



2018

TERMINAL EVALUATION REPORT

Mainstreaming global environment commitments for effective national environmental management



UNDP- GEF ID:	4937
GEF Project ID:	5126
Atlas Project ID:	00083414
Evaluation Period:	2014 - 2018
Date of Evaluation Report:	13/01/2019
Country:	Suriname
GEF Operational Program:	CCCD
Implementing Partner:	NIMOS & EC Cabinet
GEF Agency:	UNDP

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International Consultant

Fianl report, Jan 2019



TERMINAL EVALUATION REPORT

Country: Suriname

Description of the assignment: International Consultant – Terminal Evaluation (TE) of Mainstreaming global environment commitments for effective national environmental management (PIMS 4937)

Project name: Mainstreaming global environment commitments for effective national environmental management

Nationaal Instituut voor Milieu en Ontwikkeling in Suriname

Over NIMOS
Activiteiten
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I. OPENING PAGE

<i>Title of UNDP supported GEF financed project:</i>	Mainstreaming global environment commitments for effective national environmental management
<i>UNDP and GEF project ID#s</i>	GEF Project ID: 5126 UNDP Project ID: 4937
<i>Evaluation time frame and date of evaluation report</i>	Terminal Evaluation Time Frame: September 2018 – January 2019 Date of evaluation report: 18 December 2018
<i>Region and countries included in the project</i>	Region: Latin America and the Caribbean Country: Suriname
<i>GEF Operational Program/Strategic Program</i>	Multifocal Area Cross-cutting Capacity Development CCCD: CD-2 : To generate, access and use information and knowledge CD-4 : To strengthen capacities to implement and manage global convention guidelines
<i>Implementing Partner and other project partners</i>	Implementing Partner: NIMOS & Environmental Coordination of the Cabinet to the President Other partners: Planning Office, CELOS, ABS, ROGB-SBB
<i>Evaluation team members</i>	International Evaluator: Ir. P.F. (Peter) Paap MEPM Assistance by: Bryan Drakenstein, Anuradha Khoenkhoen, Joan Joseph (UNDP), Donovan Bogor, Anil Pershad (NIMOS)

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II. EXECUTIVE SUMMARY

Project Description (brief)

PROJECT SUMMARY TABLE

Project Title:	Mainstreaming global environment commitments for effective national environmental management			
GEF Project ID:	5126		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)*</i>
UNDP Project ID:	4937	GEF financing:	0.980	0.834
Country:	Suriname	IA/EA own:	0.185	0.217
Region:	Latin America and Caribbean	Government:	0.440	1.2400
Focal Area:	Multifocal	Other:	0.1	0
FA Objectives, (OP/SP):	CCCD; CD2 & CD4	Total co-financing:	1.400	1.553
Executing Agency:	UNDP	Total Project Cost:	2.380	2.387
Other Partners involved:	Planning Office, CELOS, ABS, ROGB-SBB	ProDoc Signature (date project began):		Oct 30, 2015
		(Operational) Closing Date:	Proposed: Oct 30, 2018	Actual: June 17, 2019

* Since the project has been approved for extension until June 2019, the date of 1 December 2018 has been used as reference date for the current evaluation.

The current project is a GEF-5 Cross Cutting Capacity Development project for Suriname, titled 'Mainstreaming global environment commitments for effective national environmental management'. It foresaw two main outcomes: 1. Increased capacity of decision makers and stakeholders to manage environmental planning and processes that lead to decisions aimed at increasing global environmental benefits through better use of information and knowledge; and 2. Improved national capacities for the effective coordinated management and implementation of the Rio Conventions, and to continued leverage of financial resources to support the Conventions' objectives. To achieve these outcomes, a project management unit was installed as part of the National Institute for Environment and Development in Suriname NIMOS and work packages were outsourced to a consortium of international and national consultants. The latter consortium was tasked to elaborate a Roadmap for the harmonization of environmental knowledge and information systems in Suriname, an Environmental Atlas and Information Catalog, a Roadmap for Change outlining the path towards environmental good governance, and a Sustainable Financing Plan. A separate group of consultants was tasked to provide Decrees for operationalization of the Environmental Framework Act, that has been in the process of elaboration since 2002. Key stakeholders were involved in providing information and opinions about the set up and operationalization of a Suriname National Environmental Information Network SMIN and inputs for the Environmental Atlas (including a Land Use/Land Cover map). Institutional capacity of a number of organisations was built (e.g. NIMOS, Planbureau, SBB, Meteo, ABS, CELOS, Herbarium) to improve digitalization, GIS application and storage of data and information. Trainings were provided as part of the roll out of the Land Use/Land Cover maps on a national and district scale. The project was supposed to be concluded in October 2018, but a no-cost extension has been granted until June 17th, 2019.

Evaluation Rating Table

1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry	MU	Quality of UNDP Implementation	MS
M&E Plan Implementation	U	Quality of Execution - Executing Agency	MU
Overall quality of M&E	U-MS	Overall quality of Implementation / Execution	MS
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance	R	Financial resources:	ML
Effectiveness	S	Socio-political:	ML
Efficiency	MS	Institutional framework and governance:	ML
Overall Project Outcome Rating	MS	Environmental:	ML
		Overall likelihood of sustainability:	ML
5. Impact	<i>rating</i>	6. Overall Project	Rating
Overall likelihood of impact	U/A		MS

Summary of conclusions, recommendations and lessons

The project has – to date - been marginally successful in achieving its objectives in terms of key targets, developing an effective platform for harmonization of environmental knowledge and management information systems and the procedures that need to be in place to ensure liberal exchange of high quality data and information. The outputs were produced, at least in advanced draft form: SMIN, Environmental Atlas, Roadmap for Change, Catalog and Decrees for the operationalization of the Environmental Framework Act. The Kaplan reports contain the necessary tools for incorporating environmental issues into spatial planning in order to provide an enabling environment for improving planning and decision-making to achieve global environmental problems. However, these outputs have all not been validated and approved yet as official instruments for environmental governance by the GoS. Since the project has received an extension until June 2019, there still is time for this validation and approval, which will solidify the potential impact of the project.

Corrective actions for the design, implementation, monitoring and evaluation of the project

The project design was relevant to the national development priorities and the OP 2012 – 2016, and continues to be of relevance to the current vision in the OP 2017 – 2021 on national sustainable development. All respondents to the interviews during the Terminal Evaluation have concurred that harmonization of the environmental knowledge and information systems and digitalization of all information available will assist decision makers in taking better informed decisions about the sustainable use of natural resources and the combat of land degradation, loss of biodiversity and the negative effects of climate change.

Although the ProDoc indicated that Adaptive management measures would effectively be taken during project implementation to avoid any delay or disruptions in project implementation, and to enhance project effectiveness, the measures taken were not an undivided success. The implementation arrangements for the project have been changed drastically, from local management with a pool of national consultants, to local supervision with implementation by a consortium of international and national consultants (Kaplan).

Supervision mostly organized by a part-time Technical Coordination Expert, who has not been with the project for the full length, and a Project Manager and Senior Advisor detached from NIMOS – who however seemed to retain some of their normal NIMOS tasks. An M&E officer was recruited by NIMOS, who unfortunately resigned before project end and not replaced. This may have contributed to the apparent delay in achievement of the outcomes of the project. No formal Board of Advisors was established to direct the PMU and provide oversight. Along the way, the active participation of one of the Executing Agents, the Environmental Coordination team of the Cabinet to the President¹ was lost, and not regained.

Although the project produced a good number of tangible outputs, some elements foreseen in the ProDoc have not been realized; elements that would have helped the project in raising its profile and status as Cross Cutting Capacity Development project. These are:

1) A clear communication strategy: such a strategy would have allowed the project to bank on the achievement of its intermediary outputs (launches, validations of drafts, workshops and trainings, etc.) to further the awareness of the public, fellow institutions and decision makers about the need for stronger environmental governance, including living up to the requirements under the MEA Suriname has ratified, as well as the need for a more performant and harmonized environmental knowledge and information management system. It would have been a quick win to work together with the REDD+ project on the matter.

2) A stakeholder engagement plan: since the project has to deal with a great number of stakeholders, it would have benefitted from a clear plan on how and when to engage each and all of these stakeholders. This could have concluded stakeholder representation of vulnerable groups, such as the Indigenous and Tribal People, whose influence could and should have been stronger in the project, as well as gender and youth groups. Again, since the REDD+ project already has such planning inherent to its processes, it would have been a quick win to join forces on the topic.

3) A capacity building strategy: since capacity building is more than just training, the project could have built on the ProDoc and the experience of the CCCD project elsewhere to design a specific strategy that would involve strengthening the institutions with hardware and applications (as has happened now in the project), as well as coordination of mandates, coaching, peer-to-peer learning, training, HRM (the foreseen HR Transition Plan as outlined in the PRODOC) and educational curriculum building.

Actions to follow up or reinforce initial benefits from the project

The evaluator recognizes the considerable achievements of the Project and would like to make the following recommendations:

Recommendation 1: Hold a meeting with the project partners to discuss the current state of the Capacity Development Score Card and present the outcomes of the TE;

Recommendation 2: Set up a specific meeting with the CM of the Cabinet to discuss progress and continuation; Portfolio meeting between UNDP and NIMOS can be option to establish technical information flow between 2nd layer NIMOS and CM, mirroring info and contact between management of NIMOS and CM. Need for systematic review of optimization of information flows within and between organizations.

Recommendation 3: Finalize draft Roadmap for Change, Environment Atlas, Catalogue, Decrees for the Environment Framework Act, Sustainable Financing Plan;

Recommendation 4: Produce cover documents by NIMOS to officialize its interpretation of the Kaplan documents as official government documents with decision making implications. This can be done either as a cover document discussing all of the document or a cover document for each report/document produced.

Recommendation 5: Present documents to the foreseen partners in the SMIN and ask for their feedback;

¹ Environment Coordination team of the Cabinet to the President was to successor to the Environment Department, within the former Ministry of Labor, Technology and Environment.

Recommendation 6: Establish TOR for web-portal SMIN and hire company to design and make accessible the Portal to SMIN partners and general public;

Recommendation 7: Formalize SMIN – TOR and organize first meeting to outline the way of working together, MOUs, standardization of data/information and the use of the web-portal;

Recommendation 8: Elaborate a Capacity Development Strategy that will incorporate all capacity development achievements during the project, as well as a roadmap for further capacity development after the project closes. This should include the HR Transition Plan as outlined as an important indicator of success in the PRODOC.

Recommendation 9: Adapt the REDD+ Communication Strategy and the Stakeholder Engagement Plan to suit the needs of continuity of the CCCD project;

Recommendation 10: Outline how the CCCD project will put special attention on the gender aspects of the project, as well as the specificities of vulnerable groups, such as youth, children, elderly, IDPs, refugees. Also put particular attention to the involvement of Indigenous and Tribal People and how to ensure their FPIC with regards to use of Indigenous Knowledge (Nagoya Protocol).

Proposals for future directions underlining main objectives

The consortium of consultants is currently finalizing several of the tangible outputs of the project, one of which is the Sustainable Financing Plan. As noted earlier, the project stakeholders would benefit from a Capacity Development Strategy that provides the SMIN partners with a possibility to continue strengthening their capacities for the years to come – it would be the main purpose of the Sustainable Financing Plan to ensure that the financial means for such capacity building and the operational costs of the SMIN and the web-portal would remain available and a continuous hardware strengthening of various SMIN partners would be possible. SMIN would have to become the hub of all Environmental Knowledge and Information Management activities underway and planned in Suriname, where initiatives like the reporting to the conventions (TNC & NDC, 6th CBD report & GBIF, LDN reporting, etc.), EIA and SEA, etc. would join hands to feed in to the harmonized SMIN web-portal. The latter should not mean that SMIN-secretariat at NIMOS would centralize all the data, but that interfaces would have to be created to ensure that there is liberal information sharing between the data and information custodians in a practically instantaneous fashion (to be agreed upon via MOUs). Hence, reporting to the conventions could be strengthened in speed and quality, and spatial development planning on the national and local level could be done while taking into account potential environmental services, global environmental benefits and impacts. In such a way, decision making about natural resources management and conservation could be done in an informed manner.

Best and worst practices in addressing issues relating to relevance, performance and success

The project demonstrated several good practices which resulted in the successful implementation of the project that may be adopted for the formulation of other projects. It also provided some points that future projects and projects elsewhere should try to avoid.

Some of the best practices are:

- i. Training of local stakeholders on the use of the Land Use/Land Cover map for local development planning. This has been indicated by several respondents as being very useful as an anchor for overall capacity building. The national and district maps are now already being used for planning purposes.
- ii. Digitalization efforts for data and information that is available in written or printed format. In this, SuriCorp has been important, providing young volunteers to do the actual digitization (and herewith making these volunteers more employable), but the CCCD project has provided several organizations with the necessary hardware to make the transfer. This will help in gaining more insight in time lapses of environmental phenomena.

iii. Clearly linking the project to an institution with a mandate to continue the path set out by the project. NIMOS' Environmental Planning and Information Management bureau (EPI) was at the heart of the project, offering opportunity to explore its mandate in the matter. This ensures sustainability of the project results.

iv. Tendering packages of project implementation to a consortium of national and international consultants. To create more efficiency of use of funding and time, project outcomes and outputs were combined into packages for which tenders were elaborated. The time lost on the tendering procedure can be gained by providing clear TORs to the consortia of consultants that are recruited for the different packages and with appropriate oversight, these can produce more in-depth and detailed products during a required participatory process. Training and communication can be part of their portfolio.

Some of the worst practices:

i. Confusion about the role and responsibilities of the two executing agencies, NIMOS and EC Cabinet. After the dismantling of the ATM, the execution befell NIMOS and the EC Cabinet, but no clear division of tasks was outlined. NIMOS was supposed to do the execution and EC Cabinet the oversight, but this did not materialize. So, clarity of roles and responsibilities should have been formally agreed upon in a type of MoU before the project execution.

ii. Detailed planning of certain crucial aspects in project coordination: stakeholder involvement, communication, capacity development and M&E. A number of necessary elements of project execution were not formalized, but executed haphazardly without a clear action plan and without clear capitalization of results. That makes evaluating these elements very difficult and provides lack of transparency.

iii. Allotting all packages of work to only one consortium. Initially, all project activities were meant to be tendered to one consortium of consultants only. This is only a good idea if oversight is stringent and adjustments can be made with authority. Both were not the case in this project. Fortunately, one of the elements – the elaboration of judicial instruments for the Environmental Framework Act – was drawn out of the tender on strong advice from UNDP.

III. ACRONYMS AND ABBREVIATIONS

Abbreviation/Acronym	Dutch meaning	English meaning
ABS	Algemeen Bureau voor de Statistiek	Statistics Bureau Suriname
ABSinfo	Statistisch informatie systeem van ABS	Statistical Information System of ABS
ACM	Aanpassend samenwerkend beheer	Adaptive Collaborative Management
ACT	Amazon Conservation Team	Amazon Conservation Team
ACTO	Amazone Samenwerkingsverdrag Organisatie	Amazon Cooperation Treaty Organization
ADEK	Anton De Kom Universiteit	Anton De Kom University
APR/PIR	Jaarlijkse Voortgangsrapportage	Annual Progress Report
ATLAS	UNDP Administratie Systeem	UNDP Administrative System
ATM	Ministerie voor Arbeid, Technologische ontwikkeling en Milieu	Ministry for Labor, Technological development and Environment.
AWP	Jaarwerkplan	Annual Work Plan
CBD	Conventie voor Biologische Diversiteit	Convention for Biological Diversity
CCCD	Transversale capaciteitsontwikkeling	Cross-Cutting Capacity Development
CD	Capaciteitsopbouw doel	Capacity Development objective
CELOS	Centrum voor Landbouwkundig Onderzoek in Suriname	Centre for Agricultural Research in Suriname
CHM	Grote Schoonmaak Mechanisme	Clearing House Mechanism
CI	Conservation International	Conservation International
COP	Conferentie van Partijen	Conferences of the Parties
CPAP	UNDP Landen Programma Actie Plan	UNDP Country Programme Action Plan
CSO	Maatschappelijke organisatie	Civil Society Organization
DEVINFO	Suriname Ontwikkeling Informatie Systeem	Suriname Development Information System
DRR	Rampen Risico Reductie	Disaster Risk Reduction
EC	Milieu Coördinatie eenheid van het Kabinet van de President	Environmental Coordination team of the Cabinet of the President
EIA	Milieueffectrapportage	Environmental Impact Assessment
EKIMS	Milieu Kennis en Informatie Systeem	Environmental Knowledge and Information System
EPI	Milieu Planning en Informatiebeheer Bureau	Environmental Planning and Information Management office
FCMU	Bosbedekking Monitoring Eenheid	Forest Cover Monitoring Unit

Abbreviation/Acronym	Dutch meaning	English meaning
FPIC	Vrije en Voorafgaand Geinformeerde Toezegging	Free and Prior Informed Consent
GBIF	Mondiale Biodiversiteit Informatie Faciliteit	Global Biodiversity Information Facility
GEF-5	Mondiale Milieu Faciliteit – 5e ronde	Global Environment Facility – 5 th Replenishment
GHG	Broeikasgas	Green House Gas
GIS	Geografisch Informatie Systeem	Geographical Information System
GLIS	Geografisch en Land Informatie Systeem	Geographical and Land Information System
GoS	Overheid van Suriname	Government of Suriname
HRM	Personeelsbeheer	Human Resources Management
IADB	Inter-Amerikaanse Ontwikkelingsbank	Inter-American Development Bank
IDP	Intern Verplaatste Mensen	Internally Displaced People
INDC	Voorziene nationaal afgesproken bijdrage (aan het Parijs akkoord (UNFCCC))	Intended National Determined Contributions (to the Paris Agreement (UNFCCC))
JUSPOL	Justitie en Politie	Justice & Police
KP	Kennis Platform	Knowledge Platform
LAC	Latijns Amerikaanse Landen	Latin American Countries
LDN	Land Degradatie Neutraliteit	Land Degradation Neutrality
Logframe / LFA	Raamwerk voor Interventie logica /analyse	Framework for intervention logic / analysis
LU/LC	Land Gebruik / Land Coördinatie	Land Use/ Land Coordination
M&E	Monitoring en Evaluatie	Monitoring and Evaluation
MAS	Maritieme Autoriteit van Suriname	Maritime Authority of Suriname
MEA	Multilateraal Milieuconvenant	Multilateral Environmental Agreement
METEO	Meteorologische Dienst	Meteorological Services
MOU	Memorandum van Begrip	Memorandum of Understanding
MSP	Middenmaat project	Medium Size Project
NARENA	Nationaal Bureau voor Milieuanalyse	Natural Resource Department for Environmental Assessment
NBINS	Nationaal Biodiversiteit Informatie Systeem	National Biodiversity Information System
NCSA	Nationale Capaciteitsanalyse	National Capacity Self-Assessment
NFI	Nationale Bosinventarisatie	National Forest Inventory
NGO	Niet-overheids organisatie	Non-Governmental Organization
NH	Nationaal Herbarium (instituut onder ADEK)	National Herbarium (institute under ADEK)

Abbreviation/Acronym	Dutch meaning	English meaning
NIM	Nationaal Implementatie Vorm	National Implementation Modality
NIMOS	Nationaal Instituut voor Milieu en Ontwikkeling van Suriname	Suriname National Institute for Environment and Development
NPD	Nationale Project Directeur	National Project Director
NPM	Nationale Project Manager	National Project Manager
OP2017	Surinaams Ontwikkelingsprogramma 2017	Suriname Development Programme 2017
PIF	GEF Project Inceptie Formulier	GEF Project Inception Form
PMU	Project Management Eenheid	Project Management Unit
POPP	UNDP Programma en Operaties, Beleid en Procedures	UNDP Programme and Operations Policies and Procedures
PRODOC	UNDP Project Document	UNDP Project Document
QPR	Trimestrieel Voortgangsrapport	Quarterly Progress Report
RBMP	UNDP Verbeterd Resultaat Gebaseerd Beheer Platform	UNDP Enhanced Results Based Management Platform
REDD+	Verminderde Uitstoot door Ontbossing en Bosdegradatie	Reduced Emissions from Deforestation and Forest Degradation
ROGB	Ministerie van Ruimtelijke Ordening, Grond- en Bosbeheer	Ministry for Spatial, Land and Forest Management
R-PP	Ontvankelijkheidsvoorbereiding voorstel (REDD+)	Readiness Preparation Proposal (REDD+)
RTA	Regionale Technische Adviseur	Regional Technical Advisor
SBB	Stichting Bosbeheer en Bostoezicht	Forest Management and Surveillance Foundation
SDG	Duurzaam Ontwikkelingsdoel	Sustainable Development Goal
SEA	Strategische Milieu Analyse	Strategic Environmental Assessment
SLM	Duurzaam Landbeheer	Sustainable Land Management
SMART	Specifiek, meetbaar, haalbaar, realistisch en tijdsgebonden	Specific, Measurable, Achievable, Realistic and Time-Bound
SMIN	Suriname Milieu Informatie Netwerk	Suriname Environmental Information Network
STS	Stichting Toerisme Suriname	Suriname Tourism Foundation
SWRIS	Suriname Water Bronnen Informatie Systeem	Suriname Water Resources Information System
TBI	Tropenbos Suriname Internationaal	Tropenbos Suriname International
TCO	Technische Samenwerkingsverantwoordelijke	Technical Coordinating Officer
TE	Eindevaluatie	Terminal Evaluation
TNC	Derde Nationale Communicatie	Third National Communication

Abbreviation/Acronym	Dutch meaning	English meaning
TOR	Referentie voorwaarden	Terms of Reference
TWG	Technische Werk Groep	Technical Working Group
UNCCD	VN Conventie voor de strijd tegen verwoestijning/land degradatie	UN Convention for the Combat of Desertification/ Land Degradation
UNDAF/UNDAP	VN Ontwikkelingssamenwerking Kader/ Programma	UN Development Assistance Framework / Programme
UNDP	Ontwikkelingsprogramma van de Verenigde Naties	United Nations Development Programme
UNDP CO	UNDP Landenbureau	UNDP Country Office
UNFCCC	VN Kader Conventie voor de strijd tegen klimaatverandering	UN Framework Convention for the Combat of Climate Change
WWF	Wereld Natuur Fonds	World Wildlife Fund

1. INTRODUCTION

The current report is the result of a Terminal Evaluation Exercise that was requested by UNDP Country Office of Suriname for the project “Mainstreaming global environment commitments for effective national environmental management”.

The execution of the Terminal Evaluation was accepted on basis of the Terms of Reference as outlined on the UNDP procurement website (http://procurement-notices.undp.org/view_notice.cfm?notice_id=47944).

The project that is the subject of this evaluation is called “Mainstreaming global environment commitments for effective national environmental management (PIMS 4937)” in the country of Suriname. This project is targeted towards addressing cross-cutting capacity gaps and needs, by supporting interventions that will strengthen key government structures, as well as mechanisms for the civil society sector, to improve the institutional framework set up to implement the Rio Conventions and to deliver global environmental benefits.

The project is a Cross-cutting Capacity Development Project: it is a follow-up of the Suriname National Capacity Self-Assessment for the Implementation of the 3 Rio Conventions. Suriname completed its National Capacity Self-Assessment (NCSA) in 2009, where the country undertook an analysis of the thematic and cross-cutting challenges, as well as identified priority capacity development needs. The Suriname NCSA Final Report identified the strengthening of the capacity of decision-makers regarding the Rio Conventions as a high priority need, and the development of sustainable financial mechanisms. It has also recognized the need to strengthen information management systems in the environment and related sub-sectors, and the need to improve the use of information and knowledge that lead to solid environmental decisions. The NCSA found a lack of mechanisms to share national and international experience and lessons learnt in incorporating environmental considerations in national strategies and plans. Another issue is that Suriname has limited financial and logistic resources relative to the substantial size of the country and the magnitude of action to be undertaken under the Rio Conventions. Therefore, financial and logistic capacity needs are to be improved. The NCSA priorities served as a point of departure to develop cross-cutting capacity development interventions; it was followed up with a review of the baseline context and an analysis of recent environmental capacity building interventions. Building upon Suriname NCSA results, the project under evaluation was targeted to meet Capacity Development Objectives 2 and 4 of the GEF-5 Capacity Development Results Framework: *CD 2- To generate, access and use information and knowledge* and *CD 4- To strengthen capacities to implement and manage global convention guidelines*. Specifically, in line with CD2, activities of this project were supposed to improve Suriname’s decision-making by harmonizing existing information systems related to the Rio Conventions, integrating internationally accepted measurement standards and methodologies, as well as facilitate consistent reporting on the global environment (i.e. international best practices). Under CD2, the project would: a) increase the capacity of decision-makers and stakeholders to diagnose, understand, and transform the intricate nature of global environmental issues related to Climate Change, Biodiversity and Land Degradation in order to develop local solutions; and b) raise public awareness and improve management information systems. In line with CD4, activities in the present CCCD project have focused on improving the synergistic implementation of the three Rio Conventions by strengthening cross-institutional coordination and capacities to employ an integrated approach to shared provisions of the UNCBD, UNFCCC and UNCCD Conventions. These elements have been reviewed during the evaluation to gauge contribution of the project to the overall intentions of the CCCD programme.

The project was also geared to support Suriname in meeting its obligations under MEAs to which it is a party. It should facilitate an important step towards developing the capacities for an effective national environmental management framework. At start of project in October 2015, the following institutional changes materialized: as a result of the *State Resolution of 27 March 2015, SB 2015 no 41*, the Ministry of

Labor, Technological Development and Environment (ATM) was dissolved with all environment related task and project responsibilities having been transferred technically to the Office of the President and the National Institute for Environment and Development (NIMOS). Overall project implementation role was entrusted to NIMOS, which has therefore been considered as implementing partner for the project in the course of this evaluation.

1.1. PURPOSE OF THE EVALUATION

Purpose

The UNDP Programme and Operations Policies and Procedures (POPP) sets the overall procedural requirements for programme and project management, including for the UNDP/GEF unit. As noted in the POPP: "Project evaluation assesses the performance of a project in achieving its intended results. It yields useful information on project implementation arrangements and the achievement of outputs. It is at this level that direct cause and attribution can be addressed given the close causal linkage between the intervention and its effect or output. Project evaluation provides a basis for the evaluation of outcomes and programmes." The POPP goes on to note that project evaluations are mandatory only when they are required by a partnership protocol. Such a protocol has been established with GEF², making the current evaluation mandatory.

Consequently, UNDP is required to conduct a Terminal Evaluation at project completion for all GEF Medium-sized Projects (MSPs). The purpose of the TE is to assess the efficiency and effectiveness of a project in achieving its intended results. TE also assesses the relevance and sustainability of the outcomes. According to "Project-Level Evaluation. Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects"³ evaluations have the following complementary purposes:

- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
- To synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities.
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues.
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit.
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

According to the TOR, the current assignment has as objective to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

1.2. SCOPE & METHODOLOGY

The Scope and Methodology of the Terminal Evaluation have been outlined in an Inception Report, which was shared with UNDP Suriname Country Office and was accepted after amendments on 08-10-2018. The current chapter is an abstract.

² UNDP Evaluation Guidance for GEF-Financed Projects, Version for External Evaluators, final draft, March 17th 2011.

³ <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

In the Inception Report, the scope for the execution of the TE was developed in accordance with the “Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects”, according to which the TE among others should include evaluation of:

- Project strategy (Project design / Formulation, Project planning matrix, use of SMART⁴ indicators and targets, assumptions and risks): To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?
- Project implementation (including Adaptive management): Review of management arrangements, work planning, Monitoring and Evaluation system, reporting and communications, cost-effectiveness, risk management etc.
- Project results (evaluated against relevance, effectiveness, efficiency, sustainability and impact): assessment of the extent of the achievement of the expected outcomes and objectives.

The description of issues will be focused and concise, highlighting only those issues most pertinent to the evaluation. Additional background and context information may include:

- Total resources that have been identified for the project, including expected financing and co-financing from the GEF Trust Fund and other sources.
- Key partners involved in the project, including UNDP, other joint implementing partners, responsible parties, and, country counterparts - including the GEF operational focal point, and other key stakeholders.
- How the project objectives fit into the partner government’s strategies and priorities; and UNDP priorities and programming.
- Pertinent details from the Project document, results framework/ logframe, M&E Plan and Project Implementation Plan that identify outcome and output indicators and targets to measure performance and status of implementation, plus the availability of relevant global, regional and national data.
- How this evaluation fits within the context of other ongoing and previous evaluations, for example if a midterm evaluation was also carried out for the project, or if another implementing partner has evaluated this or a closely-linked project.
- Significant socio-economic and environmental changes since the beginning of project implementation and any other major external contributing factors.

The guidance has provided the criteria that will be the main topics of research during the evaluation.

Evaluation approach and method

In order to elaborate the Inception Report and a mission programme, just after the signing the contract, working relations with the UNDP Environmental Focal Point and the NIMOS Project manager were established. They provided information and Project-related materials available in electronic format; a Dropbox was set up for the occasion. The Evaluator has developed the approach for the TE, which is based on the clear understanding of the task as outlined in the TOR and subsequent discussions with the UNDP Suriname Environmental Focal Point and ways of addressing it. These have been laid down in the Inception Report. The developed approach in general worked effectively.

The Evaluator has conducted the TE according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects and the Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects⁵. This guidance has provided the most important elements for the evaluation methodology: the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in this guidance will be the main topics of research during the evaluation.

⁴ Specific, Measurable, Achievable, Relevant and Time-Bound

⁵ <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

In order for the evaluation to provide evidence-based information that is credible, reliable and useful, a participatory and consultative approach was followed ensuring close engagement with government counterparts, in particular Project Manager, Technical Advisor and the Project Director. A set of questions covering each of these criteria has been drafted and was included in the TOR, which has been amended and completed by the evaluator. The questionnaire matrix can be found in Annex E of this evaluation report, to be included as an annex to the final report as well in its final form.

The evaluator has conducted one (1) country mission to Suriname. The mission was facilitated by the UNDP Suriname Environmental Unit. A list of organizations to be interviewed during the mission was presented in the Inception report and approved by UNDP CO. All interviews were conducted in and around Paramaribo with no project field sites to visit. The list of stakeholders interviewed is included in Annex C to this Evaluation Report. The Evaluator has met most of the key stakeholders outlined in the Inception Report. These stakeholders have been interviewed on basis of the list of questions that have been prepared and agreed upon. The stakeholders answered all the questions of the Evaluator as well as provided valuable information from their fields of activities related either to the Project implementation or general policy, institutional frameworks, needs and actual opportunities for creation of effective environmental knowledge and information system (EKIMS) in Suriname and the way in which decision-making about convention related topics can be facilitated by it.

Absent in discussions were the UNDP GEF Technical Adviser for the region and the subject, as well as the GEF Operational and Political Focal Points and the Convention Focal points. The views of the GEF Operational and Political Focal Points with regards to their involvement and the utility of the project have been gauged during an interview. Unfortunately, it was not possible to make appointments with the convention focal points during the mission.

During the inception and the following phases of the TE, particular attention has been paid to the PIF PART II: Project Justification arguments, which describes the project's: expected global environmental benefits, consistency with national priorities, justification for GEF financing, coordination with other initiatives, value-added of GEF involvement, risks to successful project completion, expected project cost-effectiveness and justification for the comparative advantage of the GEF agency. These elements were the basis on which the GEF as funding agency has agreed to finance the project and therefore should have been respected during the implementation of the project (unless officially decided and agreed upon otherwise). The PRODOC and the Inception Report for the project provided additional information on these topics and the changes that were made during the inception process.

An assessment of project performance was carried out, based against expectations set out in the Project Logical Framework/Results Framework (Annex B), which provides performance and impact indicators for project implementation along with their corresponding means of verification. To prepare for this assessment, the evaluator reviewed all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, substantial and technical reports, Capacity Development Score Cards, project files, national strategic and legal documents, and any other materials that the evaluator considered useful for this evidence-based assessment. A list of documents that the project team has provided to the evaluator for review is included in Annex D.

Sources of Data

The Evaluation has been based on various sources of data. First of all, there is the list of background documents provided in the TOR (see Annex A). Most of these documents were provided to the evaluator by the country team via Dropbox, so that all could access the documents and add to them. Only the most important documents were included, in view of the limited timespan available under contract. A number of key documents could be found by the Evaluator on the internet – these documents were included in the Dropbox as well, also for future reference.

A second source of data were the interviews held with key stakeholders in the project; these were stated in the TE Inception Report, but the list was amended during further preparation and during the mission. The interviews were logged in minutes, verified with the interviewees and finalized. They are attached to the evaluation report as a separate ZIP-file (Annex I); most important findings will inform the evaluation.

A third source of data was the UNDP administrative system, like ATLAS and UNDP intranet. This system provided information about finances, risk logs and periodic reports. This information was extracted from the UNDP system at request by the evaluator.

A fourth source of data should have been the meetings held at the start and finish of the mission, where approach and findings were discussed with key stakeholders and further information given. Unfortunately, these meetings were not arranged during the mission. Only a feedback mission to the Project Manager and Director, and the UNDP team was held. This was gathered in meeting minutes and elements were integrated into the final report.

Evaluation Criteria & Ratings

UNDP evaluations cover at a minimum the five major criteria, but for the current evaluation the criterion 'Impact' has been added (see box 1). The documentation provided by the country team, the stakeholder interviews and meeting minutes have been evaluated on basis of these criteria in order to guide the Terminal Evaluation.

Box 1. UNDP Evaluation Criteria

1. Relevance

- The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time.
- The extent to which the project is in line with the GEF Operational Programs or the strategic priorities under which the project was funded.

Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

2. Effectiveness

- The extent to which an objective has been achieved or how likely it is to be achieved.

3. Efficiency

- The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy.

4. Results

- The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention.
- In GEF terms, results include direct project outputs, short to medium-term outcomes, and longer term impact including global environmental benefits, replication effects and other local effects.

5. Sustainability

- The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.
- Projects need to be environmentally, as well as financially and socially sustainable.

6. Impact

- Actual or anticipated, positive or negative changes in global environmental benefit, as verified by environmental stress and/or status change, and also taking into account sustainable development impacts, including changed livelihoods.

Most importantly, the evaluator assessed the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings brought out in the evaluation pertain to whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements. The assessment of impacts will happen on basis of the Theory of Change outlined in the PRODOC, as well as on the advances

made on the Capacity Development Score Card. The Review of Outcomes to Impacts (ROtI) method⁶, developed by the GEF Evaluation Office, has been used. Ratings have been provided on the performance criteria (Box 1) for which the obligatory rating scales used included in the TOR (in Annex D).

The evaluation examines and assesses the perspectives of the various stakeholders. It also analyzes the use of GEF and co-financing resources in the broader context of UNDP country programming.

Project finance / co-finance

The Evaluation assessed the key financial aspects of the project, including the extent of co-financing planned and realized. Variances between planned and actual expenditures have been assessed and explained. Results from recent financial audits were not available, and hence have not been taken into consideration. The evaluator received assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below (Table 1). The project finance provided by The GEF was 980,000 US\$. At the time of the Terminal Evaluation, 834,000 US\$ had been spent, leaving about 146,000 US\$ of GEF Financing for the extension period until 17th of June 2019.

Table 1: Financial overview of project.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	185,000	216,500	440,000	1,240,000			625,000	1,456,500
Loans/Concessions								
• In-kind support	50,000	21,000	625,000	75,000			675,000	96,000
• Other					100,000	0	100,000	0
Totals	235,000	237,500	1065,000	1,315,000	100,000	0	1,400,000	1,542,500

Mainstreaming

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation has assessed the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender. As such, the initial linkages study done during the development of the PRODOC have been revisited and the exploitation of these linkages during the project implementation assessed. Also, the fit of the project with the UNDP Country Programme and the UNDAF has been discussed and analyzed to gauge the mainstreaming of the project results in overall UNDP Suriname functioning and into that of the UN system in the country. Furthermore, the GEF portfolio in the country and the region has been explored to see how the linkages with other GEF projects have been established and maintained (<https://www.thegef.org/country/suriname>).

Implementation arrangements

The principal responsibility for managing this evaluation resided with the UNDP CO in Suriname, liaising with the Evaluator to set up stakeholder interviews, coordinate with the Government, etc. The evaluation team was composed of 1 international evaluator. In discussions with the CO, it was emphasized that if during the evaluation the need was expressed for the evaluator to be accompanied by a member of the CO or the

⁶ <http://gefio.org/sites/default/files/ieo/ieo-documents/ops4-m02-roti.pdf>

project team, this would be facilitated. Most interviews, the Evaluator did by himself, without backup of either UNDP or NIMOS.

The team composition for the Evaluation was:

a. Evaluator: Peter Paap, International Consultant;

Tasks: finetune evaluation methodology, review background documents, conduct interviews, present approach and findings, interpret information and produce reports.

b. CO liaison: Mrs. Anuradha Khoenkhoen, Programme Assistant, Energy and Environment, UNDP Suriname; shadow support will be provided by Mr. Bryan Drakenstein; logistical assistance by Mrs. Joan Joseph.

Tasks: facilitate work of the evaluator, make appointments with interviewees, provide security briefing, introduce evaluator to interviewees, provide introductory speeches during meetings, extract UNDP internal information from UNDP information system.

c. Project Team liaison: Mr. Donovan Bogor, Project Manager, Mr. Anil Preshad, Technical Advisor, Mr. Cedric Nelom, Project Director, NIMOS.

Tasks: facilitate work of the evaluator, make appointments with interviewees, serve as key resource person for the project from a project management point of view.

The evaluator received a security briefing by the CO.

1.3. STRUCTURE OF THE EVALUATION REPORT

This TE Report is structured according to the TE ToR, which in turn is compliant with “Project-Level Evaluation, Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects”, UNDP 2012.

The report consists of four main parts and annexes:

Chapter 2 – description of the CCCD Project, problems sought to address, project objectives, baseline indicators, expected results, overview of stakeholders, etc.

Chapter 3 – Discussion of the key documents reviewed and their implications for the TE

Chapter 4 – description of the findings of the TE regarding:

- Project design/formulation
- Project implementation
- Project results
- Sustainability

Chapter 5 – Discussion, Conclusions, Recommendations and Lessons

Annexes – TE ToR, Evaluation question matrix, List of persons interviewed, List of documents reviewed, etc.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

This chapter describes the project and what it sought to achieve. The chapter is mostly based on the documents reviewed (see Chapter 3), particularly the PIF, the PRODOC and the Project Inception Report (note that this is different than the TE Inception Report).

2.1. PROJECT START AND DURATION

The Request for CEO approval for the project was endorsed by the GEF OFP of Suriname on 08/03/2012, and signed by Executive Coordinator and Director a.i., UNDP-GEF on 10/04/2014. The MSP approval was provided by the GEF OFP on July 7, 2014. The CCCD Project officially started after the signing of the project document (ProDoc) by the Government of Suriname and UNDP Suriname, on 30th October 2015 – almost 16 months after the MSP approval by the GEFSec (7 July 2014) and 13 months after the Delegation of Authority for the ProDoc signature was issued by UNDP-GEF Executive Coordinator. The main body of work started when the consortium of consultants led by Kaplan Planners started execution of its workplan dated September 29th 2016. The official duration of the CCCD Project was 3 years until October 30th, 2018. However, a no-cost project extension has been requested and was officially granted during the TE mission. The extension will last until 17th of June 2019.

The circumstances leading to the delays in ProDoc signature had to do with the changed implementation arrangements: as a result of the State Resolution of 27 March 2015, SB 2015 no 41, the Ministry of Labor, Technological Development and Environment (ATM) was dissolved with all environment related task and project responsibilities having been transferred technically to the Office of the President and the National Institute for Environment and Development (NIMOS). Overall project implementation role was entrusted to NIMOS, with oversight by the Environmental Coordination team of the Cabinet of the President. This change and the further detailing of roles and responsibilities took a longer time between DOA by the UNDP-GEF EC and the PRODOC signing. Further changing of the project implementation set-up, from a hired project management unit to one consistent of staff of the NIMOS Department for Environmental Planning and Information Management and the procurement process of a consortium of consultants to provide the main body of outputs led to the delay between PRODOC signing and the organization of the Project Inception Workshop (13th of December, 2016).

Because of delays in the execution of the workplan of the Consortium of consultants, the tangible outcomes of the project were not delivered on time in the required quality; several tangible outputs still hadn't been approved at the time of evaluation. This has led to delays in project timing and payment schedule, leading in turn to a budget underspending at foreseen project termination. To ensure that the tendered outputs are delivered in the required quality, the no-cost extension has been requested and granted.

2.2. PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS

The Suriname NCSA Final Report identified the following cross-cutting capacity needs:

- strengthen the capacity of decision-makers regarding the Rio Conventions;
- develop sustainable financial mechanisms;
- strengthen information management systems in the environment and related sub-sectors;
- improve the use of information and knowledge that lead to solid environmental decisions;
- enhance mechanisms to share national and international experience and lessons learnt in incorporating environmental considerations in national strategies and plans;
- Improve financial and logistics capacity needs relative to the substantial size of the country and the magnitude of action to be undertaken under the Rio Conventions.

The analyses showed low levels of awareness, knowledge and skills among decision-makers (both politicians and government officials) in techniques for convention implementation, including integrated resource management, stakeholder involvement, collaboration and negotiation and fragmented and uneven efforts in public awareness and education on convention themes. These capacity constraints are compounded by a level of political and institutional uncertainty which make it difficult to undertake lasting reforms. The NCSA also recognized the need to strengthen information management systems in the environment and related sub-sectors, and the need to improve the use of information and knowledge that lead to solid environmental decisions. The NCSA also found a lack of mechanisms to share national and international experience and lessons learnt in incorporating environmental considerations in national strategies and plans. The NCSA recommended strengthening capacities for management and implementation of convention guidelines and the development and use of effective tools to access technical and/or scientific information, as well as information on progress in relation to the Rio Conventions' implementation; it noted that an effective national information system would be essential for decision-making.

Since the NCSA, actions have been taken to respond to the gaps and constraints identified through the process, which made up the baseline situation for the project.

The Statistics Bureau Suriname (Algemeen Bureau voor de Statistiek ABS) publishes a two-yearly report on environmental statistics, which examines areas such as climate change, energy, transport, tourism, air, water and biodiversity. Although the report seeks to provide a national snapshot of the country's performance in the area of environment, ABS revealed during the validation mission of the PIF for the project, that there are as yet many gaps in the production and management of environmental information, such as:

- A severe lack of hard data on biodiversity, wildlife, flora and fauna.
- Many of the government ministries wish to provide information to ABS, but do not know how to properly collect the data. Some ministries have a great deal of raw data but do not know how to interpret or translate it into ways that can be statistically relevant.
- District-level information is sorely missing; environmental information is not downscaled. ABS tries to provide a national snapshot without having equal information from each district.
- There is no capacity for analysis within information hosting organisations. While ABS can provide an overarching report on, for example, the increase or decrease of air pollution, there is little analysis on how this is policy relevant, why a particular environmental phenomenon is happening or how it can be managed, and what other impacts this problem may have. There is thus a missed opportunity to address environmental problems in a cross-cutting manner.
- There is a severe lack of gender-disaggregated data when it comes to environmental information, which makes it difficult to identify the role that women play with regards to environmental stewardship, and how to improve the status of women with regards to this role.
- Due to budgetary restrictions, a number of organisations, among which ABS itself, work on cost-recovery basis for their publications, which some stakeholders do not want to assume, thereby limiting accessibility and distribution.

The background information revealed that there is a large number of data-base hosts present in Suriname that host environment related data and information. The following diagram (figure 1) provides an overview of what has been found.

Concept Environmental Knowledge & Information Network (SMIN)

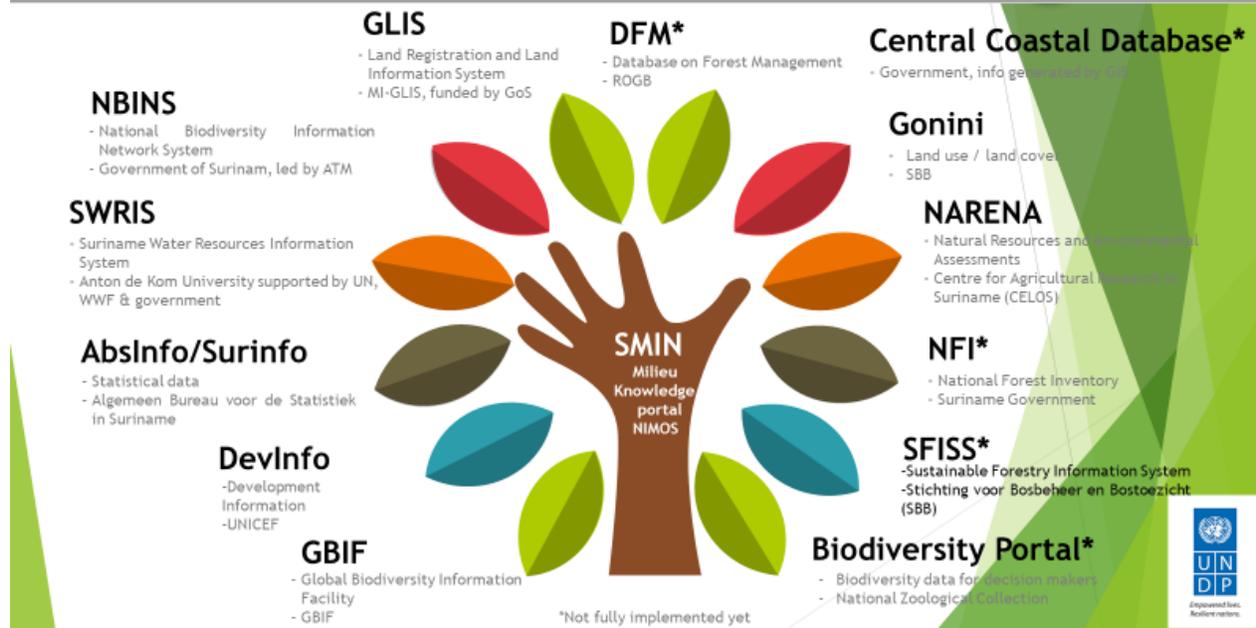


Figure 1: Overview of Environmental Knowledge and Information Management Systems in Suriname.

Despite the generation of many of these information tools and databases to address some of the weaknesses highlighted in the NCSA, there remains a lack of consistency, coherence among these different tools. As such, the current project should have advanced an integrated approach that can build on this baseline of technical knowledge by ensuring that the development of the knowledge platform takes into account the existing databases and skills so as to best integrate them.

In response to the cross-cutting development challenges the project foresaw to address some of the key needs that remained:

- ⊗ A comprehensive knowledge platform is missing. Although there are numerous data sets and databases available, the information is not being used cross-sectorally, nor is it packaged comprehensively. Rather there are numerous ad hoc interventions and some of these are not widely accessible. The need for a common knowledge platform that would allow for data collection, analysis and sharing, harmonization among quality of information collected is still valid.
- ⊗ There remains a gap between national laws and policies and international commitments. International commitments are not yet effectively translated into nationally-owned implementation instruments. There is a challenge regarding the dissemination of information to the local level, including on laws currently in force, and on the development process of new laws or regulatory instruments. There is also greater awareness needed by the political class on environmental laws, regulatory instruments, and the MEAs. Links with the private sector are weak, further limiting the ability to implement international agreements and national environmental priorities.
- ⊗ The institutional structures and governance mechanisms for environmental issues, and the implementation of MEAs, remain weak. Issues related to vague or overlapping mandates, lack of stakeholder consultation and participation, lack of coordination are also compounded by a lack of qualified human and technical resources within the key institutions. Despite having outlined roles and responsibilities in a few projects, as was noted in the inception mission, there is still a general lack of clarity overall of mandates, responsibilities and often a lack of leadership (or ineffective leadership) on particular working groups.

- ⊗ Despite having developed several information databases, there is a lack of awareness and knowledge about these tools. The database and information generation tools do not trickle down to the lower level; are not accessible and packaged in a policy-relevant way; and stakeholders are not necessarily aware of how they may use them.
- ⊗ The quality of data sources are varied. Many of the databases are not developed or applied in a cross-cutting way.

Hence, the main BARRIERS that Suriname faces in being able to make sound environmental decisions are: (1) Information barriers; (2) Financial and resource barriers; and (3) Lack of cross-sector consultation and stakeholder inclusion. The PRODOC provides the following information with regards to the Barriers:

Barrier 1- Information Barriers

- The data currently being collected is not comprehensive. Databases such as, NBINS, DEVINFO, ABSinfo, SWRIS, GLIS and NFI are not cross-referenced effectively, making the information highly limited in use. Data obtained on the forest inventory, for instance, does not yield to information on how forest habitat loss impacts biological diversity. Information is disparate, uncoordinated and does not have a common threshold of quality.
- There is a lack of information on a comprehensive approach to the strategic implementation of the Rio Conventions and creation of synergies. This is linked to the general lack of awareness on MEAs and the relationship between national sustainable development objectives and international commitments; and due to lack of policy coherence on environmental issues. For instance, recommendations in sector reports (e.g. environment, agriculture, urban planning, health) and plans are not harmonized with cross-sector government policies (e.g. development plan).
- There is a lack of technical and scientific information, as well as information on progress in relation to the Rio Conventions. There is also an inadequate system for environmental monitoring, which prevents accurate reporting on sustainable development progress. Any effective national information system would have to yield data that would allow policymakers to measure progress relative to national sustainable development goals and objectives.
- There is a shortage of environmental data, particularly at the district-level. Some of the government partners do not have the training to adequately and appropriately collect environmental data to make it statistically and policy-relevant.
- The systems that do exist have not had data trickle down to the local level, in a usable way. For instance, current data generated by existing databases does not trickle down to the private sector and impact day-to-day commercial activity. Similarly the datasets do not generate easy-to-apply policy-relevant information. Usability and accessibility are barriers for both policy-makers and local level stakeholders.

Barrier 2- Financial and Resource Barriers

- Suriname has limited expertise on the many specialized aspects of the Rio Conventions and a very limited number of staff available with few in-country experts. Although ADEK has begun offering degree programs, a roster of experts need to be developed over time. Expertise will have to be developed, recruited, and retained in the areas of climate change, forestry, soil-quality, land-use change and land use, biodiversity conservation and coastal zone management. Further, public servants in various sectors are not trained on the Rio Conventions and do not have the capacity to link the MEAs to their program of work and to overall national sustainable objectives.
- Suriname has limited financial and logistic resources relative to the substantial size of the country and the magnitude of action to be undertaken under the Rio Conventions. Financial and logistic capacity have been barriers to MEA fulfillment. For instance there is no local land tax that can be used to redirect toward cross-cutting capacity development interventions in a given locality. Finances have to come from the central

government and from international donors which makes it either challenging to obtain or unpredictable to use.

- Suriname with its rich natural resources is attractive to commercial activities which may increase the inflow of financial resources but at the cost of the environmental sustainability. Suriname will face challenges in investing financial resources in sustainable development if it is seen as economically unsound in light of other activities. For instance, mining which can have negative impacts on the environment, is encouraged through other policy decisions. On a large scale, mining is extremely important to the Surinamese economy: in 2013 exports of alumina, gold, and oil accounted for 85% of exports and 25% of government revenues⁷. At this time the tax exemptions and GoS's interest in supporting Foreign Direct Investment (FDI), has made the Surinamese environment very attractive to international mining activities. The Investment and Development Corporation Suriname (IDCS) and the Ministry of Foreign Affairs supports and promotes FDI in the country. IDCS is a government-run initiative, which supports and encourages business development in Suriname⁸.
- The confusion among ministerial mandates and the duplication of activities also means that there are challenges in streamlining specific budget funds for environmental activities. The lack of clarity on roles and responsibilities means that some environmental stewardship activities are neglected. Ministries may not allocate funds in areas which they think fall under the mandate of another institution.
- Financial barriers also make it difficult to access stakeholders, particularly those residing in the Interior. It is often times costly to reach people in remote parts of the country. This limits the consultations and the level of participation that a project can have from remote communities.

Barrier 3- Lack of cross-sector consultation and stakeholder inclusion

- There is a lack of effective coordination and management at all levels to support Rio Convention implementation. There are duplicative and overlapping mandates and a lack of clarity on roles and responsibility in environmental stewardship. There is also a shortage of implementing capacity due to the absence of overarching environmental frameworks, and relevant legislation.
- Despite there being numerous minority groups, indigenous and Maroon communities (Wayana, Trio, Arowak, Caraib, Matawai, Kwinti, Aluku, Ndyuka, Saramaka and Paamaka; including vulnerable groups such as women, youth and elders) with specialized traditional knowledge in regards to environmental stewardship, the civil society structure remains weak in liaising with national governments on environmental questions.
- Although there are NGOs that have actively been working on environmental issues, such as the Amazon Conservation Team (ACT), Conservation International (CI), Tropenbos Suriname International (TBI), Green Heritage Fund Suriname and Worldwide Fund for Nature Wildlife Fund (WWF), and have been contributing expertise to various projects (protected areas, mining, deforestation, etc...), there is not yet an overarching civil society structure that can represent the diversity of stakeholders working on environmental stewardship— particularly of those smaller organizations working at the local level.
- There is a weak culture of joint working between governments and civil society. Although some NGOs may be working with particular ministries (e.g. TBI and WWF works with the Ministry for Spatial Development (ROGB) on helping establish the forest inventory), the engagement is disparate and uncoordinated, and there is a lack of consultation with indigenous and maroon communities.
- The capacity challenges at the government level create an unpredictable environment for civil society to operate in. For instance, the lack of environmental laws, policy incoherence, and lack of protected areas

⁷ Suriname Economy Profile 2013, online at: http://www.indexmundi.com/suriname/economy_profile.html, accessed January 2014.

⁸ IDCS is no longer existing (already during the mission); currently, the primary institute for attracting FDI is Investsur on basis of the Law for Restricted Investments of the '90s. One of Investsur's action points is to amend this law. Advantage of Investsur over IDC is that the former has a legal status. It is housed in the same building as the former IDCS (pers. Comm. Drakenstein).

legislation, creates an unclear governance structure. Actors are not aware of the regulations in place or how their activities fulfill or go against sustainable development objectives.

- There is a general lack of awareness on governmental initiatives, laws, policies and the MEAs for civil society.
- There is also the challenge of coordinating remote civil society with national governments. At times there may be a clash in approaches between national/global society and local traditions. This schism and lack of coordination can act as a barrier. There is also a geographic issue that can act as a barrier in communications between the central government and indigenous communities. Many of the communities residing in the Interior are remote and difficult to access. There are however non-governmental organizations, such as Conservation International Suriname and Amazon Conservation Team that have engaged in a participatory GIS mapping to identify ecosystem services with the Trio and Wayana indigenous people living in very remote regions in Southern Suriname⁹. Coordination with NGOs and CSOs may be vital to address this barrier.
- Within government, the potential changes that will come with the 2015 election has also fostered an environment of unpredictability on who should assume leadership roles on cross-cutting issues. There is the risk that entities with leadership roles may lose this mandate after the election. This unpredictability limits leadership and active engagement on cross-cutting issues.
- While several projects are working on similar initiatives involving local stakeholders, initiatives do not coordinate activities with one another.

Having been noted in the PRODOC, these Barriers should have been (at least partially) lifted during the project implementation, at least those that were outlined in the project Theory of Change.

2.3. IMMEDIATE AND DEVELOPMENT OBJECTIVES OF THE PROJECT

The current project was developed under the GEF-5 CCCD Strategy¹⁰. The objective of projects that fall within this strategy and the financing that GEF has attached to it, is to address those important capacity needs that will enhance a country's ability to meet its obligations under the Conventions by creating synergies, while at the same time catalyzing the mainstreaming of multilateral environmental agreements (MEAs) into national policy, management or financial and legislative frameworks. Targeting specific components of the environmental governance system should allow for a more practicable approach towards meeting Rio Convention objectives and achieving environmental sustainability. Cross-cutting capacity development projects will provide resources for reducing, if not eliminating, the institutional bottlenecks (e.g., barriers to data gathering) to the synergistic implementation of the Rio conventions. The expected outcomes of these projects are therefore to strengthen multi-sectoral processes that promote policy harmonization, realize cost-efficiency, and enhance operational effectiveness in Convention obligations. To this end, cross-cutting capacity development projects would focus on the environmental governance system and mainstreaming global environmental issues into national development programs, implemented through four programmatic frameworks. The current project has targeted two of the 5 programming frameworks: B: GENERATING, ACCESSING AND USING INFORMATION AND KNOWLEDGE; and D: STRENGTHENING CAPACITIES TO IMPLEMENT AND MANAGE GLOBAL CONVENTION GUIDELINES.

The PRODOC of the project provides the overarching goals (*development objectives*) to which the project should have contributed. These are mentioned in Box 2.

⁹ Sara O.I. Ramirez-Gomez, Gregory G Brown, Annette Tjon Sie Fat. Participatory Mapping with Indigenous communities for Conservation: Challenges and Lessons from Suriname in The Electronic Journal of Information Systems in Developing Countries online at: ejisdc.org

¹⁰ https://www.thegef.org/sites/default/files/documents/GEF-5_Capacity_strategy.pdf

BOX 2: Overarching goals as outlined in the PRODOC.

UNDAF Outcome(s): By 2016, government formulates and implements harmonized, equity focused and gender sensitive MDG-oriented key legislation, policies and budgets in accordance with the Government's commitments to international human rights conventions; 3. By 2016, quality equity focused, rights-based, and gender sensitive data collection and analysis and harmonized information systems serve the development of informed social, economic, and environmental policies, budgets, legislation, and programmes.

UNDP Strategic Plan 2014 – 2017 Primary Outcome: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded;

UNDP Strategic Plan Secondary Outcome: Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

Expected CP Outcome(s): Outcome 2: By 2016 public institutions are strengthened and possess the capacities, policy frameworks and tools to: target and deliver improved services to identified vulnerable groups, and develop and deliver to identified vulnerable and underserved groups and individuals programmes for income generation and sustainable livelihoods, life and employment skills, social protection, social housing, affordable energy and food security; 3. By 2016 public and relevant national-level institutions are strengthened and possess the institutional capacities, management instruments, policy frameworks and competencies to: promote environmentally sustainable development; adapt to and mitigate the impacts of climate change on the most vulnerable; and prepare for and empower vulnerable communities to respond to natural disasters and other anthropogenic-induced hazards.

Expected UNDAP Output(s): Output 5 under outcome 2: Improved national institutional capacities, policy frameworks, strategies and competencies for environmental management, climate changes adaptation and mitigation in place and implementation. monitored. Output 1 under outcome 3: Improved access to timely and quality disaggregated data and analysis.

The project was intended to facilitate an important step towards developing the capacities for an effective national environmental management framework. According to the PIF, the project sought to address priority cross-cutting capacity development needs as identified in the NCSA, taking into account recent evolutions in the political, institutional, regulatory framework of the country, as well as the current status in terms of environmental management capacity. The project was also supposed to support Suriname in meeting its obligations under MEAs to which it is a party. The project rationale from the PRODOC has been amended slightly during the Inception Workshop to include the element E. Strengthening of Financing Plans – Insurance of financing leverage (figure 2).

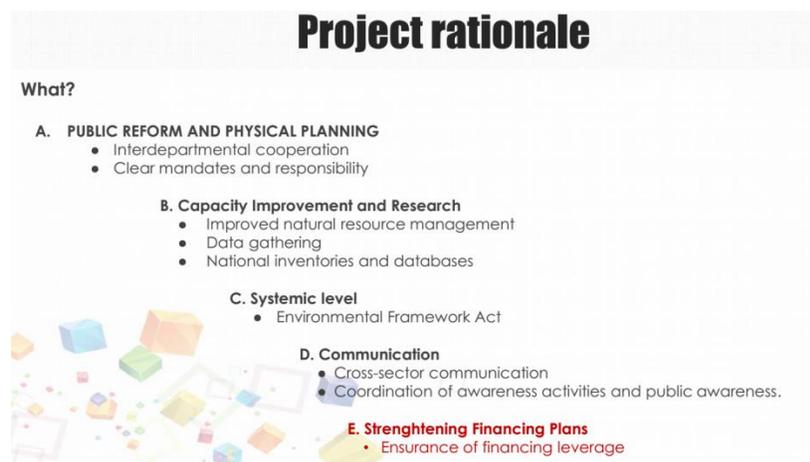


Figure 2: CCCD Suriname project rationale. Source: Presentation Inception workshop.

The Strategic Results Framework provides an overview of the intervention logic of the project (see Annex B). In the SRF, the *project objective (immediate objectives)* is stated as: “to generate global environmental benefits through improved decision-support mechanisms and improved local planning and development

processes in Suriname, by harmonizing existing information systems that deal with the Rio Conventions, integrating internationally accepted measurement standards and methodologies.”

2.4. BASELINE INDICATORS ESTABLISHED

As Impact Indicator, the SRF states the “degree of capacity to make cross-cutting environmental decisions as measured by scorecard”. The PRODOC lists as key indicators for this project, listed in the table below (table 2).

With regards to the baselines, the following was indicated:

- Outcome 1: The following information is available disparately but not accessible to end-users in a comprehensive way: national biodiversity information under NBINS; development indicators under DEVINFO; statistical information under ABSinfo; water-related data under SWRIS; land registration and land information system under GLIS; forestry information under NFI, conservation data by NARENA.
- Outcome 2: There is not an agreed roadmap towards the development of a legislative and institutional framework for environmental management at the national level.

Box 3 provides the frameworks and the indicators that pertain to the GEF-5 CCCD Strategy for the project topics. These indicators have been evaluated for the current project in order to gauge the contribution of the project to the overall achievement of the CCCD Strategy.

No further indicator framework has been developed for the project during inception or implementation.

Table 2: Indicator framework for the Suriname CCCD Project. Source: PIF.

Outcomes	Indicators	Means of verification	Key assumptions/comments
Component 1: Generation of access and use of information and knowledge through improved decision-support mechanisms and the development of an environmental information and knowledge platform			
Increased capacity of decision makers and stakeholders to manage environmental planning and processes that lead to decisions aimed at increasing global environmental	Degree to which environmental data/information is available and accessible to government and civil society	Capacity scorecard Establishment of the knowledge platform	That government partners and stakeholders are interested in enhanced knowledge sharing and access to information and data.
Component 2: Creating and enhancing capacities for management and implementation of convention guidelines			
Improved national capacities for the effective coordinated management and implementation of the Rio Conventions, and to continued leverage of financial resources to support the Conventions' objectives	<ul style="list-style-type: none"> ▪ Existence of an agreed roadmap towards the development of a legislative and institutional framework; a human resources transition plan and a financial plan for environmental management at national level 	<ul style="list-style-type: none"> ▪ Existence of roadmap ▪ Existence of HR transition plan ▪ Existence of HR transition plan 	<ul style="list-style-type: none"> ▪ That partners will integrate MEA considerations into these plans
Program management and coordination			
Effective program management Support from Project Board Accountability, transparency and sound fiscal management	<ul style="list-style-type: none"> ▪ Creation, recruitment and effective functioning of Project Management Unit ▪ Establishment and implementation of the Monitoring and Evaluation system ▪ Rate of project delivery as per annual work plans and budgets ▪ Rate of disbursement of grants and government contributions 	<ul style="list-style-type: none"> ▪ Project reports ▪ Final Evaluation ▪ Annual work-plans and budgets ▪ Agency disbursement reports and financial reports ▪ Minutes of Meetings ▪ Ongoing project monitoring 	

Box 3: GEF 5 CCCD programming frameworks and indicators (from CCCD strategy).

Objectives	Expected Outcomes	Core Outputs and Indicators
Objective 2 (B): Generate, access and use of information and knowledge	2.1 Institutions and stakeholders have skills and knowledge to research, acquire and apply information collective actions	Institutions and stakeholders trained how to use different tools available to manage information Stakeholders are better informed via workshops and trainings about global challenges and local actions required
	2.2 Increased capacity of stakeholders to diagnose, understand and transform complex dynamic nature of global environmental problems and develop local solutions	Ability of stakeholders to diagnose, understand and transform information and knowledge into local actions increased and retained in 16 countries Knowledge platform established to share lessons learned among CBOs and CSOs across SGP participating countries (<i>Number</i>)
	2.3 Public awareness raised and information management improved	Public awareness raised through workshops and other activities (<i>Number</i>)
Objective 4 (D): Strengthened capacities for management and implementation on convention guidelines	4.1 Enhanced institutional capacities to manage environmental issues and implement global conventions	Institutional capacities for management of environment strengthened (<i>Number</i>)
	4.2 Good environment management standards defined and adopted	Standards developed and adopted
	4.3 Sustainable financing mechanisms in place at national level	Management capacities for implementation of convention guidelines and Reporting enhanced countries (<i>Number</i>) Capacities of CSOs and CBOs as SGP partners, strengthened (<i>Number</i>) Sustainable financing mechanisms developed (<i>Number</i>) Financing mechanisms for environment created (<i>Number</i>)

2.5. MAIN STAKEHOLDERS

The PRODOC provides an overview of the stakeholders in the project, as well as their roles and responsibilities during the execution of the project. These have been included in table 3.

The Evaluation has interviewed a number of these stakeholders on their actual involvement in the project. Also, for the execution of the project, an organigramme was provided in the PIF, which outlined how reporting lines and decision making would be done during the project. This organigramme is provided in the figure below (figure 3). During the Inception workshop, an overview as produced of the key custodians of Environmental Knowledge and Information Systems in Suriname. The list has been included in Annex I of the report. These custodians should have been acknowledged as main stakeholders in the project.

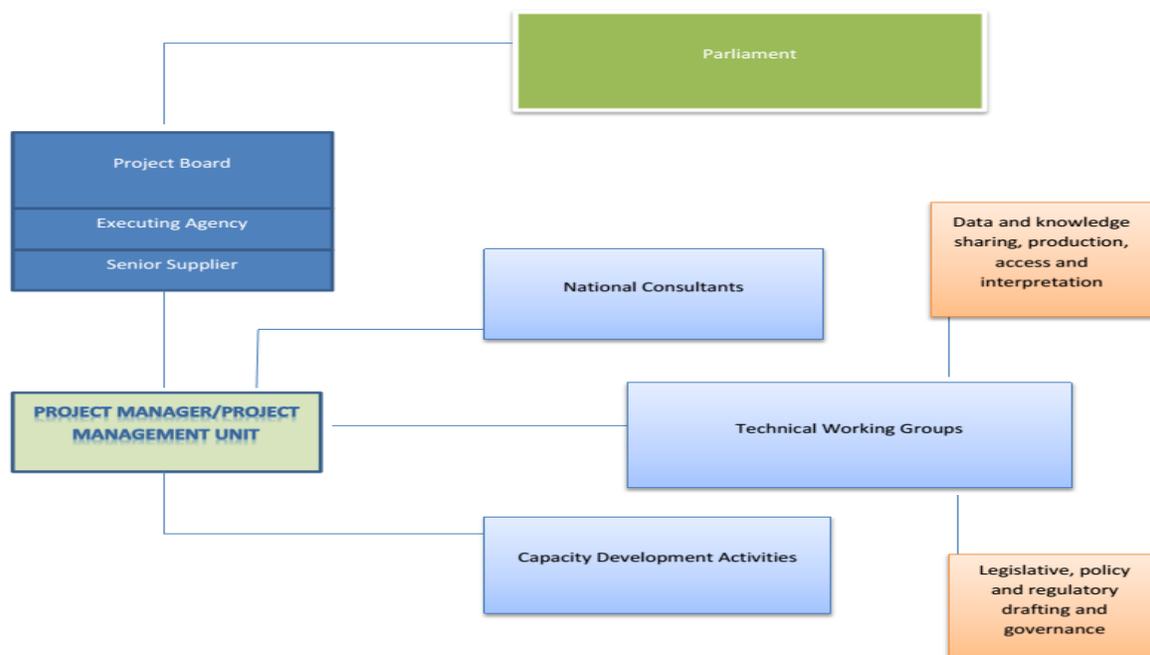


Figure 3: organigramme for the project. Source: PIF.

Table 3: Roles and Responsibilities of Stakeholders in the Suriname CCCD project per output. Source: PRODOC.

Output	Stakeholder	Role & Responsibility
1.1 Improved ability of institutions and stakeholders to access, manage and analyze information for better environmental planning and processes.	- Key government institutions (ATM, NIMOS, ROGB, NH, Agriculture, MPPLFM, Ministry of Interior Affairs, Ministry of Regional Affairs, ABS)	- Will guide process to establish Knowledge Platform (KP); will host consultations; work with consultants to finalize the architecture of the KP; will assess how the KP will meet national sustainable development objectives and MEAs; finalize financial terms and conditions of use.

	<ul style="list-style-type: none"> - National institutes (National Institute for Environment & Development; Centre for Agricultural Research in Suriname; National Council for the Environment; Foundation for Forest Management and Production Control & ADEK) - Key non-governmental stakeholders: NGOs (Suriname Conservation Foundation, Conservation International, WWF, Green Heritage Fund, Amazon Conservation Team, Tropenbos Suriname International); - Indigenous communities and vulnerable groups 	<ul style="list-style-type: none"> - To bring technical expertise in the structure of the KP, what types of data institutes can contribute; how they will financially contribute or recover costs for research/data; and how they would use such an information portal. - Articulate how they could contribute to and use data from knowledge platform; highlight what the information needs are of these groups - Identify what their challenges will be in using KP, and providing information to KP, identifying informational needs, collecting data; engaging in consultations
<p>1.2. Increased capacity of government and other stakeholders to work with disadvantaged minorities in the environmental context.</p>	<ul style="list-style-type: none"> - Key government stakeholders and NGOs - Indigenous and vulnerable groups 	<ul style="list-style-type: none"> - receive training on how to engage minorities and vulnerable groups; build on lessons learned from SLM project, R-PP engagement activities, and SBB experience. NGOs also provide their expertise and experience on this matter e.g. CI on mapping remote communities. - clarify what barriers have been to participation, input into training materials, increase participation in consultations
<p>2.1. Elements of the Environmental Framework Act are agreed through the facilitation of an information and advocacy initiative involving diverse stakeholders.</p>	<ul style="list-style-type: none"> - Key government stakeholders led by ATM - NGOs, indigenous and vulnerable groups - Private Sector (extractive industries, construction, tourism, transport, telecom etc...) 	<ul style="list-style-type: none"> - Host work planning sessions to develop recommendations, devise text and ensure cross-collaboration; ensure text reflects broader cross-cutting capacity development needs and supports the MEAs; sensitize parliamentarians and elected officials. - bring experience from environmental stewardship in the form of recommendations; highlight government and enforcement needs; discuss the potential impacts of draft suggestions - receive training on environmental Act and legislation and how this will impact activities; inputs on Act to highlight what impacts Act will have

		on economic and commercial activities
2.2 Improved environmental governance at the national level in place through the creation and implementation of a roadmap for change.	<ul style="list-style-type: none"> - Key government stakeholders led by ATM - NGOs, indigenous communities and vulnerable groups - private sector 	<ul style="list-style-type: none"> - stocktaking of the various forms of governance; establishing a coordination mechanism to harmonize government activities; host consultations to input to environment legislation; lead public awareness campaigns on the relevance of environmental legislation - input into legislative processes, share experience and needs in environmental governance; raise issues that may arise in application of governance structures on the ground, understand improved governance structures - receive training on environmental governance and roles and responsibilities and various levels (local, regional, national actors); input into the implications of environmental governance on various economic activity
2.3 Develop a financial plan for the long-term sustainability of project activities and the retention of developed capacity	<ul style="list-style-type: none"> - Key Government Stakeholders led by ATM, Finance and NH - private sector - NGOs 	<ul style="list-style-type: none"> - Identification of cross-cutting financial needs; review of financial plans relative to sustainable development goals and MEA commitments; identifying financial goals and objectives; receive training in proposal/grant writing and resource mobilization strategy - identifying opportunities for public-private partnerships - identifying potential donor funds

To allow for participative decision-making at the inception phase and the implementation of the project, the Project Board is an important body: according to the ProDoc, this Board would have been specifically established by the project to provide management oversight of project activities and was to be chaired by ATM (which at that time had already been dismantled; tasks had been assigned to the Environmental Coordination team of the Cabinet of the President). The Board should have reviewed progress and evaluation reports, and approved programmatic modifications to project implementation, as appropriate and in accordance to UNDP procedures. Decisions would be made by consensus.

The Project Board would have representatives from:

- Government: Ministry of Physical Planning ROGB, Land & Forest Management; NIMOS, ABS, Ministry of Finance, Ministry of Regional Affairs, SBB,

- Non-state stakeholders: Foundation for Forest Management and Production Control; .
- CBOs: the Maroon and Amerindian communities; the Suriname Conservation Fund;
- R&D institutions: ADEK, CELOS.

According to the TOR in the ProDoc, the Board would also:

- a. Provide technical oversight to the project;
- b. Review project objectives and technical outputs;
- c. Support collaborative efforts among relevant partners and make recommendations for improvements;
- d. Provide guidance to the Project Manager on partnerships and co-funding opportunities for consideration;
- e. Review progress and provide guidance on long term sustainability of the project's achievements.

Another opportunity for involvement of stakeholders would be their participation in the Technical Working Groups (TWGs) that were foreseen in the ProDoc. Two technical working groups are proposed on the onset and are to be confirmed at the inception meeting of project implementation. The first is to be chaired by ABS on knowledge production, data generation and sharing with mandate to support the development of the knowledge platform, given the institute's comparative advantage in managing data. The second is to be chaired by ATM (= Environmental Coordination team of the Cabinet of the President) on environmental governance and legislation.

ATM, ROGB, ABS, NIMOS and the Ministry of Natural Resources should have been the Senior Beneficiaries of the project on the basis that the project will be strengthening and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans and institutional mandates.

2.6. EXPECTED RESULTS

The PRODOC indicates that to achieve this objective, the project would work towards *two outcomes*:

1. Increased capacity of decision makers and stakeholders to manage environmental planning and processes that lead to decisions aimed at increasing global environmental benefits through better use of information and knowledge.
2. Improved national capacities for the effective coordinated management and implementation of the Rio Conventions, and to continued leverage of financial resources to support the Conventions' objectives.

The project should achieve these outcomes by:

- Facilitating the generation, access to and sharing of comprehensive environmental information, which responds to the information gaps that underpin the environmental sector and support the implementation of MEAs.
- Increasing the capacity of government and stakeholders to work collaboratively and in a coordinated way within the environmental context, with an emphasis on enhancing the participation of vulnerable communities.
- Improving environmental governance and stewardship by developing improved environmental legislative tools.
- Strengthening existing financing plans by identifying and ensuring innovative sources of financing for long-term retention of capacities fostered by the project.

The ProDoc states that addressing these four areas will help remove the capacity barriers that have prevented the fulfillment of MEA objectives and will create capacity to address existing and emerging environmental

issues. The inherent nature of the project’s cross-cutting approach also dictates important partnerships among several key national institutions that play a role in MEA implementation.

The Inception Report for the project provided an 8 month window for achievement of all outputs by a consortium of consultants (which was finally won by Kaplan Consultants). Figure 4 provides this schedule. It is clear from the need for extension that this timing was by far too optimistic.

The Strategic Results Framework (Annex B) provides the further detailing of the outcomes in outputs and activities. During the Inception workshop, the tangible outputs that were expected from the project have been cited. These have been noted in Figure 5.

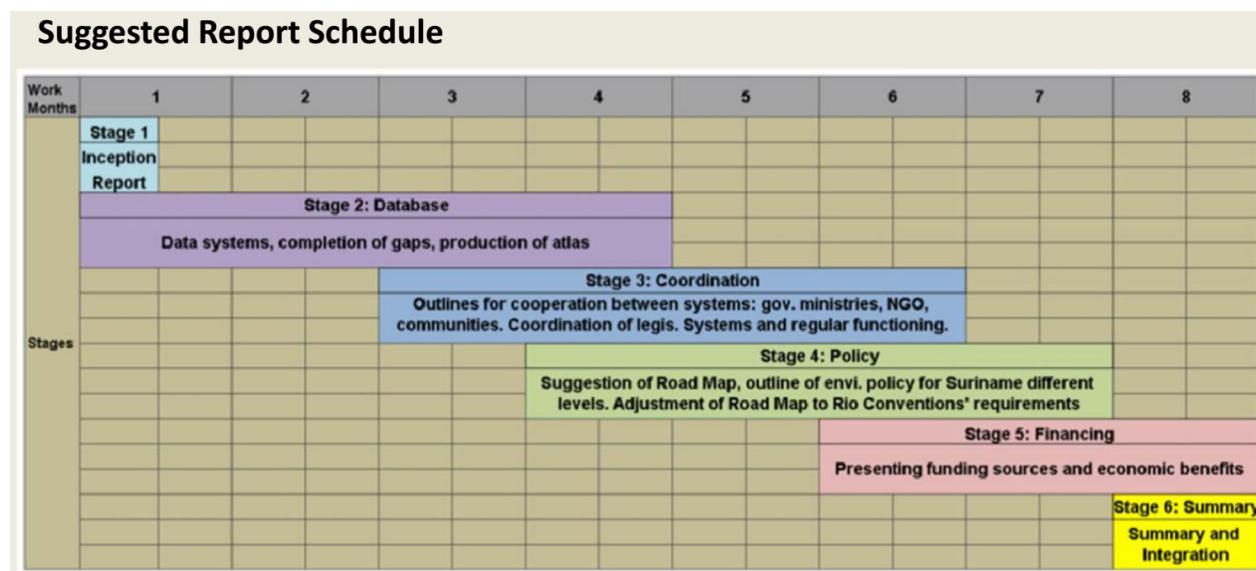


Figure 4: suggested report schedule for reaching outputs. Source: Inception workshop report, 2017.

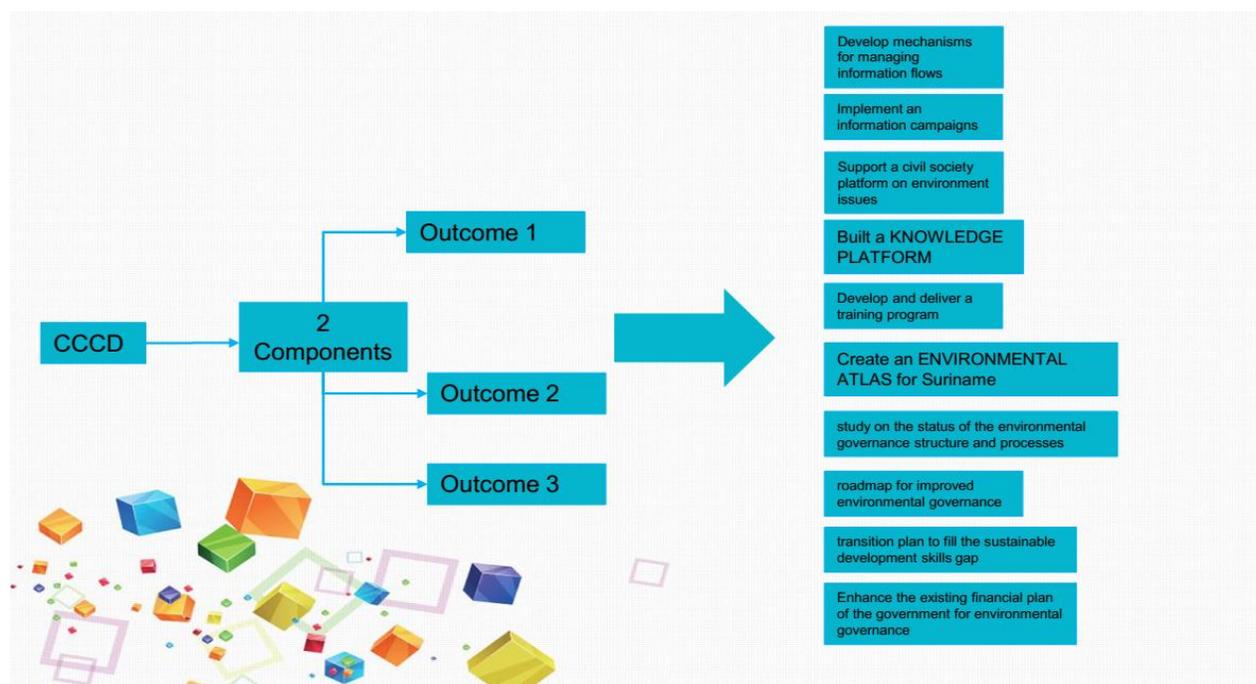


Figure 5: Project results flow and tangible outputs of the Suriname CCCD Project. Source: Inception Workshop Presentation.

3. FINDINGS

On basis of the previous chapters, the evaluator has gauged the achievement of the Suriname CCCD project in line with the methodology outlined in Chapter 1. As required under the Evaluation Guidelines, in addition to a descriptive assessment, all criteria marked with (*) have been rated according to the ratings noted in Annex F.

3.1. PROJECT DESIGN / FORMULATION

The project design / formulation for this CCCD project was a lengthy process. After receiving endorsement from the GEF OFP (GEF OFP Endorsement Letter – 3 August 2012), the Project Inception Form (PIF) was first submitted to the GEFSec on 29 August 2012. The PIF/PPG approval by the GEFSec arrived on the 8th of April 2013. The Request for MSP approval/Prodoc was submitted to the GEFSec on the 10th of April 2014. Subsequently, the GEF CEO provided MSP Approval on the 7th of July 2014 and the UNDP-GEF Executive Coordinator gave DoA clearance/signature on the 24th September 2014. The ProDoc signature was finally done on the 30th of Oct 2015. As indicated earlier, the project end was foreseen for 30th of October 2018, but an extension has been granted until the 17th of June 2019. This would give this 3-year Medium-Size Project a total time span from the formulation of the project idea i to delivery of more than 7 year.

The three most important documents with regards to project design are the GEF Request for CEO Approval, the UNDP Project Document (ProDoc) and the Project Inception Report. The ProDoc should be the final contract between the UNDP and the Government about the project rationale, implementation arrangements and the financial dealings. The ProDoc includes the required level of details concerning the project Strategic Results Framework (log-frame), components and outputs. It addresses barriers and opportunities for integrating economic valuation of ecosystems in the national planning and development strategies and policies and responds to the national requirements through an appropriate list of components and outputs. During the Inception Workshop, certain amendments to the project design can be made by the body of stakeholders present, which will then be the final project approach. The following subparagraphs will provide more detail how the design components have been used during the implementation.

ANALYSIS OF LFA/RESULTS FRAMEWORK (PROJECT LOGIC /STRATEGY; INDICATORS)

The GEF Project Results Framework is a key planning tool with detailed activities under the implementation framework that were defined in the Project Document. It can and should be used as a basis for reporting on the progress towards achievement of objectives and implementation progress to the GEF in the middle of the calendar year in a combined Annual Project Review/Project Implementation Report (APR/PIR), together with the UNDP format for internal project management and reporting done on a quarterly basis. Hence, the logframe (LFA) shall serve to monitor & evaluate the overall project achievements – based on defined targets and indicators to measure these targets. Indicative activities are related to each output and output target.

During the PPG phase, changes were made to the original LFA and included in the Request for CEO Approval. The changes had to do with some minor wording, except for a few critical points. The Output 1.1.2 has been altered significantly to bear emphasis on the role of vulnerable communities. The new output 2.1.1. was far more concretized towards the Environmental Framework Act. The new output 2.1.2 was a variation on the PIF's output 2.1.3. The new wording put emphasis on the development and implementation of the Roadmap for Change. The new output 2.1.3 was a variation of the PIF's output 2.1.2, widening the scope of the necessary financial stream for sustainable development activities and where this funding can come from. At the heart of this change was the idea that the project should have an output that maintains sustainability long after the duration of the project: a sustainable finance plan. These changes also indicate a slight shift in thinking between the period of project idea development and the implementation.

During the project inception phase and workshop the LFA has been reviewed but no changes have been made and therefore, has not been updated. In the inception workshop, the project management structure has been modified mainly on the topic of the management arrangement; however, no update/fine-tuning of the outputs, activities, targets, and sources of verification. The interviews with the Project Manager showed that the LFA hasn't been adjusted during further implementation either. The need for such adjustment wasn't felt.

The Outcomes of the project as resulting from the Project Document are still generic; nevertheless, targets have been identified at this level, which results in a rather generic LFA.

Table 4 provides an overview on the TE assessment of the project's LFA and how "SMART: Specific, measurable, Achievable, Relevant, Time-bound" the achievements are compared to the defined end-of-project targets.

Table 4. Overview on the Terminal Evaluation of the Project's Logframe.

<p>Specific</p>	<ul style="list-style-type: none"> - overall, the activities are specific to a point where they mention the tangible results of the project. - Targets have not been specified at the output levels, nor at activity level. Outputs like "Improved ability", "Increased capacity", 'Elements of the Environmental Framework Act', "Improved environmental governance', are very difficult to measure without clear targets relating to them. - the flipping of a baseline wording into a target is never a good idea. For example under the baseline for outcome 2, it says: "There is not an agreed roadmap towards the development of a legislative and institutional framework for environmental management at the national level". The outcome indicator says: "The existence of ...", the target "Agreed upon Roadmap'. This lacks in specificity. - Outputs and activities do not always line up. For instance, for the financial plan: where at the output level, talk is about developing a sustainable financing plan, the activity speaks about 'enhancing the existing financial plan of the government for environmental governance through crosscutting capacity development, including exploration and building on innovative sources of financing'. None of the interviews during the Evaluation Mission has identified the existence of such a plan – hence the output and the activity did not line up. - the Knowledge Platform that is discussed is scarcely specified: is it a web-based platform, like a Community of Practice? A web-portal? Or a physical periodic gathering of representatives to discuss matters?
<p>Measurable</p>	<ul style="list-style-type: none"> - Quantitative indicators or targets are lacking in the LFA. - The only measurable element in the LFA is the existence or non-existence of the tangible outputs that have been mentioned. See for those Figure 5.
<p>Achievable</p>	<ul style="list-style-type: none"> - With few exceptions, the targets achievement per the end of the project-as formulated during project development-are generally realistic. One of these exceptions relates to the Environmental Framework Act. The latter has been in the process of development and approval since 2002, with a lot of political tensions building around it. It may have been overly confident to expect this Act to be approved and rolled out during the project period. - The final products of the project, in the sense of tangible elements, should have been achievable during the project implementation time. - Certain outputs might provide problems with regards to achievement. For instance, "Increased capacity of government and other stakeholders to work with disadvantaged minorities in the environmental context". Since this output is fairly unspecified, one might suspect that the project would work with representatives of disadvantaged minorities both at the national and at the local level in remote areas of the country. It would seem obvious that a 3 year project would have problems with going towards the local level.

Relevant	<p>- the intervention logic is clearly relevant to the country’s environmental governance context, as well as to fulfilling its commitments to the Rio Conventions.</p> <p>- however, the fact that no mention is made of the commitments under these conventions in the LFA, beyond in the formulation of outcome 2 and as context in activity 2.1.1. is worrisome.</p>
Time-bound	<p>- Intermediary targets that would have provided a better view on the overall expected rate of progress, are lacking in the LFA.</p> <p>- The LFA doesn’t refer to any future milestones with regards to national processes, nor international processes, such as can be expected when working on a GEF cross-cutting capacity building project on the Rio Conventions. At least the COPs could have been mentioned, as well as the SDG meetings.</p>

ASSUMPTIONS AND RISKS

Assumptions have been made at the project start about the project context: elements that were beyond full control of the project but were nevertheless of influence should they come to change. The critical **assumptions** in this project are included in Table 5. The Evaluation will analyze the way the project has worked on basis of these assumptions and how mitigation has taken place in case assumptions have proven inadequate or faulty.

Table 5: Assumptions that influence the outcome of the project. Source: adapted from PRODOC.

Assumptions	Validity during project implementation	Mitigation measures taken by project in case of inadequacy
i. The hypothesis that environmental management will continue to remain a priority for the Suriname government;	This hypothesis has remained true.	None needed.
ii. That targeted cross-cutting capacity building will be sufficient to lead to measurable progress in environmental management; and	During the implementation, it was realized that work on the Environmental Framework Act would not be possible, due to the many rounds of comments and adjustments that had already been implemented on it. Nevertheless, the adoption of this Act was stated in the ProDoc as one of the prime results of the project.	Since the PRODOC mentioned ‘elements of the EFA’, the project management decided to focus on the Decrees for enactment of the EFA, so that when the Act would be approved by parliament, the Decrees would be approved at the same time, immediately operationalizing the Act.
iii. That NGOs, local communities and the private sector seek to collaborate effectively within a joint framework around environmental priorities.	This was an assumption that would prove difficult. The willingness to collaborate has clearly been demonstrated, but reservations exist with regards to the liberal sharing of data and information – on of the pillars of the project.	MoUs have been designed between NIMOS and the other hosts of environmental data bases and information sources to outline the conditions for exchanging information. Nevertheless, some of them have indicated that under the current conditions, liberal information sharing would not be an option.
iv. that institutional change and targeted capacity building will increase the level	Since it is not clear what institutional change means, this assumption cannot be checked.	The trainings with regards to the Land Use/Land Cover maps have brought the various stakeholder

Assumptions	Validity during project implementation	Mitigation measures taken by project in case of inadequacy
of progress in environmental management.	No mandates were changed during the project and the TOR for the Knowledge Platform has not been approved yet.	groups together and has already had a positive influence on decision making.
v. that those national and global objectives are operationally compatible with the implementation of this project.	The project has most emphasis on the national objectives and little on global objectives. Hence, this assumption could not be checked.	Some of the organizations that have received hardware support (GIS/Remote Sensing equipment & Processing capacity), have also been engaged in reporting processes for the Rio Conventions, like the 2 nd National Communication and the 6 th CBD Report. Thus, the project has indirectly supported global objectives.
vi. There is also the assumption that government, NGOs, private sector, indigenous groups and local communities will collaborate effectively within a joint framework with the desire to fulfill global Rio Convention commitments, once effective coordination mechanisms are established.	This assumption has held true, since practically all organizations have indicated during the interviews that they valued their involvement in the project – although quite a number regretted not having been involved beyond provision of information.	The fact that an external company has been hired for the achievement of the components led to the focus shifting from the process of collaboration to the production of the tangible outputs Environmental Atlas and Roadmaps. This has led to the focus of collaboration also being on provision of information and validation.

The ProDoc acknowledges as most significant **risk** which could impact the implementation of this project to be political instability, fluctuations in the institutional make-up of the government, and the resulting lack of coordination among government structures, as well as challenging financial situations and conflicting mandates. The presidential election scheduled for 2015 has fostered some unpredictability and uncertainty for the public sector. Some significant changes could be expected from the election, impacting mandates, structures and budgets. The project proposed to mitigate this risk by ensuring that there be good cross-collaboration and coordination from the project preparation to the implementation, and that regardless of who has the final responsibility of implementing particular actions, the project is supported cross-governmentally, so that if there are any transitions, collaborating partners can step in with the knowledge of project direction. Additional risks and mitigation strategies were highlighted in C.3.a. of the ProDoc; see table 6. The evaluation will gauge if risks have turned into threats to the project and the actual mitigation measures taken. The project Risk Logs will need to provide more information on these developments.

Table 6: risks and mitigation strategies. Source: ProDoc.

Risk/External Factor	Risk Category	Level of Impact	Risk Mitigation Measures	Actual mitigation
Inability of government, NGOs, private sector and local communities	Organizational, political, regulatory	Moderate	This risk is being recognized on the outset and cross-sectoral participation is embedded in all the activities so as to avoid impacts of this risk. These sectors have participated in the NCSA as well as the PPG process which creates	Even though the LFA foresaw an information campaign, as well as communication and training strategy, these elements were not

Risk/External Factor	Risk Category	Level of Impact	Risk Mitigation Measures	Actual mitigation
to work together.			greater understanding of the project. Another mitigation measure will be to create public awareness of the project and the benefits that cross-cutting development will bring, and how meeting global environmental commitments will serve Suriname. This public awareness, and understanding of benefits, have been shared during the PPG stage and will be further socialized with stakeholders during the first phase of implementation. The proposed project will also build on baseline interventions such as the R-PP which will help to anchor the interventions on preexisting participatory mechanisms. The benefits of project activities will also be clearly articulated throughout the implementation phase in order to obtain greater participation and engagement.	produced during the project. These would have helped to mitigate this risk. Another mitigation measure would have been to connect to the Stakeholder Engagement Strategy under the REDD+ programme. Overall, the risk has not been mitigated.
Financial sustainability	Financial, operational, organizational	Low	This project includes activities that are specifically targeted to address this issue as a risk to the sustainability of project outcomes. For instance, one of the activities involves developing a plan, and identifying innovative sources of financing for ongoing financial sustainability. The project will also strengthen current financial plans so as to streamline funds for sustainable development, and also develop capacities for proposal development, resource mobilization and fundraising.	The level of impact of this risk has been gauged as 'low', but seeing that during the inception, particular emphasis was put on this sustainable financing, it should have been higher. The activities as outlined as risk mitigation have not been achieved yet; they may however come to fruition during the extension period.
Political instability	Organizational, Political, Financial	High	Given the uncertainties of the political context, the risk is high for political changes to impact the project. However, as the project is targeting environmental governance as a whole and exploring the roles of numerous partners and how they can work together particularly on the knowledge platform, the risk is mitigated in that even if mandates change, stakeholders will continue to work together with respect to their own areas of expertise. Government ministries have identified that it is a challenge to maintain inter-ministerial coordination for an ongoing period of time with elections coming next year	This risk is still valid, seeing that new elections are coming next year; more so since the oversight no longer rests with a the Ministry for the Environment (ATM), but with the Cabinet, which is directly linked to the president. Unfortunately, with regards to this specific project, the ties between NIMOS and the Cabinet were strenuous, which may cause problems with

Risk/External Factor	Risk Category	Level of Impact	Risk Mitigation Measures	Actual mitigation
			and a lack of clarity on who will carry which portfolio. For that reason, institutions have identified ABS as an institution—as it is not a ministry—to chair Component 1.	sustainability in the future.

Under normal circumstances, the project related risks are being monitored in the Risk Logs within the UNDP Administrative Database Atlas. These were requested by the Evaluator. Upon review, only one risk log event could be obtained: on 18/01/2018, two political risks have been reported:

- 1) Government ministries have identified that it is a challenge to maintain inter-ministerial coordination for an ongoing period of time with elections; and
- 2) a lack of clarity on who will carry which portfolio. The Ministry of Labor, Technological Development and Environment is dismantled.

No further risk logs have been entered; the mitigation strategy was not provided.

The latest situation on Risks was reported in the 2017 PIR. These have been included in table 7.

Table 7: PIR 2017 Updated project risks and actions

Project Risk Description	Type	Date identified	Mitigation Measures
Government, NGOs, private sector and local communities do not reach agreement on the best approach for coordination and implementation of 3 Rio conventions.	Organizational, political, regulatory	30 Oct 2015	It is recognized and is part of the different sectoral and cross cutting policy measures that are being considered by the government of Suriname for improved environmental management. NIMOS and coordination Environment Office of the President are central and continue in this discussion.
Consultant team change where members are replaced and deliverables are delayed	Operational	01-04-2017	NIMOS has subjected a warning to the consultants
Consultant not consequent with following work plan and schedule	Operational	frequent	NIMOS has subjected a warning to the consultants. Closer monitoring and feedback with the Consultant and adjustment of Annual workplan 2017. Improve joint planning and agreement on AWP 2018 between project partners and consultant team.

The evaluator has not been able to find out what has been arranged now with regards to the risks identified and the mitigation measures proposed.

LESSONS FROM OTHER RELEVANT PROJECTS (E.G., SAME FOCAL AREA) INCORPORATED INTO PROJECT DESIGN

Since the CCCD portfolio is relatively young, it is not obvious to find other relevant projects in the same focal area. Nevertheless, the Evaluator has been involved in the Cambodia CCCD project, which tackled to large extent the same topic: Environmental Knowledge and Information System for better environmental governance and easier reporting to the conventions. Undoubtedly, there are other similar projects within the CCCD or Enabling Activities portfolios that could have provided supportive documentation and lessons learned. However, this has not become evident from the documents reviewed and the interviews held.

Nevertheless, since the project was housed within NIMOS, who is currently also implementing the REDD+ project, cross-fertilization between the two projects is evident. As noted earlier, the REDD+ process has been able to develop a Communication Strategy and a Stakeholder Engagement Strategy, which have been loosely followed by the CCCD project as well.

PLANNED STAKEHOLDER PARTICIPATION

Due to the project's multi-sectoral nature, the ProDoc stated that the project would be working in a multi-stakeholder situation where numerous authorities and responsibilities are responsible to implement the Rio Conventions. Therefore, partnership strategies were critical for the success of the project. Main project stakeholders (including ministries, private sectors, and development partners) identified in the project design (ProDoc; p. 46) that were to be actively involved in project implementation and their foreseen roles have been outlined in Par. 2.5. The following progress was noted on the specific roles of stakeholders (table 8).

Table 8: progress on stakeholder involvement.

Output number	Stakeholders	Stakeholder involvement	
		as foreseen	actual
1.1	Key government institutions (ATM, NIMOS, ROGB, NH, Agriculture, MPPLFM, Ministry of Interior Affairs, Ministry of Regional Affairs, ABS)	<ul style="list-style-type: none"> - Will guide process to establish Knowledge Platform (KP); will host consultations; - work with consultants to finalize the architecture of the KP; - will assess how the KP will meet national sustainable development objectives and MEAs; - finalize financial terms and conditions of use. 	<p>NIMOS worked with Kaplan Consortium to outline the Roadmap, which outlines how SNIM can be set up. Partners were involved in the launch of SNIM and discussions about the TOR for the SNIM were held, but not concluded.</p> <p>The process was launched on the 17th of March 2017; a list of participants is included in Kaplan Report of Component 1, page 211.</p> <p>On the 1st of June, the SMIN was introduced and the TOR discussed. Unfortunately, no attendance list was available to the evaluator.</p> <p>A workshop on GIS Image Interpretation & Land Use Analysis, GIS in Planning and Decision Making (CCCD) was held on May 2nd 2017, which was only attended by government representatives.</p>
	National institutes (National Institute for Environment & Development; Centre for Agricultural Research in Suriname; National Council for the Environment; Foundation for Forest Management and Production Control & ADEK)	<ul style="list-style-type: none"> - To bring technical expertise in the structure of the KP, - what types of data institutes can contribute; - how they will financially contribute or recover costs for research/data; and - how they would use such an information portal. 	<p>Kaplan Consortium interviewed main stakeholders to obtain information on availability of data and information for their outputs.</p> <p>The process was launched on the 17th of March 2017; a list of participants is included in Kaplan Report of Component 1, page 211.</p> <p>On the 1st of June, the SMIN was introduced and the TOR discussed. Unfortunately, no attendance list was available to the evaluator. However, interviewees of R&D institutions have indicated to have participated.</p>
	Key non-governmental stakeholders: NGOs (Suriname Conservation Foundation, Conservation International, WWF, Green Heritage Fund, Amazon Conservation Team, Tropenbos Suriname International);	<ul style="list-style-type: none"> - Articulate how they could contribute to and use data from knowledge platform; - highlight what the information needs are of these groups 	<p>Kaplan Consortium interviewed main stakeholders to obtain information on availability of data and information for their outputs.</p> <p>The process was launched on the 17th of March 2017; a list of participants is included in Kaplan Report of Component 1, page 211, which includes members of NGO's and R&D institutions.</p> <p>On the 1st of June, the SMIN was introduced and the TOR discussed. Unfortunately, no attendance list was available to the evaluator. However, interviewees of NGOs have indicated to have participated.</p>
	Indigenous communities and vulnerable groups	<ul style="list-style-type: none"> - Identify what their challenges will be in using KP, and providing information to KP, identifying informational needs, collecting data; 	<p>Kaplan Consortium interviewed main stakeholders to obtain information on availability of data and information for their outputs.</p>

Output number	Stakeholders	Stakeholder involvement	
		as foreseen	actual
		- engaging in consultations	<p>The process was launched on the 17th of March 2017; a list of participants is included in Kaplan Report of Component 1, page 211, which does not include representatives of vulnerable groups.</p> <p>On the 1st of June, the SMIN was introduced and the TOR discussed. Unfortunately, no attendance list was available to the evaluator. However, interviewees of indigenous and tribal organizations have indicated to have participated.</p>
1.2.	Key government stakeholders and NGOs	<ul style="list-style-type: none"> - receive training on how to engage minorities and vulnerable groups; - build on lessons learned from SLM project, R-PP engagement activities, and SBB experience. - NGOs also provide their expertise and experience on this matter e.g. CI on mapping remote communities. 	<p>Limited training was provided under the project, without a real focus on minorities and vulnerable groups. The project financed a gender activity, which was unrelated to the topics at hand.</p> <p>The only real capacity development was in the form of hardware, enabling a number of institutions to do better mapping.</p> <p>The SBB activities on the Land Use/Land Cover map were accompanied with on the ground training of both national and local user groups among governments, NGOs and CBOs.</p>
	Indigenous and vulnerable groups	<ul style="list-style-type: none"> - clarify what barriers have been to participation, - input into training materials, - increase participation in consultations 	No real activity was mentioned by the interviewees or identified in the documentation.
2.1.	Key government stakeholders led by ATM	<ul style="list-style-type: none"> - Host work planning sessions to develop recommendations, devise text and ensure cross-collaboration; - ensure text reflects broader crosscutting capacity development needs and supports the MEAs; - sensitize parliamentarians and elected officials. 	Sessions were held to validate the Decrees supporting the Environmental Framework Act, which were mostly designed by individual consultants. Participation was limited to attending the validation sessions. Since no minutes of these meetings were recovered, it is not known who attended.
	NGOs, indigenous and vulnerable groups	<ul style="list-style-type: none"> - bring experience from environmental stewardship in the form of recommendations; - highlight government and enforcement needs; - discuss the potential impacts of draft suggestions 	Since no minutes of these validation meetings were recovered, it is not known who attended.
	Private Sector (extractive industries, construction, tourism, transport, telecom etc...)	<ul style="list-style-type: none"> - receive training on environmental Act and legislation and how this will impact activities; - inputs on Act to highlight what impacts Act will have on economic and commercial activities 	Since no minutes of these validation meetings were recovered, it is not known who attended.
2.2	Key government stakeholders led by ATM	<ul style="list-style-type: none"> - stocktaking of the various forms of governance; - establishing a coordination mechanism to harmonize government activities; - host consultations to input to environment legislation; 	Validation sessions for the draft Roadmap for Change were held. Participation was limited to attending the validation sessions. Since no minutes of these meetings were recovered, it is not known who attended or how contribution of stakeholders has been integrated.

Output number	Stakeholders	Stakeholder involvement	
		as foreseen	actual
		- lead public awareness campaigns on the relevance of environmental legislation	
	NGOs, indigenous communities and vulnerable groups	- input into legislative processes, - share experience and needs in environmental governance; - raise issues that may arise in application of governance structures on the ground, - understand improved governance structures	Since no minutes of these meetings were recovered, it is not known who attended or how contribution of stakeholders has been integrated.
	private sector	- receive training on environmental governance and roles and responsibilities and various levels (local, regional, national actors); - input into the implications of environmental governance on various economic activity	Since no minutes of these meetings were recovered, it is not known who attended or how contribution of stakeholders has been integrated.
2.3	Key Government Stakeholders led by ATM, Finance and NH	- Identification of cross-cutting financial needs; review of financial plans relative to sustainable development goals and MEA commitments; - identifying financial goals and objectives; - receive training in proposal/grant writing and resource mobilization strategy	Document is still being drafted. None of the interviewees indicated to have been involved in this activity.
	private sector	- identifying opportunities for public-private partnerships	Document is still being drafted. None of the interviewees indicated to have been involved in this activity.
	NGOs	- identifying potential donor funds	Document is still being drafted. None of the interviewees indicated to have been involved in this activity.

Planned stakeholder participation was mainly focused on having national custodians of environmental information take seat in the SMIN Knowledge Platform and obtaining information from them to load the Environmental Atlas and Information Catalog. Local stakeholders were engaged mostly through the work by SBB on the district and resort level Land Use/Land Cover maps, in which they provided map calibrations and were trained in the use of the maps for their planning purposes.

As stated earlier, stakeholder engagement should have started with representatives taking a seat in the Project Steering Group. Unfortunately, for reasons of size of the project, it was decided not to use an official PSC, but to set up an informal project board with members of the project partners discussing progress in an informal setting. No board meeting minutes were produced. So the project was monitored by an informal board which reviewed implementation progress, took strategic decisions, endorsed work plans, provided guidance, and assisted in the resolution of issues experienced during implementation.

No Stakeholder Involvement Strategy was outlined for the project during inception. The initial Cross-cutting Capacity Development scorecard was filled collaboratively through a participatory process at the validation workshop, by the following stakeholders:

- ABS
- ADEK
- ATM

- CELOS
- Finance
- Justice & Police (JUSPOL)
- Maritime Authority of Suriname (MAS)
- METEO (Meteorological Services)
- National Herbarium (institute under ADEK)
- NIMOS
- ROGB
- SBB
- UNDP (as per ATM’s request).

This process has as yet to be repeated to gauge the status of the stakeholders’ capacity at the end of the project period. This will be done during the extension period.

REPLICATION APPROACH

The ProDoc (part C.3, p. 43) indicates the following aspects of the project which lend itself to replication (table 9).

Table 9: Replication potential of project.

	Replication component planned	Actual
1	Training program designed to effectively work with vulnerable communities in the context of environmental management,	No real capacity building strategy or training programme was elaborated; trainings were provided haphazardly without capitalization of training plan, trainers notes or materials used. Trainings were not evaluated.
2	A roadmap for improved environmental governance in collaboration with government and civil society partnerships. If interactions with vulnerable groups and civil society can be enhanced, it will serve as a model for other processes underway.	The Roadmap has been produced. Unfortunately, no process description was provided in how to get to the roadmap or how to monitor progress. Nevertheless, the Evaluator estimates that both the Roadmap for Change, as well as the Roadmap for Spatial Mapping will provide elements that have a high replication potential.
3	Collaborations with the private sector, particularly in efforts to raise funding for environmental governance and sensitization on environmental legislation, can pave the way for future collaborations on environmental questions.	Such collaborations did not take place yet, but may be integrated into the sustainable financing plan that is underway.

The project would have benefited from a Capacity Development Strategy, that would have outlined all capacity building activities undertaken, capitalized on their processes and findings, and outlined the replication potential.

UNDP COMPARATIVE ADVANTAGE

The PIF provided information on the comparative advantage of UNDP as Executing Agency for this GEF project. UNDP was selected as the GEF Implementing Agency for this project based on their experience and expertise in supporting capacity development efforts in Suriname, and the lessons learned and best practices that it could bring to bear from their experience in other countries. UNDP and the Government have previously worked jointly on implementing the NCSA, which made UNDP a knowledgeable partner in implementing the follow-up to this process.

CB2 projects are complex due to their multi-sectoral, multi-stakeholders' nature. In general, UNDP comparative advantage lies in its experience in integrated policy in different national processes, policies, and frameworks. UNDP's assistance in designing and implementing activities is consistent with both the GEF mandate and national sustainable development plans. UNDP has indeed partnered with many NGOs and CBOs during its work in Suriname and has been the administrative kingpin in many projects and programmes financed by the GEF and other funding mechanism, on which the current project could build. However, due to the full NIM modality of the project, the available capacity within the UNDP network may not have been fully exploited.

More broadly speaking, UNDP has developed a global expertise in supporting the development of environmental indicators and capacity-building and monitoring/evaluation tools, which are extremely necessary in measuring impact of such capacity building programmes. UNDP at global level has been involved in designing and implementing over 60 projects under this focal area, many of these projects are being implemented in the LAC region.

LINKAGES BETWEEN PROJECT AND OTHER INTERVENTIONS WITHIN THE SECTOR

In Section E.1. (page 61) of the ProDoc, the linkages of the current project are discussed with other relevant ongoing interventions and projects in the country. These are:

- Development of Renewable Energy, Energy Efficiency & Electrification of Suriname (IADB)
- Conservation of the Guianas Shield (UNDP)
- Integrated and Sustainable Management of Trans-boundary Water Resources in the Amazon River Basin Considering Climate Variability and Climate Change (ACTO)
- Formulation of a Code of Practice for Sustainable Forest Management (Tropenbos International).
- Coastal Protected Area Management (UNDP)

The [GEF website for Suriname](#) offers an additional number of projects on a national, regional and global scale to which the project could have sought linkages. The inception phase would have provided opportunity to consolidate these linkages and ensure that lessons learned and best practices from other project could be incorporated into the final project programming. Neither the interviews nor the documents reviewed provided the evaluator with evidence that such linkages were explored or valorized.

MANAGEMENT ARRANGEMENTS

Management arrangements have already been explained under Par. 2.5., including the organigramme. The project is implemented according to UNDP's National Implementation Modality (NIM) as per NIM guidelines agreed by UNDP and the Government of Suriname. UNDP is the GEF Agency for this project, with the UNDP CO in Suriname responsible for transparent practices, appropriate conduct and professional auditing. The Executing Agency/Implementing Partner is the Office of the President and National Institute for Environment and Development (NIMOS). The arrangements, as explained in the ProDoc covered:

- a) Project Board: meet at least twice times per year at the UNDP Country Office Headquarters;
- b) National Project Director (NPD): designated senior government official;
- c) Project Management Unit: full-time National Project Manager (NPM) and supported by a part-time assistant (Technical Coordinating Officer TCO);
- d) Pool of national consultants (14 national experts);
- e) Technical Working Groups (TWGs): One on knowledge production, data generation and sharing with mandate to support the development of the knowledge platform; one on environmental governance and legislation.

In the Annexes of the ProDoc, draft TORs were included for the Project Board, the NPD and the NPM.

The evaluation determined that this set of implementing arrangement has not been established during the inception phase of the project. As indicated earlier, it was decided to forego the official establishment of a Project Board in line with the TOR. The status of the part-time assistant was changed to Technical Coordinating Officer (TCO), for whom a TOR was written, outlining the duties and tasks, among which responsibility for daily coordination of the project and work closely with the consortium of experts to complete the Components 1, 2 & 3. In reality, this TCO absorbed a number of tasks that were originally foreseen for the pool of national consultants. According to the TOR, the TCO would be supervised by a Senior Program Advisor, whose tasks and responsibilities have not been described in an official TOR. The pool of national consultants was replaced by a service contract for an international consortium of international and local consultants with Kaplan Consultants in the lead. The latter consortium was tasked with providing the main outputs for the project, based on an international tender request and a TOR for an assignment of 8 months (starting September 2016 – April 2017). The TORs for the Consortium and the Technical Coordination Officer have been included as Annexes in the TE report. The consortium has worked according to their Technical and Financial Offer. The elaboration of the decrees for the implementation of the Environmental Framework Act was part of the original package, but was taken out of the packages in a later stage. In the 2017 AWP, the TOR for national consultants for the elaboration of the Decrees under the Environmental Framework Act has been outlined. A tender for national consultants was written on basis of a TOR and several Decrees have been drafted.

No Technical Working Groups have been installed to support the Project Board, NPD and PMU.

CCCD resources under the strengthening Civil Society platform/actions has been used for strengthening of [Stichting Suri Corps for Development](#). Volunteers from Suricorps were hired to work on digitization of historic data for METEO, as well as incorporation of information from the National Herbarium into GBIF. SuriCorps was also supported to have volunteers participate in the Caribbean Volunteers Organization Forum. Video on participation <https://www.youtube.com/watch?v=1Vh6cIpZL2E&t=595s> and video of Suricorps <https://www.youtube.com/watch?v=8r7yJuxtN-c&t=2s>.

3.2. PROJECT IMPLEMENTATION

The TE Consultant has reviewed the project implementation and its adaptive management. The following aspects of project implementation have been assessed:

- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country)
- Feedback from M&E activities used for adaptive management
- Project finance,
- Monitoring and evaluation; design at entry and implementation
- UNDP and Implementation Partner Implementation/ execution coordination, and operational issues.

Achievements of project implementation and adaptive management have been rated in terms of the criteria above at a six-level scale as follows (TE's TOR): Highly satisfactory (HS) – the project has no shortcomings; Satisfactory (S) - minor shortcomings; Moderately satisfactory (MS) - moderate shortcomings; Moderately unsatisfactory (MU) - significant shortcomings; Unsatisfactory (U)- major shortcomings; and Highly unsatisfactory (HU) - severe shortcomings.

The results of the review and justification for the rating provided is described in the following paragraphs. The selected rating and a description/explanation of that rating is included in the TE Ratings & Achievements Summary table 1, Page 6.

ADAPTIVE MANAGEMENT (CHANGES TO THE PROJECT DESIGN AND PROJECT OUTPUTS DURING IMPLEMENTATION)

According to the ProDoc (p.14 & 65), the project would take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery. That is, UNDP and NIMOS should manage project activities with early involvement of stakeholders and throughout project implementation, providing regular input on the performance of project activities: this would help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

According to the procedures outlined in the ProDoc, the PMU would have prepared annual work plans (AWP), based on which the activities and outputs are related to proposed project components and outcomes. The evaluator hasn't received these AWP for evaluation, hence the application of ACM could not be properly evaluated.

Project management must constantly keep referring to the goal and objectives and critically assessing how the activities are contributing to the outputs and how those outputs are leading to the objective. Three adaptatively management measures were taken by the CCCD Project:

A. Move the project from ATM to NIMOS (operational) & EC of the Cabinet of the President (oversight).

Practically, this move could have influenced the project positively, since the oversight of the project would now be in the hands of the Cabinet of the President and therefore overarching the mandates of individual ministries (as would have been the case with the Ministry for the Environment). Unfortunately, strong involvement of the EC fell away during implementation and left in the hands of NIMOS. The latter institutions may not have been recognized as having the clout of a Ministry and therefore may not have been as effective in mainstreaming as it could have been. In this sense, the move has not had the positive desired effect.

B. Restructure the project management.

The restructuring of the project management mostly had to do with not installing a formal Project Board for guidance and decision making or Technical Working Groups (TWG) for technical backup and review of outputs. In absence of alternative structures to take the place of the TWG, the PMU was mostly responsible for the evaluation of the technical outputs of the project and stakeholders were practically only involved to validate those outputs. Another restructuring had to do with the decision to not hire a PMU from outside, but allocate a NIMOS staff member as project manager and M&E expert and NIMOS administrative staff as support. The only person within the PMU hired specifically for this project was the Technical Officer, but her contract terminated long before project end. These decisions have not worked out positively for the project execution, seeing that the allocated NIMOS staff continued to be responsible for certain normal NIMOS tasks, and they could not rely on the support of TWG to provide technical assistance.

C. Hire a consortium of international and national consultants under lead of Kaplan Consultants to provide the outcomes.

This decision was probably taken with the notion of speeding up the process and obtaining a good grip on the outputs. Serious delays had already occurred and speed was of the essence. The difficulty of managing a consortium of consultants has been underestimated. Although the outputs provided by the Consortium are of considerable quality, they are not fully owned by the stakeholders (having been produced by an outsider).

Moreover, the Consortium lead was pursuing his own agenda, leading to certain misunderstandings that delayed the implementation process further. Even at the time of the Terminal Evaluation, none of the outputs had received a formal approval stamp from government or stakeholders, limiting the potential for change that the project might have.

In absence of a formal Project Board, there has been no official decision about these changes. However, it is presumed that the informal board of project partners has approved of the adaptive management measures. Unfortunately, no meeting minutes were available to the evaluator to corroborate this assumption.

PARTNERSHIP ARRANGEMENTS

As NIMOS was officially appointed to be Suriname's central hub for technical, management and political issues concerning environmental matters, the Project was able to coordinate the involvement of the government counterparts, NGOs and CBOs, representatives of the Indigenous and Tribal People of Suriname, and R&D institutions, like ADEK, CELOS and Tropenbos. The fact that with the dismantling of the ATM, NIMOS is now the central body for the preparation of environmental decision-making and their efforts in operationalizing an Environmental Planning and Information Management office (EPI). This office had already been foreseen in the IADB proposal (Buursink, 1997), that outlined a new Suriname institutional framework for Environmental Governance. According to EPI's description of tasks, it has the general responsibility for the national environmental planning in two ways: (1) by spatial mapping and zoning of the country on basis of modern GIS-methods, field data and information entry/management; and (2) support and promotion of economic planning by means of the process of national environmental action planning (NEAP). Moreover, EPI also hosts the automatized environmental data bases of NIMOS for spatial and non-spatial information. Placing the project in EPI has been the obvious choice as it has been an important tool in operationalization of the office to fulfil its mandate. All partnerships already established by NIMOS in the course of its existence can contribute to the success of EPI.

The involvement of the key stakeholders has already been discussed earlier in this report. Within the context of setting up the SMIN, the project has elaborated a number of Memoranda of Understanding about data and information sharing with SMIN. Known MoU are with the following organizations: ABS, CELOS, Tropenbos, SBB and Meteo. Especially the partnership with ABS and SBB have proven successful: with ABS, since joint efforts with regards to SMIN establishment and the publication of the Environmental Statistics for the country were a logical marriage. With SBB, collaboration on training and consultation on the Land Use/Land Cover maps on national and district level has given the project a lot more grassroots impact.

FEEDBACK FROM M&E ACTIVITIES USED FOR ADAPTIVE MANAGEMENT

The project seems to be only really implemented effectively as of early 2017. The changes proposed during the PPG phase contributed to set up a correct management structure for the Suriname circumstances of having many projects and only limited capacity from institutions to take seat in Steering Committees. The steering of the project through informal meetings with representatives of the key stakeholders should have provided a good way of quickly reacting to changing circumstances.

The PPG report did include a number of changes that were applied on the PIF to come to a full proposal, which were integrated well into the ProDoc. During the project implementation, the project management unit and UNDP have incorporated several changes in the project set up and implementation arrangements, that have been discussed earlier. These decisions were made to expedite the project implementation process; unfortunately, in view of the fact that the project has requested and been granted a no-cost extension, this has not proven to be successful.

According to information available to the evaluator, the official Inception Workshop would be held on the 13th of December 2016 (see Annex G). However, the evaluator was provided with a report of a workshop that was identified by NIMOS as the report of the Inception Workshop. This workshop was held on the 14th of March 2017 in the Torarica Hotel in Paramaribo. During this workshop a number of recommendations

were made that would have consequences for the current project and hence, for the evaluation. Some examples:

- i. UNDP representative Drakenstein acknowledged two components for the project that were deemed important: 1) internal, focused on the government institutions to provide the pieces of information that are available within the government apparatus, among which important institutions like NIMOS and SBB. 2) Civil Society, within which the indigenous and tribal people also have access to information and should be given a voice to be heard by policy makers with intention to influence policy processes.
- ii. Acting Director NIMOS, CEDRIC NELOM acknowledged two preliminary results of the CCCD Project that contribute to environmental planning and information management: 1) publication of the 7th Edition of Environmental Statistic (“Milieu Statistieken”) produced by the General Bureau for Statistics (Algemeen Bureau voor Statistiek /ABS) and 2) the ‘Tourism Exit Survey’ by Suriname Tourism Foundation (Stichting Toerisme Suriname/ STS) and ABS. These should be listed as tangible results of the project.
- iii. Next to providing environmental planning a place within national environmental management, NIMOS is also executing the CCCD project to provide support to the national planning under authority of the Suriname Planning Bureau Foundation (Stichting Planbureau Suriname). The evaluation will see how this has been given form.
- iv. Presentation by Mr. Donovan: the Climate Output Forum is also a Knowledge Platform, which mostly deals with exchange of weather data for certain stakeholders. Connection should be sought.
- iv. Request by Mrs. Crabbe of the Forest Management and Surveillance Foundation (Stichting Bosbeheer en Bostoezicht) about to connect to the existing forest monitoring system on geo-portal of the Forest Cover Monitoring Unit (FCMU) (the National Forest Monitoring System);
- v. Mr Salomon Emanuels discusses the need for involvement of communities, professionals and stakeholders in the implementation of the project and the need to build on previous workshops – in following workshops, the findings, conclusions, insights and recommendations should be collected and discussed. It is not the intention to create new things everywhere, but we will have to work with the existing data as much as possible.
- vi. Results from the working groups: mostly relating to the question: who owns the data and how can liberal exchange be ensured and under what conditions.
- vii. Wrap up: Mr. Emanuels indicates that there is local knowledge available among the indigenous communities, which should also receive attention under the project. Participants are asked to send a GIS questionnaire to NIMOS.

The inception report did not capture all necessary adaptive management measurements including the formulation of the project’s technical working groups, the project management structure, and the first-year work plan. What it did capture was interesting non-the-less. It gave an overview of what had been noted during previous workshops pertaining to the subject. One discussion centered around the use of findings of previous workshops. One example was the construction of the Road Map (Policy Formulation), during which it was recommended to use initial zoning suggestions, as a basis for a national spatial planning system. Zoning would be benefitted by the formulation of a coastal protection policy paper and policy papers regarding biodiversity preservation and the contribution of forests in Suriname to carbon stocks, and the reduction of the greenhouse effect, as well as allocation of areas for the development of urban areas, transportation, infrastructure, sewage treatment.

With regards to M&E, the foreseen annual, quarterly, and day-to-day M&E instruments such as the Annual and Quarterly Progress Reports were more or less neglected. QPR’s are no longer required according to UNDP procedures, having been replaced by another tool. The only APR/PIR that was available is the one from 2017. According to the project document, the Project Board was to meet twice a year with a total 6 meetings during the project lifetime; as discussed earlier – this did not happen in a formal way. M&E capacity

of NIMOS built via recruitment of M&E officer, who unfortunately resigned from her post in Sept/Oct 2017 and was not replaced.

As such, it is unclear whether the Project regularly used feedback from M&E to address appropriately and adequately any new challenges and thereby ensure the achievement of established targets. No M&E plan was available to the evaluator and risks and issues were not regularly updated.

As a medium-sized project, the project was not required to undergo a Mid-Term Evaluation, which is facultative. However, in view of the major changes to the implementation arrangements early 2017, it would have been good to do at least an internal evaluation of the progress after the foreseen implementation of the workplan for the Consortium of Consultants should have been concluded.

The evaluator is hopeful that the current report will provide the project management with opportunities to remedy a number of issues.

PROJECT FINANCE:

The Evaluation assessed the key financial aspects of the project, including the extent of co-financing planned and realized. Variations between planned and actual expenditures were assessed and explained. Results from recent financial audits, as available, have been taken into consideration. The evaluator(s) received assistance from the UNDP CO and Project Team to obtain financial data in order to complete the co-financing table below.

The actual expenditure and the leveraged co-financing have been assessed during the TE mission. The differences between planned and actual expenditures per components per year have been assessed and presented in Table 10. Project Budget and Expenditures (US\$) The table provides an overview of the budgeted expenditures of the GEF Project of US\$ 980,000. As of October 2018 (planned project end), US\$ 834,099 or about 85% of the project total budget, has been expended. Thus, about US\$ 145,900 remain in the Project budget for technical assistance, implementation public awareness activities and capacity development activities for the extension period.

The largest share of budget has been spent within component 1. Thus, the spending of the budget is pretty much in plan but is not in line with the period of implementation, as are also the results of the project delivered so far.

The project budget included US\$ 1,315,000 from the Government of Suriname and US\$ 237,500 thousands from UNDP, which makes the 65% of the finally produced co-financing contribution, instead of the 59% foreseen at project start. Since the project will run until June 2019, the rate of co-financing will probably even increase during this no-cost extension period.

Table 10: Financing and Cofinancing of the project: planned and actual.

Financing	GEF financing (tousand US\$)				
	Planned	Actual start	Actual dec'18	% of total	% of change
Grants	980,0	980,0	834,1	35%	-15%
Loans/Concessions					
• In-kind support					
• Other					
Totals	980,0	980,0	834,1	35%	-15%

Co-financing (type/source)	UNDP own financing (tousand US\$)					Government (thousand US\$)					Partner Agency (thousand US\$)					Total Financing and Co-financing (thousand US\$)			
	Planned	Actual start	Actual dec'18	% of total	% of change	Planned	Actual	Actual dec'18	% of total	% of change	Planned	Actual	Actual dec'18	% of total	% of change	Planned	Actual	Actual dec'18	% of change
Grants	185,0	200,0	216,5	9%	8%	440,0	840,0	1.240,0	52%	48%						1.605,0	2.020,0	2.290,6	113%
Loans/ Concessions																			
• In-kind support	50,0	35,0	21,0	1%	-40%	625,0	325,0	75,0	3%	-77%						675,0	360,0	96,0	27%
• Other											100,0	0,0	0,0	0%	100	100,0	0,0	0,0	100%
Totals	235,0	235,0	237,5	10%	1%	1.065,0	1.165,0	1.315,0	55%	13%	100,0	0,0	0,0	0	100	2.380,0	2.380,0	2.386,6	0,28%

MONITORING AND EVALUATION: DESIGN AT ENTRY AND IMPLEMENTATION (*)

The TE considers that the UNDP project assurance role has not been appropriately applied to this project, due to the following evidences:

- There have been a number of monitoring and review exercises conducted by the UNDP Country Office including field monitoring visits, participation in the informal steering meetings, preparation of the 2017 APR/PIR. Annex G provides evidence of these interactions.
- Preparation of the first APR depends on the ProDoc signature date. All projects signed before 30 June in year X, are supposed to prepare the first APR in the year X+1. Projects signed after 30 June X, should prepare the first APR in year X+2. The ProDoc of the Suriname CCCD project was signed in October 2015, hence the first APR was correctly issued in 2017.
- Since no quarterly progress reports were deemed necessary, the UNDP Country Office was informally active in reviewing and following up on the project's financial reports and project work plans. Only one set of minutes of such meetings have been provided to the Evaluator, but Annex G provides some examples of UNDP's request for progress reporting.
- The UNDP/GEF Regional Unit and UNDP Suriname's provisions of financial resources have also been in accordance with project norms and in a timeframe, which is supportive of covering the costs of project activities.
- The Project's staff and consultants were contracted according to the established Rules and Regulations of the United Nations and the financial transactions and procurement activities similarly followed due process and the same Rules and Regulations.
- The Evaluator was unable to fully assess if the project's monitoring and evaluation activities were conducted in accordance with established UNDP and GEF procedures. The initial M&E paragraph in the ProDoc should have been followed during the implementation of the project. Although the Implementation and Monitoring Stage Quality Assurance Report of February 2017 states that: "the project has a costed M&E Plan, and most baselines and targets are populated. Progress data against indicators in the project's RRF is collected on a regular basis, although there may be some slippage in following the frequency stated in the Plan and data sources are not always reliable. Any evaluations conducted, if relevant, meet most decentralized evaluation standards. Lessons learned have been captured but may not have been used to take corrective actions yet. (all must be true to select this option)", the absence of the true Inception Report (of 13th of December 2016) didn't provide the Evaluator with the evidence that the M&E plan had been reconfirmed and tightened up during the Inception Workshop. The absence of the narrative to the AWP's could not remedy this assessment: it is not clear how the outputs of the M&E have led to changes in the project implementation set-up.

Despite these shortcomings, the Project has implemented the project's foreseen outputs. This might be due to several reasons: production of the outputs was tasked to a consortium of consultants with payment upon delivery and day-to-day monitoring by the Technical Coordination Expert and oversight from the Senior Advisor. The production process is still ongoing, but well developed drafts of the foreseen outputs are available. Also, since NIMOS is working on EPI operationalization, this latter office having exactly the tasks foreseen in the project, motivation for reaching the required results was high.

The following elements are identified in the project document as the principal components of monitoring and evaluation:

1. As discussed earlier, a project inception workshop was held to introduce an understanding and ownership of the project's goals and objectives among the project stakeholder groups. The inception phase should have been utilized as an opportunity to refine the project log frame, put in place the necessary logistics, and

develop the first Annual Work Plan (AWP); apparently, this has happened on the 13th of December 2016, but the evaluator was not provided with a Report of this event. Instead, the report of the 14th of March 2017 was introduced as the Inception Report. The TE considers that the quality of the Inception Phase and corresponding Report represent a weakness in the Suriname project cycle.

2. Annual Progress Reports APR should have been prepared and submitted to UNDP in a timely fashion. So far, only one annual progress report (2017) has been delivered. The APR content ticked the necessary boxes, but did not provide clear information on the quality of progress.

3. Annual Project Board meeting. As discussed earlier, these were not officialized, but held as unofficial meetings between the key partners in the project, with no recording of minutes. The TE considers that the UNDP project assurance role has not been correctly applied to this project. There have been a number of monitoring and review exercises conducted by the UNDP Suriname Country Office including participation in the Inception Workshop, and possibly the preparation of the Annual Project Review. The UNDP has also not been very active in reviewing and following up on the project's quarterly progress reports, financial reports, and project work plans. The UNDP Office provision of financial resources has also been in accordance with project norms and in a timeframe, that is supportive of covering the costs of project activities.

4. Quarterly Progress Monitoring; progress made was supposed to be monitored in the UNDP Enhanced Results Based Management Platform. It was not possible during the mission to speak to the M&E officer of the UNDP office, so the results of this RBMP could not be obtained. The last update of the UNDP Project Monitoring Site for the project¹¹ was done on 10/07/2017. UNDP is busy to integrate ATLAS monitoring and Intranet, to ensure that both correspond and there is no double administration burden. However, updates of the risk log in either system have not been shown. The project has not managed to submit QPRs with the updated risks logs, but several updates of the Implementation and Monitoring Stage Quality Assurance Report were provided. One of these indicated that FACE forms have informed on progress and Monitoring meetings held with PMU/implementing partner (as per Results and Resources Framework), but no FACE evidence was provided to the evaluator.

5. Day-to-day monitoring of implementation progress is the responsibility of the Project Manager based on the project's Annual Work Plan and its indicators. The TE consultant was not provided with any reports prepared by the project team about their site visits and meetings, hence the day-to-day monitoring could not be evidenced from the reports.

6. Final Evaluation in accordance with UNDP and GEF requirements. Currently underway.

7. Project Terminal Report. The PMU will prepare a comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. The current TE will provide elements for this report.

8. Terminal review meeting. Should be held by the project board, with invitation to other relevant Government and municipal stakeholders as necessary, in the last month of project operations – hence around May 2019. The terminal review meeting should refer to the independent final evaluation report, conclusions, and recommendations as appropriate.

9. Capacity Development Score Card

The CCCD Score Card is a tool that attempts to meet this balance, serving to quantify a qualitative process of capacity change through the use of appropriate indicators and their corresponding ratings. The scorecards present descriptive sentences for each capacity development indicator with 4 numerical ratings (0 to 3). Although the framework presents a set of indicators, the tool is flexible enough to add indicators specific to

¹¹ <https://intranet.undp.org/sites/SUR/project/00083414/SitePages/ProjectPlanMonitor.aspx?year=2017>

each focal area¹². The ProDoc contains a project scorecard that was adapted from the standard scorecards used by UNDP to fit the context of cross-cutting capacity development and measure the priority areas that were noted in the NCSA. To establish the baseline capacity, stakeholders were asked to score their understanding of the existing institutional capacities for cross-cutting capacity development, where they would like to move the capacity to in the three-year timeframe, and how they would prioritize each capacity. The scorecard was filled collaboratively through a participatory process at the validation workshop (see paragraph 3.1. for participants).

The participants were provided a set of instructions to estimate the current state of enabling environment, that the project would have to influence. The original Scorecard is included in Annex H. During the evaluation mission, this scorecard has not been reviewed with the original partners to see if perceived improvements have taken place. UNDP has indicated to hold a separate meeting with these partners in the months to come.

Based on the above, the evaluator gives the M&E the following rating:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
			MU		

UNDP AND IMPLEMENTING PARTNER IMPLEMENTATION / EXECUTION (*) COORDINATION, AND OPERATIONAL ISSUES

Under this heading, the evaluator evaluates UNDP, NIMOS and the Environmental Coordination of the Cabinet of the President on their implementation efforts.

UNDP (Implementing Agency) implementation

The key aspects of the UNDP implementation are as follows:

- UNDP was permanently looking whether the CCCD Project was being implemented based on the Results Based Management with appropriate focus on established targets. Informal discussions with the project management unit were frequently held and UNDP was part of the informal ‘board’ to decide on progress of the project.
- The UNDP support to the Executing Agency is rated as appropriate and adequate, with the notation that M&E could have been better arranged. It was also clear that UNDP has undertaken several attempts to steer the project implementation towards improvement (as evidenced by the M&E activities outlined in Annex F), but under the NIM modality such efforts are not always successful.
- The UNDP support to the project team is regarded as adequate and timely:
 - The management structure of the Project has been modified during the project preparation grant period and execution (application of an ‘informal’ board concept that reflects better the possible time investment by an already overburdened institutional framework; hiring of a Technical Coordination Expert to support the Project Manager)
 - Facilitate the recruitment and engagement of a consortium of National and International consultants to provide dedicated services during the implementation.
 - Providing necessary guidance for and approval of AWP and their revisions.

¹² https://www.thegef.org/sites/default/files/documents/Capacity_Development_Indicators.pdf

- Looking for ‘quick wins’ for project communication, such as during gender meetings.
- Encouraging application of the adaptive management.

UNDP’s support to implementation of risk mitigation measures could not be properly gauged from the risks logs, as these have not been updated periodically.

The UNDP Deputy Resident Representative, and the Environmental Focal Point maintain contacts on a higher political level, such as to Ministries, which contributed to the smooth implementation of the project’s activities.

Rating for UNDP implementation:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		MS			

NIMOS (Executing Agency/Implementing Agency) execution

As stated earlier, after the Ministry of Labor, Technological Development and Environment (ATM) was dissolved with all environment related task and project responsibilities having been transferred technically to the Office of the President and the National Institute for Environment and Development (NIMOS), overall project implementation role was entrusted to NIMOS, which has therefore been considered as implementing partner for the project in the course of this evaluation. NIMOS was engaged as Executing Agency for the project after the Ministry of ATM was dismantled. The project purpose and outcomes fit perfectly with NIMOS’ mandate. It was decided by NIMOS to outsource a huge part of the work to a consortium of international and national consultants, led by Kaplan Consultants, that were tasked to effectively implement most of the project’s activities. NIMOS role was limited to providing management oversight, quality control of the results, and mobilizing the needed high-level support. NIMOS has also provided the project with the needed co-financing, for a large part in-kind by providing offices and detaching staff to manage the project and provide advice and administrative and logistic support. For a limited time, a dedicated M&E officer was assigned by NIMOS to the project. The fact that NIMOS is also running other environmental projects with clear linkages to the CCCD project has proven beneficial to the implementation of the former. Especially the REDD+ project, that shared the Senior Advisor with the CCCD, was of great influence on the CCCD, with respect to communication and stakeholder involvement efforts.

Focus on Results and Timeliness: During implementation, NIMOS displayed an appropriate focus on results by requiring the Consortium of consultants to produce a number of tangible outputs of the project (as has been outlined in Table 11 above). Nevertheless, a number of tangible outputs were also missing from the overall execution of the project, notably a communication strategy, a capacity building strategy and a stakeholder involvement strategy. Moreover, the timing of the project has not been respected (although in the absence of narrated Annual Work Plans, the timeliness of delivery of outputs under the 2 main outcomes could not be properly gauged).

Adequacy of management inputs and processes, including budgeting and procurement: the project management unit has executed the project within budget and procured according to the guidelines provided. Adherence to other processes could not be assessed by the Evaluator due to lack of project progress reports.

Quality of risk management: no evidence of risk management could be obtained from NIMOS. UNDP CO has requested updating the risk logs, but the evaluator could not assess the follow up by NIMOS due to lack of reporting.

Candor and realism in reporting: the Report of the Workshop of the 14th of March portrayed a candid discussion and minute making. No other reports could be assessed. The Project Manager did share the

technical outputs by the Consortium of consultants, which included the comments made by him and the Project Technical Officer. This leads the Evaluator to conclude that the reporting has been done with candor and realism.

Government ownership: NIMOS did display ownership of the project. As will be discussed below, there was a clear interest by NIMOS in the project in that it offered the possibility to operationalize its new Department of Environmental Planning and Information management (DEPI). But as stated in the following text about the CE of the Cabinet, unfortunately the strong collaboration between NIMOS and CE on the project was lost along the way.

Rating for NIMOS execution:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
			MU		

Environmental Coordination (EC) of the Cabinet of the President (Executing Agency) execution

The ProDoc indicated that for efficiency the editing of ATM throughout the text to reflect the updated Environmental and project management situation has been kept to a minimum, however in moving ahead where ATM is mentioned should be read as Office of the President and NIMOS, with overall project implementation role being entrusted to NIMOS. The EC was cited as the second Executing Entity/Implementing Partner in most initial documents. However, this division of tasks was never officially worked out during the inception nor implementation phase. As stated during the interview with the EC, initially, the EC was strongly involved in the project implementation. But this involvement gradually diminished. It would have been logical to employ the CE as main vehicle for lobbying and advocacy within parliament and other political arenas, as well as chairing the Board.

Rating for EC execution:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
				U	

3.3. PROJECT RESULTS

This paragraph has been elaborated on basis of the interview questions as outlined in Annex F of the Inception Report, the interviews held during the evaluation mission and review of the documents available to the evaluator. The evaluator has rated the project’s progress towards its objective and components.

OVERALL RESULTS (ATTAINMENT OF OBJECTIVES) (*)

The achievements of expected results were evaluated in terms of attainment of overall objective as well as identified outcomes and outputs. For this the performance by components is analyzed by looking at: (i) general progress towards the established baseline level of the indicators; (ii) actual values of indicators by the end of the CCCD Project vs. designed ones; (iii) evidences of relevance, effectiveness, and efficiency of the results as well as how these evidences were documented.

In paragraph 2.3 Box 2, the overarching goals of the project were discussed. Box 4 estimates the project’s contribution to achievement of these goals.

BOX 4: Achievement of overarching goals.

UNDAF Outcome(s):

Achievement: with its focus on the Environmental Framework Acts and its decrees, the project will have had impact on this UNDAF outcome. With the Sustainable Financing Plan underway, that contribution might be increased.

UNDP Strategic Plan 2014 – 2017 Primary Outcome:

Achievement: by offering the possibility to monitor progress on the sustainability and inclusiveness of growth and development in Suriname, the project has contributed to this primary outcome.

UNDP Strategic Plan Secondary Outcome

Achievement: with the possibility of monitoring the progress on the harmonized indicator framework and its access to the data by stakeholders, the project has contributed to this secondary outcome.

Expected CP Outcome(s):

Achievement: The project has strengthened to the capacity strengthening of a number of information hosting organizations in Suriname which will aid in the promotion of sustainable development. The easier access to climate, biodiversity and land degradation information will improve the capacity of Suriname to gauge impacts of possible hazards and interventions and prepare for and mitigate those impacts.

Expected UNDAP Output(s):

Achievement: the project contributes to the monitoring of implementation of a number of policy frameworks, strategies and competencies.

With regards to the GEF5 CCCD programming frameworks and indicators, Table 11 outlines achievement of the expected outputs.

Table 11: Achievement of GEF 5 CCCD programming frameworks and indicators

Objectives	Expected outcomes	Core Outputs and Indicators	TE comments	Rating
Objective 2 (B): GEnerate access and use of information and knowledge	2.1 Institutions and stakeholders have skills and knowledge to research, acquire and apply information collective actions	Institutions and stakeholders trained how to use different tools available to manage information	Achieved	HS
		Stakeholders are better informed via workshops and trainings about global challenges and local actions required	Achieved	HS
	2.2. Increased capacity of stakeholders to diagnose, understand and transform complex dynamic nature of environmental problems and develop local solutions	Ability of stakeholders to diagnose, understand and transform information and knowledge into local actions increased and retained in 16 countries	Achieved	S
Objective 2 (B): GEnerate access and use of information and knowledge	2.3. Public awareness raised and information management improved	Knowledge platform established to share lessons learned among CBOs and CSOs across SGP participating countries (number)	Achieved	HS
		Public awareness raised through workshops and other activities (number)	Achieved	S
Objective 4 (D): Strengthened capacities for management and implementation on convention guidelines	4.1. Enhanced institutional capacities to manage environmental issues and implement global conventions	Institutional capacities for management of environment strengtrhene3d (number).	Achieved	HS
		Management capacities for implementation of convention guidelines and reporting enhanced countries (number)	Achieved partially: standards await adoption	S

		Capacities of CSOs and CBOs as SGP partners strengthened (number)	Achieved; NIMOS capacity built	HS
	4.2 Good environment management standard defined and adopted	Standards developed and adopted	Achieved, particularly on the LU/LC map	S
	4.3. Sustainable financing mechanisms in place at national level	Sustainable financing mechanisms developed (number)	Partially achieved; still underway	S
		Financing mechanisms for environment created (number)	Partially achieved; still underway	S

The preliminary findings have been included in the final presentation by the evaluator, and will be repeated here in bullets:

- Attention to the conventions: has been integrated into the draft Environmental Framework Act. Also, active work is happening on the separate conventions, that have a spin-off towards the project goal: GBIF (biodiversity) and 6th National Report, Land Degradation Neutrality, Climate projects and Third National Communication, REDD+, etc.
- The link to the conventions can be better integrated into the project, especially with regards to the communication about the conventions and the links to the guidelines under the conventions on Knowledge Management and Clearing House Mechanisms.
- There is confusion between elements of the REDD+ project and the CCCD project; cross-fertilization is good, but attribution is necessary for transparency to the financing parties.

The summary of evaluation of attainment of Objective and Outcomes of the Project are presented in Table 12. Since the project never developed a clear M&E plan, estimation of achievements is difficult and remains an expert opinion from the evaluator (based on interviews and documents).

Overall results of the CCCD Project are rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		MS			

RELEVANCE (*)

As indicated in the first chapter (Box 1), relevance pertains to¹³:

- The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time.
- The extent to which the project is in line with the GEF Operational Programs or the strategic priorities under which the project was funded.

During the mission, the evaluator interviewed a great number of stakeholders with regards to this topic. All evidence showed that the project is very relevant to the government and addressed highly regarded topic. Practically all indicated that the project tackled a number of barriers that hindered the achievement of national development priorities. The stakeholders interviewed during the mission expressed the added value of the

¹³ Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

project, and emphasized that a new phase to operationalize the SNIM, implement the two Roadmaps and valorize the Environmental Atlas and Catalog are extremely necessary.

The project will aid Suriname in generating global environmental benefits through improved decision-support mechanisms and improved local planning and development processes in the country. The harmonization of environmental information systems is seen by all respondents in the interviews as very relevant. Also the production of the Land Use/ Land Cover map has been applauded by the respondents as a potential planning instrument on the national and local level and has been identified as an important instrument for measuring Land Degradation Neutrality. In fact, one of the major achievements attributed to the Project was the roll out of the Land Use/Land Cover Map towards the Districts of Suriname. The visualization of environmental issues is an strong instrument for communication and decision-making. This relevance is evidenced by the fact that maps produced by the project were used in presentations of land related topics in Parliament.

As indicated earlier, the project contributes adequately to the achievement of the GEF5 Cross-cutting Capacity Development Strategy. The project has also been highly relevant to UNDP activities in Suriname. As noted earlier, the project contributed to the fulfilment of UNDP Strategic Plan 2014 – 2017 and Suriname's Country Programme, as well as the Multi-country Strategic Development Programme MSDF Caribbean. Provision of an indicator framework, M&E system and Environmental Knowledge and Information Management System will help in showing progress in the country with regards to Environmental Governance.

Overall results of the CCCD Project are rated as:

Relevant	Not Relevant
R	

EFFECTIVENESS & EFFICIENCY (*)

The evaluator has reviewed the project’s performance over its lifetime. The TE has considered what has been the impact of the project and how has it contributed to the GEF objectives. The analysis has allowed the TE to comment on the: Effectiveness – The extent to which an objective has been achieved or how likely it is to be achieved; Efficiency – The extent to which results have been delivered with the least costly resources possible.

Effectiveness

The Project has achieved its Objective to support Suriname in harmonizing existing information systems that deal with the Rio Conventions, integrating internationally accepted measurement standards and methodologies. It also put in place the necessary preliminary conditions for a liberal exchange and effective gatherings, storage and transformation of data and information for improved decision making on environmental governance: the Knowledge Platform (SMIN) and the Roadmap to arrive at harmonization of data bases and standardization of data gathering and the Roadmap for improved environmental governance. Hence, the Project Objective and Outcomes have been achieved to certain extent, as well as most of foreseen tangible outputs.

Effectiveness is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

Table 12: Estimation of achievement of Targets identified in Strategic Results Framework.

Outcome	Outcome-level Indicator	2015 Baseline	2018 End of Project Target	2017 End of Project Status	TE comments	Rating
Project Impact Indicator	degree of capacity to make cross-cutting environmental decisions as measured by scorecard			Since the Capacity Development Scorecard exercise could not be held during the Evaluation Mission, the change in the degree of capacity to make cross-cutting environmental decisions as measured by scorecard could not be evaluated.	Target not achieved. UNDP is currently trying to organize this session.	HU
1. Increased capacity of decision makers and stakeholders to manage environmental planning and processes that lead to decisions aimed at increasing global environmental benefits through better use of information and knowledge.	Degree to which environmental data/information is available and accessible to government and civil society	The following information is available disparately but not accessible to end-users in a comprehensive way: national biodiversity information under NBINS; development indicators under DEVINFO; statistical information under ABSinfo; water-related data under SWRIS; land registration and land information system under GLIS; forestry information under NFI, conservation data by NARENA	Sectoral environmental data be accessible to end users in a comprehensive and policy-relevant way	<p>* No webportal has been set up yet to allow for this data to be harmonized, but NIMOS is underway to develop such a portal. When portal has been established and interfaces to the databases of other information hosts have been realized, information flow from and towards the portal should be easy and the sectoral ministries can obtain the necessary data and information for the implementation of their policies.</p> <p>* The SNIM as Knowledge Portal is as yet not operational, since the TOR has not been validated and no sessions have been held.</p> <p>* A clear Roadmap has been developed on how to harmonize the available information systems. The Roadmap has not been officially adopted yet, but this will be done during the extension period.</p> <p>* The Suriname Environmental Atlas and the Catalog provide a visual Clearing House for environmental information in Suriname.</p> <p>* A Capacity Development Strategy was not elaborated during the project for long term capacity building on basis of the project results.</p> <p>* Disadvantaged minorities have been involved in the project, but no activities were specifically targeting their situation.</p>	<p>Target partially achieved.</p> <p>Target partially achieved</p> <p>Target partially achieved</p> <p>Target achieved</p> <p>Target not achieved</p> <p>Target partially achieved</p>	<p>MS</p> <p>MU</p> <p>S</p> <p>HS</p> <p>HU</p> <p>U</p>

Outcome	Outcome-level Indicator	2015 Baseline	2018 End of Project Target	2017 End of Project Status	TE comments	Rating
2. Improved national capacities for the effective coordinated management and implementation of the Rio Conventions, and to continued leverage of financial resources to support the Conventions' objectives	Existence of an agreed roadmap towards the development of a legislative and institutional framework for environmental management at national level	There is not an agreed roadmap towards the development of a legislative and institutional framework for environmental management at the national level	Agreement on roadmap	<p>* The Roadmap was developed, but not adopted. No agreement yet.</p> <p>* Decrees for operationalization of the Environmental Framework Act have been drafted, but have not been adopted, since the EFA has not been adopted yet.</p> <p>* No information campaign was organized for parliamentarians.</p> <p>* Several civil society platforms on environmental issues exist already in country; some have been strengthened by the project – like the one for Environmental Statistics (ABS) and the one on GLIS.</p> <p>* No Short to Medium term plan has been drafted for the implementation of the Roadmap. Recommendations from the Roadmap exist.</p>	<p>Target partially achieved.</p> <p>Target partially achieved</p> <p>Target not achieved.</p> <p>Target partially achieved</p> <p>Target not achieved</p>	<p>S</p> <p>S</p> <p>HU</p> <p>S</p> <p>MU</p>

Efficiency

In the eye of the evaluator, the project results have not been delivered with the least costly resources possible. The following points can be made to corroborate this:

- no-cost extension – which already gives the idea that the project has run into delays.
- Use of 1 consortium with international and local consultants that were responsible for a large part of the components and outputs: project management had been warned about the risks of using only one consortium on the ease of management of the project in time and in quality – this risk has materialized.
- Project manager was detached from NIMOS as a full-time project manager for the project. However, as often happens with such constructions, this person was expected to continue to perform certain tasks for the organization, which may have caused some delay in the execution of the project.

Efficiency is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		MS			

Accomplishment of results

A third factor is accomplishment of results: the positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short to medium-term outcomes, and longer term impact including global environmental benefits, replication effects and other local effects.

Most of the foreseen tangible direct project outputs of the project have been achieved to large extent:

- o **SMIN:** draft TOR and Kaplan report – these need some additional work, since only few respondents were knowledgeable about this platform.
- o **Roadmap:** a cover document is necessary in order to interpret and validate the Kaplan report; only some of the respondents (outside of NIMOS) were aware of the existence of this roadmap, but most could not recall its purpose.
- o **Environmental Framework Act and Decrees:** the Environmental Framework Act has not been altered due to the project; focus was on the decrees for its operationalization. Only a few partners were aware of the decrees and fewer have been included in their formulation. The decrees will provide good opportunities for further operationalization of project results – particularly the two on EIA and the one on the Trust Fund.
- o **Environment Atlas:** final concept has been developed; most of the respondents are aware of its existence and have been approached for data and information provision. Several also indicated to have received the draft product. The Catalog of information sources also has been identified as an important instrument in harmonization of information sources;
- o **LU/LC map:** this product seems to be the most advanced of all project outputs; has also been identified by most respondents as an important context for capacity development – workshops and trainings, particularly executed by SBB. In this endeavor, the SBB webportal GONINI has been pivotal and will probably remain so for the time to come. It should be a central part of the SMIN webportal.
- o **Capacity Development:** See LU/LC. Capacity development within the project context mostly had to do with providing the ICT equipment to several partners that host knowledge and information systems in Suriname. According to the interviews, NIMOS was supposed to organize 2 sets of trainings: remote sensing and satellite imagery. A number of interviews suggest that such trainings have been provided by Kaplan –

though not all interviewees acknowledged them – leaving the question on how broad participation has been. A Gender training was organized in Brokopondo under CCCD budget, but as yet, no environment incorporated in it.

o Sustainable Financing Plan: most partners indicate not to be aware of this document or to have been involved in the process to arrive at the document. Seems to be the least developed product, next to the SMIN. Development of a Financial plan for continuation of cross-cutting capacity development. Preliminary interviews and work sessions have been held. The main conclusions were a need for : i) Creation of Environmental funds; ii) Adjustments to National Accounting (green-national accounting); iii) Benefits Sharing (reallocation of funds to communities).

With regards to short to medium-term outcomes, and longer term impact including global environmental benefits, the evaluator feels that the project is not yet implemented to a stage where this can be evaluated. The project extension will prove project worth on these topics. Nevertheless, the clear linkage of the SMIN to the various international efforts underway, such as Land Degradation Neutrality, the UNFCCC Paris agreement, GBIF and the New York Declaration on Forests will prove beneficial for attainment of global environmental benefits, as well as contribution to the SDGs. One important point of attention is to make sure that information management segregates the information with regards to women, youth, landless, elderly, children, fugitives and internally displaced groups. This is usually important information for partners of international cooperation.

As to replication effects and other local effects: the local development planning in Districts and Resorts will now be possible on basis of the LU/LC maps that have been produced for each, offering the possibility to better plan the landscape interventions and their impacts on land degradation, biodiversity and climate change adaptation and mitigation.

Accomplishment of results is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
		MS			

COUNTRY OWNERSHIP

As per ProDoc, “The Republic of Suriname has demonstrated its commitment to sustainable development through its involvement in several initiatives. The government has signed and ratified international conventions and regional agreements in order to support global environmental objectives, such as the Rio-Conventions on biodiversity (UNCBD), climate change (UNFCCC) and land degradation/sustainable land management (UNCCD). The GoS participates in the three Conferences of the Parties (COPs), has National Focal Points on the three Rio Conventions and undertakes enabling activities in support of convention objectives. In addition to being a party to the three Rio Conventions, Suriname has ratified several other international conventions which address environmental issues. For instance, Suriname is a Party to the Convention on Controlling Trans-boundary Movements of Hazardous Wastes and their Disposal; Convention on International Trade of Endangered Species of Wild Flora and Fauna; International Tropical Timber Agreement and the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region, among others”.

NIMOS, as main project implementer, can be considered as a spider in the environmental governance web, having a mandate to prepare decisions to be taken with regards to interventions on climate change, biodiversity and land degradation, and a number of other topics. Seeing that the project was strongly in line with NIMOS’ mandate operationalization, ownership of the project within NIMOS is extremely high.

The country ownership is also evident in the strong interest and participation of stakeholders. The project was considered strategic and timely -at the development stage- as the Parliament had at the time of the project development, been debating about the Environmental Framework Act, which was and still a top priority of the President. The approval and operationalization of this Act was and is a prominent contribution of the project to the country's environmental governance system. The Act and the Decrees that operationalize it should be approved early 2019, after a lengthy process of development and amendment (the process started in 2002). With the elaboration of a number of Decrees, among which Decrees on interventions that require EIA or SEA and the procedures involved, a Decree on the establishment of an Environment Fund and a Decree on control of pollution.

Nevertheless, the project had no Participation Strategy: a quick win would be to adapt the REDD+ stakeholder engagement plan for the purpose of cross cutting capacity building. Also, ensuring that the international guidelines for inclusion of Indigenous and Tribal People are followed – e.g. FPIC and the use of Indigenous Knowledge according to Nagoya Protocol – would strengthen ownership by those groups. Involvement of the Private Sector and Financial sector: these are great sources of information, but also excellent partners for sustainable financing – hence the need to keep them involved in the project.

This project has strategic value as it is connected with high political commitment from the Government and the Environmental Coordination unit of the Cabinet to the President. It supports the Government OP 2017 - 2021 which envisages two interrelated main goals: 1) *Strengthening the development capacity of our country*; and 2) *achieving sustainable development by combining economic and social development in such manner and harmonizing it with such responsible use of the environment, that current growth does not restrict the future development opportunities or makes these impossible*. Further, the Project design was formulated with extensive contributions from national stakeholders. There was close involvement of major ministries and key stakeholders through participation in a number of workshops organized to elaborate and validate the project outputs.

Country ownership is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

MAINSTREAMING

Mainstreaming is mostly done via the OP2017. The EC of the Cabinet evaluates sectoral plans on their environmental impact. NIMOS is involved in many initiatives as advisory partner. Projects with external financing are evaluated by the Ministry of Finance on environmental relevance; overarching sustainable development planning is done by the Planning Bureau, that also works on scenario building to visualize the future. Interview respondents indicated that there is no specific Sustainable Development Plan or Strategy, although the ProDoc clearly identifies one (p. 25); but that sustainability is an important element in the OP.

Especially important in mainstreaming is the elaboration of a clear Communication strategy. This communication strategy for the project was lacking, causing the project to be scarcely known (there was only one informercial, that hadn't been shown in public yet:

<https://www.youtube.com/watch?v=1O2kzz2fpls&t=1s>).

The project addresses the UNDP priorities of developing the Government's capacity to mainstream Rio Convention implementation and obligations in national plans. The Project was able to successfully mainstream several UNDP priorities, as can be witnessed from the contribution to the Country Programme and the UNDP strategic plan and UNDAP goals.

Mainstreaming of the CCCD Project is rated as:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

SUSTAINABILITY (*)

Sustainability has to do with the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. According to UNDP guidelines, projects need to be environmentally, as well as financially and socially sustainable.

To make the results of the project sustainable, validation of guidance provided by the Consortium of consultants will be needed. The Roadmaps from the Kaplan reports need to be officialized via official Cover Documents by the government, indicating how the reports will be used.

Financial

There is a strong need for review, validation and operationalization of the Sustainable Financing Plan, in order to ensure enough resources for a continuous functioning of the platform. It is uncertain that the GoS will be able to support NIMOS in capitalizing on the results of the project on government budget alone, so the Sustainable Financing Plan needs to foresee various way of auto-financing the latter. The elaboration of the Decree on the Environment Fund is already a good opportunity to start sourcing for alternative ways of replenishing the operational budget of the SMIN and the web-portal. If NIMOS succeeds to put in place an operational Sustainable Financing Plan for the continuation of the results achieved, there are moderate risks, but expectations that at least some outcomes will be sustained. Especially when the results are being incorporated into the core work of the EPI.

Financial sustainability of the CCCD Project is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)	Unable to Assess (U/A)
	ML			

Socio-political

Of course, approval from Parliament on the Environmental Framework Act and the Decrees is a necessary prerequisite for good information management and decision making on basis of it in the years to come. The EFA is the basis for legitimacy of information gathering on different topics, not in the least environmental permitting, and the Decrees on EIA and SEA are necessary to place requirements on the information gathering for application of these instruments.

Another important issue for better Environmental Governance is the formalization of Tenure and Ecosystem Services rights, also for tribal and indigenous peoples. Without these, insecurity about who has the right to exploit which areas and reap the benefits of investments will lead to continuation of the focus on short term gains, which are often detrimental to the environment, leading to land degradation, loss of biodiversity and neglect of the risks of climate change and increased emissions of GHG. Hence, sustainable development is on the line.

Therefore, the evaluator foresees moderate risks, but expectations are that at least some outcomes will be sustained.

Socio-political sustainability of the CCCD Project is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)
	ML		

Institutional framework and governance

In the case of Suriname, where outputs of the current CCCD project are inherent to the mandate of NIMOS' department for Environmental Planning and Information Management, this ensures sustainability of the results of the project, including the knowledge platforms for the conventions (CHM).

A particular element was noted by the evaluator while reading the draft Environmental Framework Act. Where the Act spoke about establishment of an Environment Authority, it also outlined that this Authority would integrate NIMOS. Nevertheless, continuity of an autonomous NIMOS for a period after establishment of the Environment Authority should be ensured to avoid loss of institutional memory.

The installment of the SMIN is still in its early stages. Formalization of SMIN is necessary for continuity of the project, hence the TOR has to be validated and the SMIN has to be established according to that TOR. This would also need agreement on the MOUs between the various database and information holders among the Suriname institutions, both in the public, the non-governmental and the private spheres. And the SMIN will have to be offered a virtual space for discussions and exchange of information and experiences between the official meetings to be held. This is where a web-portal will be necessary, including a Community of Practice, rules, regulations and procedures for gathering, storage, validation, transformation of data and information, etc.

If SMIN can be installed as an operational platform for exchange of data and information and improvement of the M&E capacity of the Suriname institutional framework, the evaluator assesses the risks as moderate, but expectations are that at least some outcomes will be sustained

Institutional framework and governance sustainability of the CCCD Project is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)
	ML		

Environmental

The project outcomes should lead to harmonization of environmental knowledge and information management systems that will be used in improved decision making, planning, monitoring and evaluation processes about natural resources management and combat of land- and forest degradation, negative effects of climate change and GHG emissions and loss of biodiversity.

If SMIN can be incorporated into the core functioning of EPI and long-term MOUs can be formalized with other data- and information holders, the continuous collection of M&E data will have a positive influence on the environmental governance in the country. Hence, the evaluator assesses the risks as Moderately Likely, carrying expectations that at least some outcomes will be sustained.

Environmental sustainability of the CCCD Project is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)
	ML		

Overall sustainability of the CCCD Project is rated as:

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MU)	Unlikely (U)
	ML		

IMPACT

Impact entails the actual or anticipated, positive or negative changes in global environmental benefit, as verified by environmental stress and/or status change, and also taking into account sustainable development impacts, including changed livelihoods.

Impact of the current project cannot be estimated as yet: it's too early in the process. However, signals have been received: for instance the use of the maps during presentations for decision making in parliament and at district level with regards to land use and management of natural resources.

Particularly the elaboration of the Decrees on the Environmental Impact Assessment and the Strategic Environmental Assessment will help Suriname in better estimating the impacts of both project and policy interventions on the environment and the country's natural resources. And hopefully, the harmonization of environmental information systems, including DRR, will allow for a quicker response to potential hazards, climatic anomalies and illegal incursions on the landscape and its biodiversity, offering a better protection and conservation of the Global Environmental Benefits these may represent.

Impact of the CCCD Project is rated as:

Significant (S)	Minimal (M)	Negligible (N)	Unable to Assess (U/A)
			U/A

4. DISCUSSION, CONCLUSIONS, RECOMMENDATIONS & LESSONS

The TE report has been elaborated with respect of the guidelines provided by the UNDP and the GEF for Terminal Evaluations. The methodology that was approved in the Inception Report of the TE has been followed.

The current report provides the final version of the Terminal Evaluation Report, which incorporates the comments and observations provided by the UNDP (CO and RTA), the project partner (NIMOS) and the GEF Operational Focal Point of Suriname (Environmental Coordination of the Cabinet of the President).

This chapter concludes the report with the impressions of the Evaluator on how the TE has been executed (discussion), the conclusions that the Evaluator can draw on basis of the work done, the recommendations from the Evaluator for UNDP, the project management and stakeholders, as well as lessons that can be drawn from the project and might inform future projects.

Discussion

First of all, let's take a look at the purpose of this Terminal Evaluation. According to the TOR, the evaluation team was expected to deliver the deliverables as outlined in Table 13.

Table 13: deliverables of the TE.

Deliverable	Content	Timing	Execution
Inception Report	Evaluator provides clarifications on timing and method	No later than 1 week before the evaluation mission.	Inception report delivered on time. Accepted by the UNDP CO.
Presentation	Initial Findings	End of evaluation mission	Presentation of initial finding presented at the closure meeting of the Evaluation Mission.
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Due to late reception of the amended minutes, the draft final report could only be presented with a one week delay.
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent on the 13 th of January, 2019.

* An 'audit trail', detailing how all received comments have (or have not and for what reason) been addressed has been attached in Annex J.

As can be witnessed from the table, the evaluator has – with minor delay outside of his control – provided the required outputs as required from the TOR.

Conclusions

The project has – to date - been marginally successful in achieving its objectives in terms of key targets, developing an effective platform for harmonization of environmental knowledge and management information systems and the procedures that need to be in place to ensure liberal exchange of high quality data and information. The outputs were produced, at least in advanced draft form: SMIN, Environmental Atlas, Roadmap for Change, Catalog and Decrees for the operationalization of the Environmental Framework Act. The Kaplan reports contain the necessary tools for incorporating environmental issues into spatial planning in order to provide an enabling environment for improving planning and decision-making to achieve global environmental problems. However, these outputs have all not been validated and approved yet as official instruments for environmental governance of the GoS. Since the project has received an extension until June 2019, there still is time for this validation and approval, which will solidify the potential impact of the project.

Corrective actions for the design, implementation, monitoring and evaluation of the project

The project design was relevant to the national development priorities and the OP 2017, and continues to be of relevance to the current vision on national sustainable development. All respondents to the interviews during the Terminal Evaluation have concurred that harmonization of the environmental knowledge and information systems and digitalization of all information available will assist decision makers in taking better informed decisions about the sustainable use of natural resources and the combat of land degradation, loss of biodiversity and the negative effects of climate change.

Although the ProDoc indicated that Adaptive management measures would effectively be taken during project implementation to avoid any delay or disruptions in project implementation, and to enhance project effectiveness, the measures taken were not an undivided success. The implementation arrangements for the project have been changed drastically, from local management with a pool of national consultants, to local supervision with implementation by a consortium of international and national consultants (Kaplan). Supervision mostly organized by a part-time Technical Coordination Expert, who has not been with the project for the full length, and a Project Manager and Senior Advisor detached from NIMOS – who however

seemed to retain some of their normal NIMOS tasks. An M&E officer was recruited by NIMOS, who unfortunately resigned before project end and not replaced. This may have contributed to the apparent delay in achievement of the outcomes of the project. No formal Board of Advisors was established to direct the PMU and provide oversight. Along the way, the active participation of one of the Executing Agents, the Environmental Coordination team of the Cabinet to the President was lost, and not regained.

Although the project produced a good number of tangible outputs, some elements foreseen in the ProDoc have not been realized; elements that would have helped the project in raising its profile and status as Cross Cutting Capacity Development project. These are:

- 1) A clear communication strategy: such a strategy would have allowed the project to bank on the achievement of its intermediary outputs (launches, validations of drafts, workshops and trainings, etc.) to further the awareness of the public, fellow institutions and decision makers about the need for stronger environmental governance, including living up to the requirements under the MEA Suriname has ratified, as well as the need for a more performant and harmonized environmental knowledge and information management system. It would have been a quick win to work together with the REDD+ project on the matter.
- 2) A stakeholder engagement plan: since the project has to deal with a great number of stakeholders, it would have benefitted from a clear plan on how and when to engage each and all of these stakeholders. This could have concluded stakeholder representation of vulnerable groups, such as the Indigenous and Tribal People, whose influence could and should have been stronger in the project, as well as gender and youth groups. Again, since the REDD+ project already has such planning inherent to its processes, it would have been a quick win to join forces on the topic.
- 3) A capacity building strategy: since capacity building is more than just training, the project could have built on the ProDoc and the experience of the CCCD project elsewhere to design a specific strategy that would involve strengthening the institutions with hardware and applications (as has happened now in the project), as well as coordination of mandates, coaching, peer-to-peer learning, training, HRM (the foreseen HR Transition Plan as outlined in the ProDoc) and educational curriculum building.

Actions to follow up or reinforce initial benefits from the project

The evaluator recognizes the considerable achievements of the Project and would like to make the following recommendations:

Recommendation 1: Hold a meeting with the project partners to discuss the current state of the Capacity Development Score Card and present the outcomes of the TE;

Recommendation 2: Set up a specific meeting with the CM of the Cabinet to discuss progress and continuation; Portfolio meeting between UNDP and NIMOS can be option to establish technical information flow between 2nd layer NIMOS and CM, mirroring info and contact between management of NIMOS and CM. Need for systematic review of optimization of information flows within and between organizations.

Recommendation 3: Finalize draft Roadmap for Change, Environment Atlas, Catalogue, Decrees for the Environment Framework Act, Sustainable Financing Plan;

Recommendation 4: Produce cover documents by NIMOS to officialize its interpretation of the Kaplan documents as official government documents with decision making implications;

Recommendation 5: Present documents to the foreseen partners in the SMIN and ask for their feedback; Linkages to the different existing data bases and information systems should be formalized, including those mentioned in Figure 1 on the network of databases and in the Inception Report. The scope of information management should be broadened from important documents and spatial maps and information to include also laboratory information pertaining to the environment.

Recommendation 6: Establish TOR for web-portal SMIN and hire company to design and make accessible the Portal to SMIN partners and general public;

Recommendation 7: Formalize SMIN – TOR and organize first meeting to outline the way of working together, MOUs, standardization of data/information and the use of the web-portal;

Recommendation 8: Elaborate a Capacity Development Strategy that will incorporate all capacity development achievements during the project, as well as a roadmap for further capacity development after the project closes. This should include the HR Transition Plan as outlined as an important indicator of success in the ProDoc.

Recommendation 9: Adapt the REDD+ Communication Strategy and the Stakeholder Engagement Plan to suit the needs of continuity of the CCCD project;

Recommendation 10: Outline how the CCCD project will put special attention on the gender aspects of the project, as well as the specificities of vulnerable groups, such as youth, children, elderly, IDPs, refugees. Also put particular attention to the involvement of Indigenous and Tribal People and how to ensure their FPIC with regards to use of Indigenous Knowledge (Nagoya Protocol).

Proposals for future directions underlining main objectives

The consortium of consultants is currently finalizing several of the tangible outputs of the project, one of which is the Sustainable Financing Plan. As noted earlier, the project stakeholders would benefit from a Capacity Development Strategy that provides the SMIN partners with a possibility to continue strengthening their capacities for the years to come – it would be the main purpose of the Sustainable Financing Plan to ensure that the financial means for such capacity building and the operational costs of the SMIN and the web-portal would remain available and a continuous hardware strengthening of various SMIN partners would be possible. SMIN would have to become the hub of all Environmental Knowledge and Information Management activities underway and planned in Suriname, where initiatives like the reporting to the conventions (TNC & NDC, 6th CBD report & GBIF, LDN reporting, etc.), EIA and SEA, etc. would join hands to feed in to the harmonized SMIN web-portal. The latter should not mean that SMIN-secretariat at NIMOS would centralize all the data, but that interfaces would have to be created to ensure that there is liberal information sharing between the data and information custodians in a practically instantaneous fashion (to be agreed upon via MOUs). Hence, reporting to the conventions could be strengthened in speed and quality, and spatial development planning on the national and local level could be done while taking into account potential environmental services, global environmental benefits and impacts. In such a way, decision making about natural resources management and conservation could be done in an informed manner.

Best and worst practices in addressing issues relating to relevance, performance and success

The project demonstrated several good practices which resulted in the successful implementation of the project that may be adopted for the formulation of other projects. It also provided some points that future projects and projects elsewhere should try to avoid.

Some of the best practices are:

- i. Training of local stakeholders on the use of the Land Use/Land Cover map for local development planning. This has been indicated by several respondents as being very useful as an anchor for overall capacity building. The national and district maps are now already being used for planning purposes.
- ii. Digitalization efforts for data and information that is available in written or printed format. In this, SuriCorp has been important, providing young volunteers to do the actual digitization (and herewith making these volunteers more employable), but the CCCD project has provided several organizations with the necessary hardware to make the transfer. This will help in gaining more insight in time lapses of environmental phenomena.
- iii. Clearly linking the project to an institution with a mandate to continue the path set out by the project. NIMOS' Environmental Planning and Information Management bureau (EPI) was at the heart of the project, offering opportunity to explore its mandate in the matter. This ensures sustainability of the project results.

iv. Tendering packages of project implementation to a consortium of national and international consultants. To create more efficiency of use of funding and time, project outcomes and outputs were combined into packages for which tenders were elaborated. The time lost on the tendering procedure can be gained by providing clear TORs to the consortia of consultants that are recruited for the different packages and with appropriate oversight, these can produce more in-depth and detailed products during a required participatory process. Training and communication can be part of their portfolio.

Some of the worst practices:

- i. Confusion about the role and responsibilities of the two executing agencies, NIMOS and EC Cabinet. After the dismantling of the ATM, the execution befell NIMOS and the EC Cabinet, but no clear division of tasks was outlined. NIMOS was supposed to do the execution and EC Cabinet the oversight, but this did not materialize. So, clarity of roles and responsibilities should have been formally agreed upon in a type of MoU before the project execution.
- ii. Detailed planning of certain crucial aspects in project coordination: stakeholder involvement, communication, capacity development and M&E. A number of necessary elements of project execution were not formalized, but executed haphazardly without a clear action plan and without clear capitalization of results. That makes evaluating these elements very difficult and provides lack of transparency.
- iii. Allotting all packages of work to only one consortium. Initially, all project activities were meant to be tendered to one consortium of consultants only. This is only a good idea if oversight is stringent and adjustments can be made with authority. Both were not the case in this project. Fortunately, one of the elements – the elaboration of judicial instruments for the Environmental Framework Act – was drawn out of the tender on strong advice from UNDP.

ANNEXES

- A. ToR (attached separately)
- B. Strategic Results Framework
- C. List of persons interviewed
- D. List of documents reviewed
- E. Evaluation Question Matrix
- G. Evaluation Consultant Agreement Form
- H. Capacity Development Scorecards
- I. Interview Reports (attached separately)
- J. Audit Trail Report (attached separately)
- K. Evaluation Report Clearance Form

ANNEX A: TOR FOR THE TERMINAL EVALUATION.

Attached separately.

ANNEX B: PROJECT STRATEGIC RESULTS FRAMEWORK

Project objective: Objective of the project is to generate global environmental benefits through improved decision-support mechanisms and improved local planning and development processes in Suriname, by harmonizing existing information systems that deal with the Rio Conventions, integrating internationally accepted measurement standards and methodologies.

Impact Indicator: degree of capacity to make cross-cutting environmental decisions as measured by scorecard

Duration: 36 months

Component	Outcome	Outcome-level Indicator	Baseline	Target	Means of Verification	Outputs	Activities
Component 1: Generation of access and use of information and knowledge through improved decision-support mechanisms and the development of an environmental information and knowledge platform	1. Increased capacity of decision makers and stakeholders to manage environmental planning and processes that lead to decisions aimed at increasing global environmental benefits through better use of information and knowledge.	Degree to which environmental data/information is available and accessible to government and civil society	The following information is available disparately but not accessible to end-users in a comprehensive way: national biodiversity information under NBINS; development indicators under DEVINFO; statistical information under ABSinfo; water-related data under SWRIS; land registration and land information system under GLIS; forestry information under NFI, conservation data by NARENA	Sectoral environmental data be accessible to end users in a comprehensive and policy-relevant way	Capacity scorecard	1.1. Improved ability of institutions and stakeholders to access, manage and analyze information for better environmental planning and processes.	1.1.1 Build a Knowledge Platform (KP) that enhances the availability and accessibility of data relevant for environmental management. 1.1.2. Develop mechanisms for managing information flows from identified sources (govt., multilateral, NGOs, indigenous organizations, academic, corporate and other), including mechanisms for managing and maintaining the KP, through a communication and training strategy.

Component	Outcome	Outcome-level Indicator	Baseline	Target	Means of Verification	Outputs	Activities
							1.1.3. Produce Suriname environmental atlas through consultations by members of the Knowledge Platform
						1.2. Increased capacity of government and other stakeholders to work with disadvantaged minorities in the environmental context.	1.2.1. Develop and deliver a training program aimed at for government, civil society, academia, and corporations on working effectively with vulnerable communities in the context of environmental management.
Component 2- Creating and enhancing capacities for management and implementation of convention guidelines	2. Improved national capacities for the effective coordinated management and implementation of the Rio	Existence of an agreed roadmap towards the development of a legislative and institutional	There is not an agreed roadmap towards the development of a legislative and institutional framework for environmental management at the national level	Agreement on roadmap	Existence of roadmap	2.1. Elements of the Environmental Framework Act are agreed through the facilitation of an information and advocacy initiative	2.1.1. Implement an information campaign aimed at parliamentarians and the general public to explain the importance of the Environmental Framework Act in the context of

Component	Outcome	Outcome-level Indicator	Baseline	Target	Means of Verification	Outputs	Activities
						<p>2.3. Develop a financial plan for the long-term sustainability of project activities and the retention of developed capacity</p>	<p>Rio Conventions in Suriname.</p> <p>2.2.3. Develop an agreed roadmap for improved environmental governance in collaboration with government and civil society partnerships.</p> <p>2.2.4 Develop a short to medium term transition plan to fill the sustainable development skills gap</p> <p>2.3.1. Enhance the existing financial plan of the government for environmental governance through cross-cutting capacity development, including exploration and building on innovative sources of financing.</p>

Component	Outcome	Outcome-level Indicator	Baseline	Target	Means of Verification	Outputs	Activities

ANNEX C: LIST OF STAKEHOLDERS INTERVIEWED BY THE EVALUATOR

Date	Time	Organisation/dept.	Name	Venue
6-nov	9:00 - 10:00	UNDP	BD, JJ	UN HOUSE
	10.00- 10.30	UNDP	AA	UN HOUSE
	13:00-15:00	SBB	Sarah Crabbe en team	SBB
7-nov	8:30- 9:30	VIDS en KAMPOS	Josee Artist en Renate Simson	UN HOUSE
		NATIONAL HOLIDAY		UNDP
8-nov	11:00 -13:00 AM	NIMOS	D.Bogor and A.Pershad	NIMOS
9-nov	08:00	ACT	Minu Parahoe	ACT, Doekhieweg Oost 24
12-nov	9:00 - 11:00	MAS	Mevr. Fariel Ramdas	MAS, Cornelis Jong Bawstraat 2
13-nov	08:45 - 09,30	BBS/Herbarium	Mevr. Schuzen	ADEK UVS/Gebouw 17
	10:00 - 11:00	Meteorologische Dienst	Mevr. Sukarni Sallons	Magnesiumstraat 41
	12:00 - 13:00	Planbureau	Dhr. J. Bouterse	Planbureau

14-nov	09:00 - 10:00	Tropenbos	Dhr. Rudi van Kanten	Tropenbos
	11:00 - 12:00	CELOS	Mevr. Jurgens/Mevr. Callebaut	CELOS
	13:00 - 14:30	NIMOS	Dhr. Donovan Bogor/Dhr. Anil Pershad/ Dhr. Cedric Nelom	NIMOS
	14:30 - 15:00	UVS	Riad Mohammed	UNDP

15-nov	08:00 - 09:30	ROGB/Bosbeheer	Mevr. Nesseley Louisville/ Dhr. Hesdy	Vergaderzaal OD Bosbeheer
	13:00 - 14:30	Min van Financien		Min van Fin/Henck Arronstraat 36 (naast hendrikschool)

16-nov	09:00 - 10:00	M&E UNDP	Mevr. Manorama Sunuwar	UNDP Environment Building
	11:00 - 12:30	Kab. Pres	Mevr. Nataly Plet/ Mevr. Yvette Patterzon	Kab. Pres (Planbureau)
	13:00 - 14:30	UVS	Mevr. Landbrug/Dhr. Paul Ouboter	UVS/Zoologische collectie

19-nov	14:00 - 16:00	DEBRIEFING	AA, BD,AK,JH, Donovan,Cedric,Anil	UN HOUSE/LARGE CONFERENCE ROOM

ANNEX D: LIST OF DOCUMENTS REVIEWED BY THE EVALUATOR

- 1 *UNDAF 2012 – 2016, UNMSDF 2017-2021 – both were found on the internet*
- 2 *UNDP CPD 2012 – 2016, UNDP CPD 2017 – 2021 – both were found on the internet*
- 3 *Project Document – found on the internet;*
- 4 *Annual work plans – provided by UNDP;*
- 5 *APRs/PIR reports – only one APR was produced – the one for 2017;*
- 6 *Project Progress Reports – no project progress reports were produced;*
- 7 *Minutes from relevant meetings UNDP – NIMOS – the PMU kept most meetings informal – Inception Report was provided by UNDP.*
- 8 *ToRs for Consultancies – uploaded on the dropbox after request;*
- 9 *Workshop reports- no workshop reports were shared;*
- 10 *Multi Annual Development Plan (OP 2012 – 2016), (OP 2017 – 2021) – both were found on the internet;*
- 11 *Risk Logs – provided upon request*
- 12 *UNDP’s Handbook on Monitoring and Evaluation for Results – found on the internet;*
- 13 *Technical Report Environment Atlas and Catalog – draft report was produced;*
- 14 *Technical Report Roadmap and Sustainable Financing – both reports were provided in draft;*
- 15 *Report legal reform – draft Decrees were provided in draft;*
- 16 *Audit reports – no audit reports were produced;*

ANNEX E: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.

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?			
<ul style="list-style-type: none"> To what extent was the project suited to local and national development priorities and organizational policies, including changes over time? 	<ul style="list-style-type: none"> Degree to which the project supports national environmental and sustainable development objectives 	<ul style="list-style-type: none"> Project partners and relevant stakeholders 	<ul style="list-style-type: none"> Interviews
<ul style="list-style-type: none"> To what extent was the project in line with the GEF Operational Programs or the strategic priorities under which the project was funded? 	<ul style="list-style-type: none"> Coherence between needs expressed by national stakeholders and UNDP-GEF criteria 	<ul style="list-style-type: none"> Project documents and project team 	<ul style="list-style-type: none"> Document analysis and interviews
<ul style="list-style-type: none"> How realistic were the project's intended outcomes? 	<ul style="list-style-type: none"> Requested changes to set up during PRODOC development and inception workshop 	<ul style="list-style-type: none"> Project documents and evaluations 	<ul style="list-style-type: none"> Document analysis
<ul style="list-style-type: none"> Were the project's objectives and components relevant, according to the social and political context at the inception? 	<ul style="list-style-type: none"> Degree of coherence between the project and national priorities, policies and strategies 	<ul style="list-style-type: none"> NIMOS, Project team, UNDP 	<ul style="list-style-type: none"> Interviews
<ul style="list-style-type: none"> Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry? 	<ul style="list-style-type: none"> Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities 	<ul style="list-style-type: none"> Project partners and relevant stakeholders 	<ul style="list-style-type: none"> Interviews

<ul style="list-style-type: none"> • Are the stated assumptions and risks logical and robust? And did they help to determine activities and planned outputs? 	<ul style="list-style-type: none"> • Assumptions held true and risks did not occur or were mitigated according to mitigation strategy. • Extent to which the project is actually implemented in line with incremental cost argument 	<ul style="list-style-type: none"> • Risk logs and APR/PIR 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • Were the existing knowledge platforms and KMIS at the time of establishment of the project not able to cater to the need for information exchange? Or the ones that have been established since? 	<ul style="list-style-type: none"> • Number and purpose of KPs existing and established since project start 	<ul style="list-style-type: none"> • Data base managers 	<ul style="list-style-type: none"> • interviews
<ul style="list-style-type: none"> • What were the FPIC mechanisms in place when the project started and how were they integrated into the project set up to ensure that local and ethnic communities could protect their interests? 	<ul style="list-style-type: none"> • Implementation arrangements and communication protocol included local and ethnic communities as specific target groups 	<ul style="list-style-type: none"> • Communication strategy, workshop/training logs 	<ul style="list-style-type: none"> • Documents and interviews

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

<ul style="list-style-type: none"> • To what extent were project results achieved? <ul style="list-style-type: none"> a) Sectoral environmental data be accessible to end users in a comprehensive and policy-relevant way; b) Agreement on roadmap 	<ul style="list-style-type: none"> • See indicators in the project document results framework and log frame: <ul style="list-style-type: none"> a) Degree to which environmental data/information is available and accessible to government and civil society b) Existence of an agreed roadmap towards the development of a legislative and institutional framework for environmental management at national level 	<ul style="list-style-type: none"> • Project documents and evaluations 	<ul style="list-style-type: none"> • Document analysis
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	<ul style="list-style-type: none"> • Institutions and stakeholders trained how to use different tools available to manage information (CapDevStrategy) • Institutional capacities for management of environment strengthened (CapDevStrategy) • Management capacities for implementation of convention guidelines and Reporting enhanced countries (CapDevStrategy) • Environmental atlas created; 		
<ul style="list-style-type: none"> • In what ways are long-term emerging effects to the project foreseen? 	<ul style="list-style-type: none"> • Level of coherence between project expected results and project design internal logic 	<ul style="list-style-type: none"> • NIMOS, Project team, UNDP 	<ul style="list-style-type: none"> • Interviews
<ul style="list-style-type: none"> • Were the relevant representatives from government, civil society, private sector, R&D institutions and financing institutions involved in project implementation, including as part of the project steering committee? 	<ul style="list-style-type: none"> • Level of coherence between project design and project implementation approach • Stakeholders are better informed via workshops and trainings about global challenges and local actions required (CapDevStrategy) • Capacities of CSOs and CBOs as SGP partners, strengthened (CapDevStrategy) 	<ul style="list-style-type: none"> • Project partners and relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • Was an intergovernmental committee given responsibility to liaise with the project team, recognizing that more than one ministry should be involved? 	<ul style="list-style-type: none"> • Level of coherence between project design and project implementation approach 	<ul style="list-style-type: none"> • Project documents and evaluations 	<ul style="list-style-type: none"> • Document analysis

<ul style="list-style-type: none"> • Did the Theory of Change change during the project implementation and in what way? How has this been validated by the stakeholders? 	<ul style="list-style-type: none"> • Board has amended ToC to fit reality of the environment 	<ul style="list-style-type: none"> • Board meeting minutes, APR/PIR 	<ul style="list-style-type: none"> • Document analysis and interview
<ul style="list-style-type: none"> • What unintended additional effects have been acknowledged by the project stakeholders, having either a positive or negative effect on the overall environment in Suriname and how did the project management respond to them? 	<ul style="list-style-type: none"> • Appreciation of stakeholders for the project goes beyond the intended effects of the project 	<ul style="list-style-type: none"> • Stakeholders 	<ul style="list-style-type: none"> • interviews
<ul style="list-style-type: none"> • How has project contributed to a better information access and knowledge sharing for vulnerable groups like ethnic groups, women and youth? 	<ul style="list-style-type: none"> • Access to EKMIS by members of vulnerable groups 	<ul style="list-style-type: none"> • EKMIS managers 	<ul style="list-style-type: none"> • Interviews and web analysis
<ul style="list-style-type: none"> • To what extent are gender issues mainstreamed to enable women to engage and mobilize around cross-cutting capacity development? 	<ul style="list-style-type: none"> • Number of women engaged in CCCD activities; • Number of trained women now in more powerful positions • Number of environmental policies that integrated gender issues as particular subject of attention and action. 	<ul style="list-style-type: none"> • Beneficiaries of activities • Sectoral policy makers 	<ul style="list-style-type: none"> • Interviews • Policy analysis of documents that came out after project inception
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
<ul style="list-style-type: none"> • Was adaptive management used and if so, how did these modifications to the project contribute to obtaining the objectives? 	<ul style="list-style-type: none"> • Quality of existing information systems in place to identify emerging risks and other issues • Standards developed and adopted (CapDevStrategy) 	<ul style="list-style-type: none"> • Project documents and evaluations 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • To what extent have results been delivered with the least costly resources possible? 	<ul style="list-style-type: none"> • Budget earnings through sound budget and procurement management; 	<ul style="list-style-type: none"> • Financial team members 	<ul style="list-style-type: none"> • Financial reports and audits

	<ul style="list-style-type: none"> • Absence of inexplicable discrepancies in expenditures 		
<ul style="list-style-type: none"> • How did institutional arrangements influence the project's achievement of results? 	<ul style="list-style-type: none"> • Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> • ROGB, Project team, UNDP 	<ul style="list-style-type: none"> • Interviews
<ul style="list-style-type: none"> • Were the indicators provided in the Project Document effectively used for measuring progress and performance? 	<ul style="list-style-type: none"> • Occurrence of change in project design/implementation approach (i.e. restructuring) when needed to improve project efficiency 	<ul style="list-style-type: none"> • Project documents and evaluations • NIMOS, Project team, UNDP 	<ul style="list-style-type: none"> • Interviews
<ul style="list-style-type: none"> • Were baseline conditions, methodology and roles and responsibilities well-articulated at project start-up? 	<ul style="list-style-type: none"> • Occurrence of change in project design/implementation approach (i.e. restructuring) when needed to improve project efficiency 	<ul style="list-style-type: none"> • Project documents and evaluations 	<ul style="list-style-type: none"> • Interviews

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

<ul style="list-style-type: none"> • In what way may the benefits from the project be maintained or increased for an extended period of time after completion ? 	<ul style="list-style-type: none"> • Project exit strategy and transition plan are in place discussing environmental, as well as financial and social sustainability • Sustainable financing mechanisms developed (CapDevStrategy) • Financing mechanisms for environment created (CapDevStrategy) 	<ul style="list-style-type: none"> • Project documents and reports 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? 	<ul style="list-style-type: none"> • Evidence that particular partnerships/linkages will be sustained • Continuous support for Knowledge Platform • Public awareness raised through workshops and other activities (CapDevStrategy) 	<ul style="list-style-type: none"> • NIMOS, Project team, UNDP 	<ul style="list-style-type: none"> • Interviews

<ul style="list-style-type: none"> • Which of the project’s aspects deserve to be replicated or scaled up in future initiatives? 	<ul style="list-style-type: none"> • Evidence that particular practices will be sustained • Knowledge platform established to share lessons learned among CBOs and CSOs (CapDevStrategy) 	<ul style="list-style-type: none"> • NIMOS, Project team, UNDP 	<ul style="list-style-type: none"> • Interviews
<ul style="list-style-type: none"> • Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? 	<ul style="list-style-type: none"> • Evidence that Mainstreaming has taken place and SLM concepts are integrated in multiple sectors’ policies. • Environmental Framework Act integrates project results 	<ul style="list-style-type: none"> • Project documents and reports • Legal experts 	<ul style="list-style-type: none"> • Document analysis Interviews
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
<ul style="list-style-type: none"> • Are there verifiable reductions in stress on ecological systems? 	<ul style="list-style-type: none"> • See indicators in project document results framework and log frame 	<ul style="list-style-type: none"> • Project documents and evaluations 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • Has the decision-support mechanisms for environmental management led to improved global environmental benefits? 	<ul style="list-style-type: none"> • Decision support-mechanisms have changed to incorporate EKMIS information 	<ul style="list-style-type: none"> • EKMIS managers; websites 	<ul style="list-style-type: none"> • interviews
<ul style="list-style-type: none"> • Have improved local planning and development processes in Suriname generated global environmental benefits? 	<ul style="list-style-type: none"> • Planning and development processes at the local level have incorporated EKMIS information • Ability of stakeholders to diagnose, understand and transform information and knowledge into local actions increased and retained (capdevstrategy) 	<ul style="list-style-type: none"> • Local planners; new local plans 	<ul style="list-style-type: none"> • Interviews
<ul style="list-style-type: none"> • What is the impression of stakeholders with regards to the harmonizing existing information systems that deal with the Rio 	<ul style="list-style-type: none"> • Systems harmonized 	<ul style="list-style-type: none"> • EKMIS managers 	<ul style="list-style-type: none"> • interviews

<p>Conventions, integrating internationally accepted measurement standards and methodologies?</p>			
<ul style="list-style-type: none"> • Is there demonstrated progress towards these impact achievements? 	<ul style="list-style-type: none"> • NBSAP • degree of capacity to make cross-cutting environmental decisions as measured by scorecard 	<ul style="list-style-type: none"> • Project team • Project partners and relevant stakeholders 	<ul style="list-style-type: none"> • Interviews

ANNEX F: M&E ACTIVITIES BY UNDP

M&E capacity of NIMOS built via recruitment of M&E officer mw Tanja Lieuw. She resigned from her post in Sept/Oct 2017.

1) Risk log ATLAS dd 18/01/2016. Provides the two initial risks recorded.

2) Email from Donovan Bogor (sent November 9, 2016) to Bryan Drakenstein, Cedric Nelom, Emmy Esoetodrono. Subject: Re: CCCD project updated AWP 2016

- Hope to conclude the tendering this week, at least the contracting (*of the consortium*), but also working on the M&E structure of the project. Briefing will be provided.

3) Email from Bryan Drakenstein (November 9, 2016) to Donovan Bogor, Cedric Nelom & emmy esoetodrono. Subject: RE: CCCD project updated AWP 2016.

- Request to establish a detailed M&E execution in line with the PRODOC.

- Acknowledgement of a practical problem of doing M&E without a detailed AWP2017, which in turn is dependent on the PoA Consortium and the legal and other actions that are planned. Indication that if the PoA diverges from the ProDoc respecting the same outcomes, then also the detailed M&E has to be adjusted.

- Indication that the Capacity Development Scorecard has to be updated during and at the end of the project, to show that targets have been met and are more positive than the baseline.

4) Email from Bryan Drakenstein (December 3, 2016) to Donovan Bogor & Cedric Nelom. Subject: Inception workshop for the CCCD project.

- Surprise about the arrangement for the inception workshop for the 13th of December, and request for sharing draft agenda for review and input to see if earlier guidance on Inception workshop and Inception report (Annex F-b) are incorporated.

5) Email from Bryan Drakenstein (sent March 6, 2017) to Environmental Coordination team Cabinet. Subject: RE: Meeting with Environment team office of the President and UNDP Environment team

- Reaction to 1st of March tel. con with Mr. Lackin and agreement to have meeting with Environment team.

- Draft minutes of the meeting for input as well as PowerPoints presentation. Promise to share additional information and documentation in the coming days. This was the last portfolio monitoring meeting with CM. There were regular meetings at a higher (management) level. Minutes include:

i) Agreement for formal allocation of resources within the CCCD project formal allocation of funds to CCCD project with Office of the President guiding use for activities in line with the CCCD project

ii) CCCD project objectives shared, including AWP 2016, improvement of consultation Office of the President and NIMOS needed.

6) RAPPORTAGE CROSS CUTTING CAPACITY DEVELOPMENT WORKSHOP, 14 MAART 2017

Considering point 3) this report is not the Inception Report for the project, which should have been held on the 13th of December 2016.

- After a first phase of the project, the identification of information sources, the transition to the next phase is made by this introductory workshop. During the workshop, the CCCD project is introduced and together with representatives of various (government) organisations, R&D and education facilities and NGO, an inventory of data at disposal of each and their characteristics is made.

- The leader of the Consortium of Consultants, Mr. Moti Kaplan provides an introduction to the worksession. He explains what a knowledge platform should look like and under which formal management it should fall. He introduces a number of questions that will guide the work session.

- Introductions, discussions, presentation and outcomes of the worksessions have been included in an inception workshop report.

7) Email from Bryan Drakenstein (sent June 7, 2017) to Cedric Nelom confirming Monday meeting 14.00. Subject: Oversight and Monitoring meeting CCCD, INDC and AOB.

- Outline of draft agenda for meeting, including progress CCCD project:

a) Progress update Q1 and Q2; Monthly progress needs to be shared with UNDP. Technical reports within package of Kaplan should also be shared. Deadlines Lot 1 and 3 of consortium package concluded end June (2017). NIMOS will organize 2 sets of trainings: remote sensing and satellite imagery. Activities with Herbarium: flora species extracted from JBIF; these have no GPS coordinates. Need to give shape to Environment Atlas.

b) GEF Progress implementation Report (PIR) July 2016 to 30 June 2017,

c) No cost project extension; shared template with NIMOS; also need to report co financing.

d) Suricorps networking and strengthening; For ease sharing the Suricorps info. The request is for your concurrence to 50% (2500 USD) of the funding amount from CCCD resources under the strengthening Civil Society platform/actions. We are also exploring further collaboration with Suricorps under the environment portfolio. Reporting is important; more information will be provided to NIMOS.

e) Gender training in Brokopondo. Signing agreement with MAKABOA Kenya and Bureau of Gender Issues; as yet, no environment incorporated – need to integrate environmental challenges. Environment link and if not possible to incorporate in the BGA training. Do environment training after the gender session.

f) Update: having an internet discussion with Environment Coordination team of Cabinet, need to discuss management issues.

8) Notes Mainstreaming Environment conventions (CCCD) project Oversight and Monitoring meeting of 12 June 2017.

a. Progress update Q1 and Q2: Lot 1 to 3 finalized by end of June. Environment Atlas by end of June. Suriname will be able to reproduce the Atlas without external support. MIGLIS is willing to share information Kaplan progress and payments in the pipeline, with the next deliverable in the next couple of weeks in June. Knowledge Platform is being discussed and led by NIMOS together with ABS. The data will also be georeferenced.

b) Legal assignment under CCCD: Lot 1 and 2 Nancy Delprado team and lot 3 Worec team. Legal work Environmental Framework Law, partial funding CCCD. Need additional funding. Bryan and Anuradha will also consider different budgets and make proposal.

c) AGN supports Suricorps co-financing. Also, raises issue of volunteer support to REDD+ and challenges in finalization.

d) Gender training positive, however additional information is needed.

9) APR/PIR 2017.

- Progress on Outcome 1 indicates that overall progress is that together with national partners, consultant team the project is at advanced stage of data collection and systematization and initial stage of discussions between national partners on how to substantially make this data accessible and improve analysis. The data collection is primarily through secondary sources, with the one exception of tourism data where primary data collection by the National Bureau of Statistics has taken place. Results: a) Establishment of the Knowledge Platform. A draft Terms of Reference has been developed and distributed to the potential members. B) Data Catalogue elaborated; C) Environmental Atlas elaborated. Currently the in depth information still needs to be processed and discussed such as sub classifications.

- Progress on Outcome 2 indicates that overall progress is slow and requires substantial acceleration and innovation to realize end of project targets. Discussions/brainstorming, focused on improved coordination and implementation of the Rio conventions continued during this reporting period. The tangible result for the CCCD project is preparation of draft TOR and initiation of procurement for technical assistance for the Environmental Framework Law support. Results: a) Development of Implementation Regulations for draft the Environmental Act of Suriname. Procurement for services has been initiated, expected outcome by the end of 2017. B) Institutional strengthening, procurement of GIS and data automation equipment for the National Herbarium, Planning office and NIMOS. The process has been initiated, expected receipt at end of October 2017 for all the institutes. C) Development of a Financial plan for continuation of cross-cutting capacity development. Preliminary interviews and work sessions have been held. The main conclusions were: i) Creation of Environmental funds; ii) Adjustments to National Accounting (green-national accounting); iii) Benefits Sharing (reallocation of funds to communities).

- Updated risk log: Consultant team change where members are replaced and deliverables are delayed; consultant not consequent with following work plan and schedule.

24/12/2018: Suggestion UNDP: Portfolio meeting between UNDP and NIMOS can be option to establish technical information flow between 2nd layer NIMOS and CM, mirroring info and contact between management of NIMOS and CM. Need for systematic review of optimization of information flows within and between organizations.

CCCD inception workshop note with target delivery date Dec 2016

Awareness

- PROJECT FACT SHEET (could also think about animation or other form to get message across).
- Also need a short/easy acronym for project (C4SD) or keep with CCCD.
- GEF logo already on Banner.
- At start we could also do document through interviews on understanding Cross cutting capacity development and expectations and have that at the end of project do similar and document change /effect in addition to more robust mapping of lessons learned/Best practices.

Content for Inception Workshop and later report

A. REVIEW OF PROJECT STRATEGY

REVIEW OF PROJECT LOG-FRAME

REVIEW OF PROJECT OUTPUTS AND ACTIVITIES

B. PROJECT OVERSIGHT AND COORDINATION MECHANISMS

PROJECT ORGANIZATIONAL STRUCTURE

PARTICIPATION OF STAKEHOLDERS

SCHEDULE OF PROJECT REVIEWS

C. REVIEW OF PROJECT PERFORMANCE MEASUREMENT

DISCUSS AND AGREE ON LOCAL INDICATORS

DISCUSS AND AGREE ON BASELINE AND TARGETS VALUES

MONITORING CAPACITY DEVELOPMENT SCORECARD

D. REVIEW OF RISK MANAGEMENT

REVIEW OF RISKS

MANAGEMENT RESPONSES

E. DISCUSSION MONITORING AND EVALUATION FRAMEWORK

F. AGREEMENT ON CO-FINANCING MONITORING AND REPORTING

G. REPORT INCEPTION PHASE AWP 2016 AND ANNUAL WORK PLAN 2017

Text = requirement that this is to be done with all stakeholders at inception workshop

Text = suggested to be done with smaller group if time constraints/practicality

Above achieved via

- 1. Initial preparation and agreement with Kaplan and core partners/sectors within the project**
 - 2. Initial preparation and agreement with NIMOS legal and institutional that is aligned and supportive to 1.**
 - 3. Substantial changes in approach need to be communicated, justified and agreed by stakeholders at the meeting.**
- **As mentioned what is highlighted in yellow is to be presented during inception workshop so to facilitate response from stakeholders. The presentations covering A, B and C could be done as follow (merely suggestive to facilitate discussion)**

Comprised of 3 presentations:

Optional UNDP (video) presentation on Global report on CCCD project results;

Presentation on overall project history, objectives, outputs, activities;

Break

Presentation detailed from Kaplan on proposed approach (SE, knowledge network, etc) and realization of outputs and activities, timelines

Including draft Indicators, baseline, Targets

Q&A and Working Groups 1 hour maximum with pre prepared questions

Lunch

Presentation from Gina on Legal and institutional changes related to outcomes. Including draft Indicators, baseline, Targets

Q&A and Working Groups 1 hour maximum with pre prepared questions

Knowledge sharing presentations from key sectors or cross cutting areas.

- Tourism
- Land use planning
- Traditional knowledge (systems) / Agroforestry
- Closure of event

Day 2

Presentations from key sectors continued

Opening and recap day 1

- Environment data management
- Knowledge systems

Break

REPORT INCEPTION PHASE AWP 2016

Draft AWP 2017

Presentation on M&E framework

Closure

Lunch

Have a close out meeting same day or next day with core partners on detailed work plan and as needed formally adopted by project governance structure if different than the Stakeholders present at Inception workshop.

ANNEX G: RATING SCALES

<p><i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i></p> <p>6: Highly Satisfactory (HS): no shortcomings</p> <p>5: Satisfactory (S): minor shortcomings</p> <p>4: Moderately Satisfactory (MS)</p> <p>3. Moderately Unsatisfactory (MU): significant shortcomings</p> <p>2. Unsatisfactory (U): major problems</p> <p>1. Highly Unsatisfactory (HU): severe problems</p>	<p><i>Sustainability ratings:</i></p> <p>4. Likely (L): negligible risks to sustainability</p> <p>3. Moderately Likely (ML): moderate risks</p> <p>2. Moderately Unlikely (MU): significant risks</p> <p>1. Unlikely (U): severe risks</p>	<p><i>Relevance ratings</i></p> <p>2. Relevant (R)</p> <p>1.. Not relevant (NR)</p> <p><i>Impact Ratings:</i></p> <p>3. Significant (S)</p> <p>2. Minimal (M)</p> <p>1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i></p> <p>Not Applicable (N/A)</p> <p>Unable to Assess (U/A)</p>		

ANNEX H: CAPACITY DEVELOPMENT SCORECARD

The Capacity Scorecard is structured to measure progress against the barriers noted in the project document.

The scoring scale is:

1. No evidence of capacity
2. Anecdotal evidence of capacity
3. Partially developed capacity
4. Widespread, but not comprehensive capacity
5. Fully developed capacity

I. Initial Scorecard

1. Information Knowledge Management Capacity							
Capacity Indicator	Baseline: Level of Existing Capacity					Target level of Capacity in the timeframe 3 years	Priority of Capacity (h/m/l)
	1	2	3	4	5		
1.1 To what extent is cross-cutting capacity development knowledge shared and accessible through appropriate media and informational platforms ?	X					4	H
1.2 To what extent do local stakeholders have access to relevant environmental data and information that will inform their activities?		X				3	H
1.3 To what extent do information platforms and data banks provide cross-cutting policy-relevant information?		X				3	M
1.4 To what extent are different data platforms interconnected ?	X					2	H
1.5 To what extent are current data banks providing environmental information that will measure progress against MEA commitments?		X				3	M
1.6 To what extent is local knowledge being incorporated in national data banks?	X					2	H
1.7 To what extent are government staff retrieving environmental information from current banks of data?		X				3	M
1.8 To what extent are non-state stakeholders retrieving environmental information from current banks of data?		X				3	M
1.9 To what extent is the government collaborating with national and local research institutions to identify, apply, and institutionalise cross-cutting capacity development?			X			4	L

1.10. To what extent do public awareness programs include cross-cutting capacity development and sustainable development information?	X					2	H
1.11 To what extent are cross-cutting capacity development and sustainable development public awareness programs accessible to communities so it overcomes local languages, literacy, technical and geographic barriers?	X					2	H
1.12 To what extent are public awareness campaigns on environmental legislation, environmental governance and MEAs attaining the local level?		X				3	M
1.13 To what extent are non-state stakeholders involved in the development public awareness campaigns?		X				3	M
1.14 To what extent do environmental education programs include cross-cutting capacity development?	X					2	H
1.15 To what extent is local knowledge 'scaled up' to inform district and national level environmental legislation?		X				3	M

2. Financial and Resources Capacity								
Capacity Indicator	Baseline: Level of Existing Capacity					Target level of Capacity in the timeframe 3 years	Priority of Capacity (h/m/l)	
	1	2	3	4	5			
2.1 To what extent is there effective advocacy for the inclusion of MEA implementation in planning, budgets and programming?			X			3	L	
2.2 To what extent are innovative financing options being developed to finance cross-cutting capacity development?			X			4	H	
2.3 To what extent is there sufficient financial resource mobilization for cross-cutting capacity development priorities?		X				3	H	
2.4 To what extent are functioning financial management and reporting systems in place for cross-cutting capacity development initiatives?		X				3	M	
2.5 To what extent is there an integrated financial management informationsystem/databases for measuring expenditures on cross-cutting capacity development management?		X				3	M	
2.6 To what extent are there reporting mechanisms for cross-cutting capacity development programming?		X				3	M	

2.7 To what extent is there effective human resource management (HRM) to attract and retain talent for cross-cutting capacity development programming?		X				2	M
2.8 To what extent does government budget allocation at national , level reflect cross-cutting capacity development priorities		X				3	L

3. Cross-Sectoral Coordination and Stakeholder Participation & Inclusion

Capacity Indicator	Baseline: Level of Existing Capacity					Target level of Capacity in the timeframe 3 years	Priority of Capacity (h/m/l)
	1	2	3	4	5		
3.1 To what extent is there an effective government coordination mechanism for MEA-related dialogue & policy making?			X			4	H
3.2 To what extent is there effective government coordination for cross-cutting information generation ?	X					3	H
3.3 To what extent are government actors aware of their roles, responsibilities and mandates with regards to environmental stewardship?			X			4	H
3.4 To what extent are institutional mandates clearly defined ?			X			4	M
3.5 To what extent is there political engagement at national and provincial levels on how to meet the three MEAs ?			X			5	H
3.6 To what extent are there clear core functions and roles relating to MEA implementation with regards to district and local level authorities?			X			4	M
3.7 To what extent are non-state stakeholders such as CSOs, indigenous communities, vulnerable groups (women & youth) and private sector participating in MEA coordination mechanisms?			X			4	H
3.8 To what extent are non-state stakeholders participating in the development of the Environmental Framework Act and other environmental legislation?	X					4	H
3.9 To what extent are local level communities aware of the environmental laws that govern them?	X					3	M
3.10 To what extent is there community engagement around cross-cutting capacity development priorities?			X			4	M
3.11 4.5 To what extent are the needs of vulnerable groups addressed to enable them to engage and mobilize around cross-cutting capacity development priorities?		X				4	H

3.12 To what extent are gender issues mainstreamed to enable women to engage and mobilize around cross-cutting capacity development?		X				4	M
3.13 To what extent are alternative sustainable livelihood opportunities identified and linked with national sustainable development goals?				X		5	M
3.14 To what extent are there partnerships between the public sector and private sector for implementing cross-cutting capacity development			X			4	M

4. Environmental Governance & Stewardship							
Capacity Indicator	Baseline: Level of Existing Capacity					Target level of Capacity in the timeframe 3 years	Priority of Capacity (h/m/l)
	1	2	3	4	5		
4.1 To what extent are there frameworks to manage planning of cross-cutting capacity development programming at the national level?			X			4	H
4.2 To what extent are there frameworks to manage planning of cross-cutting capacity development programming at the regional level and local levels?		X				3	M
4.3 To what extent are environmental policies aligned with broader sustainable development goals and strategies?			X			4	H
4.4 To what extent is there a harmonized legal framework with incentives and compliance mechanisms that reflect MEA priorities?	X					2	H
4.5 To what extent are environmental frameworks understood cross-sectorally by Government actors?		X				3	H
4.6 To what extent are local laws and traditions harmonized into broader environmental policies and frameworks?	X					2	M

II. Final Scorecard

To be added.

ANNEX I: TE INTERVIEW REPORTS

Attached as separate ZIP file.

ANNEX J: AUDIT TRAIL REPORT

Attached as separate file.

ANNEX K: EVALUATION REPORT CLEARANCE FORM

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

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: <u>AMSTAGNYA ALAN</u>	
Signature: <u>[Signature]</u>	Date: <u>15/02/2019</u>
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