como el anonimato y confidencialidad de las fuentes de información, siempre que sea requerido. La información y datos levantados durante la evaluación, solo deben ser usada a este fin y no para otros usos sin la autorización expresa del PNUD y los socios nacionales.

12. ESQUEMA DE PAGO

Los evaluadores serán contratados con los fondos del proyecto. El esquema de pagos será el siguiente:

- 50% del total a la entrega satisfactoria del borrador del Informe de Inicio de la evaluación al PNUD Cuba.
- 50% del total a la entrega y aceptación del Informe y su aprobación por parte del Asesor Técnico Regional del PNUD (a la firma del formulario de Aprobación – Anexo G), y a la entrega del Audit Trail completado (Anexo H).

Criterios para la emisión del pago del 50% final:

- El Informe final incluye todos los requerimientos especificados en estos TdR.
- El Informe final está escrito claramente, organizado de forma lógica y es específico para este proyecto (p.e. el texto no ha sido copiado y pegados de otros informes).
- El Audit Trail incluye respuestas y justificaciones para cada comentario.

La calidad del Informe Final será valorada por el PNUD/Cuba y PNUD/Regional. En caso de que no cumpla los estándares o requerimientos, se solicitará al equipo evaluador revisarlo o re-escribirlo cuantas veces sea necesario, antes de realizar el pago final.

13. PROCESO DE SOLICITUD

a. **Carta de confirmación de interés y disponibilidad** a partir de la plantilla proporcionada por el PNUD;
b. **Currículo** y **formulario de antecedentes personales** (formulario P11);
c. **Carta de Confirmación de Interés y Disponibilidad/Propuesta Económica** que indique el precio total fijo del contrato con todo incluido, respaldado por un desglose de los costos, según la plantilla de la Carta de Confirmación de Interés y Disponibilidad. Si un solicitante es empleado por una organización/empresa/institución, y espera que su empleador le cobre una comisión de gestión en el proceso de asignarlo al PNUD en virtud del acuerdo de préstamo reembolsable, el solicitante debe indicar en este momento, y velar por que todos esos gastos figuren debidamente en la propuesta económica presentada al PNUD.

d. Propuesta metodológica e instrumental que sustentará la evaluación (hasta 15 páginas)
e. Tres (3) Referencias
f. Breve descripción **del enfoque del trabajo/propuesta técnica** de por qué la persona se considera la más adecuada para el trabajo, y una propuesta metodológica del modo en que abordará y completará la asignación (máximo de 1 página)

Todos los materiales de solicitud deben enviarse a la Oficina de País de PNUD Cuba, situada en la dirección Calle 18, número 110, entre Calle 1ra y 3ra. Miramar. Municipio Playa. La Habana, en un sobre sellado que indique la siguiente referencia "Consultor para la evaluación final de **Integrando los compromisos de la Convención de Río en las prioridades nacionales, a través del fortalecimiento de la gestión del conocimiento y la información, para mejorar la planificación y la toma de decisiones (INFOGEO)**", o por correo electrónico ÚNICAMENTE a la siguiente dirección: procurement.cu@undp.org a más tardar *a* las 16.30 horas del 7 de febrero de 2022. Las solicitudes incompletas no serán consideradas.

Criterios para la evaluación de la propuesta: Solo se evaluarán aquellas solicitudes que respondan y cumplan con las normas. Las ofertas se evaluarán de acuerdo con el método de puntuación combinada, en que los antecedentes educativos y la experiencia en tareas similares se ponderarán con un 70 % y la propuesta de precio se ponderarán con un 30 % de la puntuación total. Se adjudicará el contrato al solicitante que reciba la puntuación combinada más alta y que también haya aceptado los Términos y Condiciones Generales del PNUD.

14. ANEXOS

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

ANEXO A: MARCO LÓGICO DEL PROYECTO

E. Project Results Framework

This project will contribute to the following Sustainable Development Goal (s): SDG 13 and 15: Strengthening community resilience and improving awareness on climate change as well as strengthening capacities to combat desertification and reduce the loss of biodiversity
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: Pillar 3: Inclusive and sustainable growth for poverty reduction. Outcome 2: By the end of 2016 sustainable management of energy, environment and natural resources practices are operationalized.
This project will be linked to the following output of the UNDP Strategic Plan: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions and Risks
Project Objective To strengthen environmental information and knowledge management to integrate goals subscribed under multilateral environmental agreements into national planning and decision-making	• A networked environmental information system is established	• Information systems exist, but with seriously outdated technology and management procedures	• Cooperative agreements among agencies partnering in the national environmental information system have been signed by month 12 • The NEIS is designed by month 12 • Partner agencies' databases and information systems have benefited from new state-of-the-art technology	• Meeting Minutes[3] • Working group and workshop reports and products[4] • UNDP quarterly progress reports • Annual Project Implementation Reports • Independent final evaluation report • Rio Convention national reports and communications • GEF Cross-Cutting Capacity Development Scorecard	• Political commitment of key agencies and stakeholders remain high
	• Technical capacities (skill sets) for mainstreaming global environmental data, information, and knowledge are improved	• Sectoral approaches remain the business-as-usual • Outdated analytical methods accompany the use of outdated technology	• At least 500 unique stakeholders have participated in learning-by-doing workshops to create and mainstream best available data, information and knowledge into sectoral development plans • Partner agencies' data collection, management, and analytical methods and tools are state-of-the-art		• Absorptive capacities to key stakeholders is sufficiently high to learn new methodologies and approaches
	• The new networked environmental information system is piloted	• Existing information systems are in use, but with important overlaps and gaps	• Two sectoral development plans have been formulated or improved using the National Environmental Information System to mainstream global environmental obligations		• Best practices from other countries are applicable to the Cuban context • The piloting of the two sectoral development plans remain feasible

[3] Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.
[4] These will include a list of all workshop and working group participants

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions and Risks
			• The two mainstreamed sectoral development plans have been piloted		
Component/Outcome 1 National Environmental Information System	• Data collection, analysis, and storage protocols/standards are improved	• Inefficient collection and sharing of data and information	• Data and information gaps are filled • Data and information metrics are appropriately standardized • The transactional costs of data collection is reduced • Clear data sharing protocols have been formulated • An appropriate level of redundancy is agreed among partner agencies	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials and attendance lists • Budget reports • Data sharing protocol	• Data and information gaps can be filled by the partner agencies • A consensus can be reached on the metrics that are to be standardized as well as on the data sharing protocols • The desired level of redundancy needed to ensure the sustainability of the national environmental information system is financially feasible
	• Manuals and guidelines on best practices for integrated global environmental and national socio-economic planning are developed	• Inadequate integration of environmental aspects in training programmes • Outdated monitoring and compliance skills	• New manuals and guidelines for using the national environmental information system for mainstreaming purposes have been formulated • At least 500 unique stakeholders have received learning-by-doing training on the use of these manuals and guidelines	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials and attendance lists • Training manuals and guidelines	• There is no conflict of interest between the adoption of new and alternative best practices for mainstreaming global environmental obligations into sectoral development plans with those practices that are already institutionalized within key planning agencies
	• Legal and regulatory frameworks relevant to the management of environmental information and knowledge are improved	• Existing legal and regulatory frameworks do not adequately support environmental mainstreaming	• The draft NEIS regulation and other amendments to relevant legal instruments have been formulated and presented to be approved by the corresponding levels	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials and attendance lists • Updated legal texts	

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions and Risks
Component/ Outcome 2 Strengthened technical capacities for implementing the National Environmental Information System	• Operational unit to coordinate NEIS is established	• Insufficient infrastructure and outdated technology for environmental monitoring and compliance • Inefficient coordination among relevant information systems	• The NEIS Coordination Unit is established and fully operational by month 6 • NEIS technical committee meets every three months	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials and attendance lists	• The NEIS Coordination Unit and technical committee enjoy broad and sustained legitimacy during the life of the project
	• Inter-operability of networked information systems is improved	• Existing databases and information systems are not connected • Lack of skillsets for the technical oversight and resilience of the existing information systems	• All partner agencies' databases and information systems are technologically networked to the NEIS by month 24 • Stakeholders in all the partner agencies have actively participated in the learning-by-doing administration of the networked national information environmental system	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials • Technical specifications of hardware and software	• The inter-operability of the partner databases and information systems are technically feasible • Partner agencies have and maintain the minimum number of staff to ensure the on-going and term operation of their respective databases or information system
	• Resource mobilization strategy is developed	• Inadequate long-term financing is accessible to ensure the institutional sustainability of existing information systems	• New and alternative financial options that are realistic have been identified • Financial resources have been secured to ensure the day-to-day administration beyond project closure for at least five (5)	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials and attendance lists • Resource mobilization strategy	• Any political or institutional barriers to the necessary resource mobilization are effectively negotiated and resolved

14

	Objective and Outcome Indicators	Baseline	End of Project Target	Means of Verification	Assumptions and Risks
Component/ Outcome 3 Early Implementation of the Environmental Information System	• Decisions for environmentally friendly and sustainable development are more timely	• Timely decisions are based on inaccurate and incomplete data	• Global environmental obligations are more effectively integrated into sectoral development plans by month 44 • Independent peer reviews given the quality of mainstreamed sectoral plans an average rating of 4 on a 5-point Likert scale, with 1 being poor and 5 being excellent	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials and attendance lists •	• The organizational efficiency and effectiveness of planning and decision-making processes allows for timely decision-making
	• Good practices for mainstreaming global environmental obligations into sectoral development plans are demonstrated	• Good practices are not readily accessible to pursue innovative approaches to mainstream global environmental obligations into sectoral plans	• Two sectoral development plans have been formulated or updated using the National Environmental Information System and based on good practices by month 24 • The early implementation of these two mainstreamed sectoral plans demonstrate clear benefits in terms of the three Rio Conventions	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials and attendance lists • Best practice evaluation reports from other countries	• Best practices from other countries are at a minimum good potential practices for Cuba
	• Awareness and understanding of global environmental values are improved	• Decision-makers are not provided information and knowledge in useful formats	• A statistical analysis of baseline and end-of-project awareness indicates that stakeholders' knowledge and the linkage between global environmental conservation and sustainable socio-economic development has improved by at least 15%	• Meeting minutes • Tracking and progress reports • Working group and workshop reports and products • Workshop materials and attendance lists • Baseline and end-of-year assessments	• At least 500 unique stakeholders are statistically analyzed in both the baseline and end-of-project assessments in order for the results to be statistically relevant • Stakeholders assessed have either participated in project activities or been tangentially involved in order that their improved awareness can be in part attributed to project activities

15

ANEXO B: LISTA DE DOCUMENTOS QUE DEBEN REVISAR LOS EVALUADORES

N.º	Elemento (se prefieren versiones electrónicas, si las hay)
1	Formulario de Identificación del Proyecto (FIP)
2	Plan de iniciación del PNUD
3	Documento final del proyecto del PNUD-GEF con todos sus anexos
4	Solicitud de aprobación del CEO
5	Procedimiento de Diagnóstico Social y Ambiental del PNUD (SESP) y planes de gestión relacionados (si existieren)
6	Informe del taller de introducción
7	Informe del EMP y respuesta del personal directivo a las recomendaciones del EMP
8	Todos los informes de ejecución del proyecto (IEP)
9	Informes de progreso (trimestral, semestral o anual, con los planes de trabajo e informes económicos relacionados)
10	Informes de la misión de supervisión
11	Actas de las reuniones de la Junta del proyecto y de otras reuniones (es decir, reuniones del Comité de Evaluación de Proyectos)
12	Herramientas de seguimiento del GEF (de las fases de aprobación del CEO, de mitad de período y final)
13	Indicadores básicos del FMAM/FPMA/FECC de las fases de FIP, de aprobación del CEO, de mitad de período y final); únicamente para proyectos del FMAM-6 y FMAM-7
14	Información económica, incluidos los gastos reales por resultado del proyecto, los costos de gestión, y los documentos de todas las revisiones importantes del presupuesto
15	Datos de cofinanciación con las contribuciones previstas y reales detalladas por tipo de cofinanciación, origen, y si se consideró que la contribución era una inversión movilizada o un gasto recurrente
16	Informes de auditoría
17	Copias electrónicas de los productos del proyecto (folletos, manuales, informes técnicos, artículos, etc.)
18	Ejemplos de materiales de comunicaciones del proyecto
19	Lista resumida de reuniones formales, talleres, etc. que se llevaran a cabo, con fecha, ubicación, tema y número de participantes
20	Todos los datos pertinentes de supervisión en materia socioeconómica, como ingresos promedio/niveles de empleo de las partes interesadas en la zona seleccionada, cambio en los ingresos relacionados con las actividades del proyecto
21	Lista de contratos y artículos de adquisición con precio superior a los ~USD 5,000 (es decir, organizaciones o empresas contratadas en relación con productos del proyecto, etc., exceptuando casos de información confidencial)
22	Lista de proyectos/iniciativas relacionadas que aportan a los objetivos del proyecto aprobadas/iniciadas después de la aprobación del proyecto del FMAM (es decir, los resultados apalancados o "catalizados")

16

23	Datos sobre actividad pertinente del sitio web del proyecto, como el número de visitantes únicos al mes, número de páginas vistas, etc. en un período determinado, si se cuenta con estos
24	Documento del programa para el país del PNUD
25	Lista/mapa de sitios del proyecto, destacando las visitas sugeridas
26	Lista e información de contacto del personal del proyecto, principales partes interesadas del proyecto, incluidos los miembros de la Junta del proyecto, el ATR, los integrantes del equipo del proyecto y otros asociados que consultar
27	Resultados concretos del proyecto que ofrezcan pruebas documentales de logros con miras a resultados del proyecto
	Agregue documentos según sea necesario

ANEXO C: CONTENIDO DEL INFORME FINAL

i. Title page
   - Tile of UNDP-supported GEF-financed project
   - UNDP PIMS ID and GEF ID
   - TE timeframe and date of final TE report
   - Region and countries included in the project
   - GEF Focal Area/Strategic Program
   - Executing Agency, Implementing partner and other project partners
   - TE Team members

ii. Acknowledgements

iii. Table of Contents

iv. Acronyms and Abbreviations

1. Executive Summary (3-4 pages)
   - Project Information Table
   - Project Description (brief)
   - Evaluation Ratings Table
   - Concise summary of findings, conclusions and lessons learned
   - Recommendations summary table
2. Introduction (2-3 pages)
   - Purpose and objective of the TE
   - Scope
   - Methodology
   - Data Collection & Analysis
   - Ethics
   - Limitations to the evaluation
   - Structure of the TE report
3. Project Description (3-5 pages)
   - Project start and duration, including milestones
   - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
   - Problems that the project sought to address: threats and barriers targeted
   - Immediate and development objectives of the project
   - Expected results
   - Main stakeholders: summary list
   - Theory of Change
4. Findings
   (in addition to a descriptive assessment, all criteria marked with (*) must be given a rating10)

   4.1 Project Design/Formulation
   - Analysis of Results Framework: project logic and strategy, indicators
   - Assumptions and Risks
   - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
   - Planned stakeholder participation
   - Linkages between project and other interventions within the sector

   4.1 Project Implementation
   - Adaptive management (changes to the project design and project outputs during implementation)

[10] See ToR Annex F for rating scales.

- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues

4.2 Project Results
- Progress towards objective and expected outcomes (*)
- Relevance (*)
- Effectiveness (*)
- Efficiency (*)
- Overall Outcome (*)
- Country ownership
- Gender
- Other Cross-cutting Issues
- Social and Environmental Standards
- Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to Impact

5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

6. Annexes
- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file*: TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

19

ANEXO D: MATRIZ DE CRITERIOS DE EVALUACIÓN

Evaluative Criteria Questions	Indicators	Sources	Methodology
Pertinencia: ¿Cómo se relaciona el proyecto con los principales objetivos del área focal del FMAM y con las prioridades ambientales y de desarrollo a nivel local, regional y nacional?			
• ¿Cómo apoya el proyecto las prioridades ambientales y el desarrollo a nivel nacional?	Existe una contribución tangible del Proyecto al Plan de Estado para el Enfrentamiento al Cambio Climático (Tarea Vida), la Estrategia Ambiental Nacional y el Plan de Desarrollo Económico y Social al 2030.	• Plan de Estado para el Enfrentamiento al Cambio Climático. • Estrategia Nacional de Medio Ambiente. • Plan de Desarrollo Económico y Social al 2030.	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.
Efectividad: ¿En qué medida se han logrado los resultados y objetivos esperados del proyecto?			
• ¿Cuál es el comportamiento y cuales son los avances en términos cualitativos de los indicadores del Objetivo del Proyecto? ¿Logró el proyecto su objetivo?	• Cumplimiento de los indicadores meta a la mitad del Proyecto, según su ML.	• Documento de proyecto. • Informes de desempeño del proyecto.	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.
• ¿Se llevan a cabo las actividades en cada Componente del Proyecto de acuerdo con su diseño y el alcance esperado en la mitad de su ejecución?	• Se alcanzan los Indicadores de Resultados esperados hasta el momento en cada componente, de acuerdo con la Matriz de Marco Lógico (MML) del Proyecto.	• Documento de proyecto. • Plan Operativo Anual. • Informes de desempeño del proyecto.	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.
Eficiencia: ¿Se implementó el proyecto de manera eficiente, de acuerdo con las normas y estándares nacionales e internacionales?			

20

Evaluative Criteria Questions	Indicators	Sources	Methodology
• ¿Se han utilizado eficientemente los recursos financieros? ¿Es adecuada la gestión financiera del proyecto?	Diferencia entre el presupuesto planificado y ejecutado. • Cofinanciamiento planificado vs. real. Costos relacionados con los resultados alcanzados en comparación con los costos de proyectos similares de otras organizaciones.	• Informes financieros del proyecto. • Informes de análisis de ejecución presupuestaria y ajustes realizados por el Equipo de Proyecto con la CO del PNUD. Plan operativo anual. • Grupo proyecto. • PNUD Co. • Grupos de interés involucrados.	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.
• ¿Tiene el Proyecto un Sistema de M&E, que utiliza para completar, documentar y asegurar las actividades de sus Componentes y Resultados?	• Sistema de M&E disponible y actualizado.	• Documento elaborado por el equipo del Proyecto.	• Document analysis.
• ¿Se han cumplido las tareas programadas en los Planes Operativos Anuales (POA) del Proyecto en cada uno de sus Componentes, de manera que apunten a los resultados esperados al final del Proyecto?	• Número de actividades programadas / cumplidas según el POA en el período evaluado.	• Documento de proyecto del PNUD • Todos los informes de ejecución de proyectos (PIR) • Reporte de progreso • Informes de auditoría	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.

21

Evaluative Criteria Questions	Indicators	Sources	Methodology
		• Todos los informes de seguimiento preparados por el proyecto • Informe de evaluación intermedia y recomendaciones • Planes operativos anuales • Revisiones presupuestarias	
• ¿Se han documentado las actividades programadas en cada Componente para facilitar el seguimiento?	• Actividades programadas por Componente / año de ejecución del proyecto.	• Plan operativo anual. • Informes de desempeño del proyecto.	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.
• ¿Las partes interesadas nacionales continúan desempeñando un papel activo en la toma de decisiones del proyecto que respalda la implementación eficiente y eficaz del proyecto?	• Nivel de participación de los grupos de interés en la toma de decisiones.	• Documento de proyecto. • Plan Operativo Anual. • Informes de desempeño del proyecto. • Acta del Comité de Dirección. • Partes interesadas involucradas	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.
Sostenibilidad: ¿En qué medida existen riesgos financieros, institucionales, socioeconómicos y / o ambientales para mantener los resultados del proyecto a largo plazo?			

22

Evaluative Criteria Questions	Indicators	Sources	Methodology
Impacto: ¿Hay indicios de que el proyecto haya contribuido o permitido el progreso hacia la reducción del estrés ambiental y / o la mejora del estado ecológico?			
• ¿Cómo el SIA favorece el mejoramiento de la calidad ambiental?	• Precisar el número de actores clave que gestionan su información mediante el SIA como herramienta que apoya la gestión ambiental.	• Informes de seguimiento d Ministerio Ciencia, Tecnología y Medio Ambiente, Ministerio de Agricultura y del Instituto Nacional de Recursos Hidráulicos. • Informes de desempeño proyecto.	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.
Covid 19: ¿Qué afectaciones ha causado la Covid 19 a la implementación técnica y financiera del proyecto, qué medida de manejo se adoptaron y cuán efectivas resultaron?			
• ¿En qué medida el proyecto se ve afectado en su implementación técnica y operativa debido al Covid 19? ¿Qué medidas de manejo adaptativo se adoptaron y cuál es la efectividad de estas medidas?	• Actividades no desarrolladas por Componente durante el período Covid 19..	• Documento de proyecto. • Plan Operativo Anual. • Informes de desempeño del proyecto. • Acta del Comité de Dirección. • Partes interesadas involucradas	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.

24

Evaluative Criteria Questions	Indicators	Sources	Methodology
• ¿Cuáles son los principales desafíos que podrían afectar la sostenibilidad de los resultados del proyecto? ¿Se han abordado durante la gestión del proyecto? • ¿Qué medidas potenciales podrían contribuir a la sostenibilidad de los resultados alcanzados por el proyecto?	• Cambios financieros, institucionales, socioeconómicos y / o ambientales que podrían ser desafíos para el proyecto.	• Documento proyecto. • Grupo de proyecto. • PNUD CO. • Partes interesadas involucradas.	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.
• ¿Es suficiente el nivel de propiedad de las partes interesadas para permitir la continuación de los beneficios del proyecto?	• Los actores institucionales y privados incluyen los objetivos del proyecto en sus marcos de planificación. • Acordado en la Estrategia de Salida del proyecto el compromiso de los actores clave con el logro y la sostenibilidad de los resultados.	• Marcos de planificación, estrategias, programadores, manuales, procedimientos y partes interesadas relevantes relevantes	• Entrevistas con el personal del proyecto y las partes interesadas. Cuestionario de percepción cualitativa.
Igualdad entre los géneros y empoderamiento de las mujeres: ¿Cómo contribuyó el proyecto a la igualdad de género y al empoderamiento de las mujeres?			
• ¿Qué rol han tenido las mujeres en la implementación del proyecto? ¿Este rol ha sido diferenciado entre hombres y mujeres?	• Precisar cómo el proyecto ha previsto la participación de hombres y mujeres.	• Informes de seguimiento d Ministerio Ciencia, Tecnología y Medio Ambiente, Ministerio de Agricultura y del Instituto Nacional de Recursos Hidráulicos. • Informes de desempeño proyecto.	• Análisis de documentos. Entrevistas con el personal del proyecto y las partes interesadas. Visitas a las áreas de intervención, si la situación epidemiológica lo permite.

23

ANEXO E: CODIGO DE CONDUCTA

Los evaluadores/consultores:

1. Deben presentar una información completa y justa en su evaluación de las fortalezas y debilidades, de tal manera que las decisiones o acciones llevadas a cabo se encuentren bien fundadas.

2. Deben revelar el conjunto completo de conclusiones junto con la información de sus limitaciones y tenerlo a disposición de todos aquellos afectados por la evaluación que posean el derecho expreso para recibir los resultados.

3. Deberán proteger el anonimato y la confidencialidad de los informantes individuales. Deberán ofrecer el máximo tiempo de notificación, limitar las demandas de tiempo y respetar el derecho de las personas a no involucrarse. Los evaluadores deberán respetar el derecho de las personas a otorgar información de manera confidencial, y deben asegurarse de que la información sensible no pueda ser rastreada hasta su origen. Los evaluadores no están obligados a evaluar a personas individuales, pero están deben mantener el equilibrio entre la evaluación de las funciones de gestión y este principio general.

4. En ocasiones, al realizar las evaluaciones destaparán pruebas de delitos. Se debe informar de manera discreta sobre tales casos al órgano de investigación apropiado. Los evaluadores deberán consultar con otras entidades de supervisión relevantes cuando exista la mínima duda sobre si estos temas deberían ser comunicados y de cómo deberían comunicarse.

5. Deberán ser sensibles hacia las creencias, usos y costumbres y actuar con integridad y honestidad en sus relaciones con todas las partes interesadas. En la línea de la Declaración Universal de Derechos Humanos de las Naciones Unidas, los evaluadores deben ser sensibles hacia los temas de discriminación e igualdad de género. Deberán evitar ofender la dignidad y autoestima de aquellas personas con las que establezcan un contacto durante la evaluación. Sabiendo que existe la posibilidad de que la evaluación afecte negativamente a los intereses de algunas partes interesadas, los evaluadores deberán conducir la evaluación y comunicar el objetivo de ésta y sus resultados de una manera que respete claramente la dignidad y la autoestima de los implicados.

6. Son responsables de su actuación y (los) producto(s) que generen. Son responsables de una presentación escrita u oral clara, precisa y equilibrada, así como de las limitaciones, conclusiones y recomendaciones del estudio.

7. Deberán aplicar procedimientos contables sólidos y ser prudentes a la hora de utilizar los recursos de la evaluación.

Formulario de Acuerdo del Consultor del MTR

Acuerdo para acatar el Código de Conducta para Evaluadores del sistema de la ONU:

Nombre del Consultor: _____

Nombre de la Organización Consultora (cuando sea necesario): _____

Afirmo que he recibido y entendido y que acataré el Código de Conducta para Evaluadores de las Naciones Unidas.

Firmado en _____ (Lugar) a _____ (fecha) Firma: _____

ANEXO F: ESCALAS DE EVALUACION

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings 1 = Highly Unsatisfactory (HU): severe shortcomings Unable to Assess (U/A): available information does not allow an assessment	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately Unlikely (MU): significant risks to sustainability 1 = Unlikely (U): severe risks to sustainability Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

27

ANEXO G: APROBACIÓN

Terminal Evaluation Report for *(Project Title & UNDP PIMS ID)* **Reviewed and Cleared By:**

UNDP - Cuba (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

28

ANEXO H: AUDIT TRAIL

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on *(date)* **from the Terminal Evaluation of** *(project name) (UNDP Project PIMS #)*

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

END OF REPORT

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