



Mid-term Review Report

Mid-term Review of “GCCA+ support for Climate Change Adaptation in Suriname –Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management

Dr. Arun Rijal (Independent International Consultant)
Ms. Sharon Legiman (Independent National Consultant)

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The views expressed in this report are intended to offer an overview of, and some of the lessons learned from this Project. We have tried to balance our thoughts and to offer fair perspectives of what was observed and learned from people far more knowledgeable about the Project and its context than we will ever be.

And finally, we are very happy to learn with great admiration the dedication and enthusiasm that so many people bring to their work in addressing issues related to the conservation of mangrove forest and overall coastal ecosystem, local economic development and environmental protection. We would like to thank them and wish them every success in their continuing endeavours.

Ms. Sharon Legiman
National Consultant
Suriname

Arun Rijal, Ph.D.
International Consultant
Nepal

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Acronyms/Abbreviations

ABCD	Assets Based Community Development
CC	Climate Change
CSA	Climate Smart Agriculture
DIM	Direct Implementation Modality
DNA	Designated National Authority
DRR	Disaster Risk Reduction
EU	European Union
GCCA	Global Climate Change Adaptation Program
GBB	Ministry of Land Policy and Forest Management
GPGC	Global Public Goods and Challenges thematic Programme
ICZM	Integrated Coastal Zone Management
IICA	Inter American Institute for Cooperation in Agriculture
IWRP	Integrated Water Resource Plan
M&E	Monitoring and Evaluation
MAS	Maritime Authority Suriname
MDS	Meteorological Department Suriname
MIP	Multi-annual Indicative Programme
MTR	Mid-Term Review
METT	Management Effectiveness Tracking Tool
MUMA	Multi-Use Management Area
NH	Ministry of Natural Resources
NPM	National Project Manager
NB/LBB (NCD)	Suriname Forest Service (Nature Conservation Division)
NCCR	National Coordination Centre for Emergency
NDC	Nationally Determined Contribution
NGO	Non-government Organisation
NIMOS	National Institute for Environment and Development in Suriname
NPD	National Project Director
NVB	National Women's Organization
OW	Ministry of Public Works
OWT&C	Ministry of Public Works Transport and Communication
PAC	Project Appraisal Committee
PMU	Project Management Unit
ProDoc	Project Document
PSB	Project Steering Board
NCD	Nature Conservation Division
RF	Results Framework
ROM	Ministry of Spatial Planning and Environment
SARI	Stichting Sernami Nari (Women's organization in Nickerie)
SBB	Foundation for Forest Management and Production Control
SDG	Sustainable Development Goal
SMIN	Suriname Environmental Information Network
SRD	Suriname Dollar
STIGEOSU	Stichting ter bevordering van de Geowetenschappelijke kennis in Suriname
TWG	Technical Working Group

UNDP	United Nations Development Programme
UNMSDF	United Nations Multi-Country Sustainable Development Framework
WFS	Water Forum of Suriname
HRD (WLA)	Hydraulic Research Division

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1. Executive Summary

1. The Mid-term Review (MTR) has been conducted as part of the Monitoring and Evaluation plan of the EU/UNDP project. The International and National Consultants team interviewed stakeholders in person, face to face and also by virtual means and made field missions to witness performances on the ground. Extensive consultations with the project partners were conducted prior and following the site visits by the consultants and virtual interviews to ensure a good understanding of the project's results.

Project Information Table

Project Title	“GCCA+ support for Climate Change Adaptation in Suriname- Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management”		
Project ID :	ENV/2020/415-26	Implementation Model	DIM
		PAC meeting Date:	April 14, 2020
Award # Proj.ID:	00126997	Project Document (ProDoc) Signature Date (date project began):	01 April 2020
Country :	Suriname	Inception Workshop date:	Inception Workshop didn't take place.
Region:	South America		
Focal Area:	Climate Change Adaptation	Midterm Review completion date:	30 September, 2022
		Planned planed closing date:	October 23, 2023
Trust Fund [indicate]:	EU Fund		
Executing Agency/ Implementing Partner:	Ministry of Finance; Ministry of Land Policy and Forest Management; Ministry of Natural Resources; Ministry of Environment and Spatial Planning		
Other execution partners:	RED Cross; WFS, NCCR, SBB, NIMOS, SARI, STIGEOSU, NB/LBB, GBB,OW, IICA, NVB.		
Project Financing	<i>at endorsement (EURO)</i>	<i>at Mid-term Review (EURO)</i>	
[1] EU financing:	5,000,000.00	2,969,853.03	
[6] Total co-financing :	500,000.00	0	
PROJECT TOTAL COSTS	5,500,000.00	2,969,853.03	

Project Description

2. Suriname is a country which is highly vulnerable to climate change effects like sea level rise and increased storm surges leading to coastal erosion. Due to erratic weather, it causes flooding when rainfall is extensive while lower river discharge and saltwater intrusion takes place when there is less rainfall. These variabilities and changes in climate have negative effects on coastal ecosystems and communities with economic consequences and water security risk at national and local levels. It is therefore realised, and priorities established within Suriname Nationally Determined Contribution (NDC) and Suriname Adaptation Plan that there is need of improving national capacities for effective actions in support of adaptation and resilience building, to address the impacts of climate change. It was not possible for Suriname to conduct all needed activities by itself due to economic limitations. Hence, it developed partnership with the Global Climate Change Alliance (GCCA+), which is an initiative of European Union (EU) that aims to strengthening vulnerable countries in their efforts to increase capacity to address the effects of climate change. With EU support, the first phase of GCCA+ was implemented from 2016 to 2019. After successful completion of the first phase and using lessons from it, a second phase project was developed, and it was approved by the EU in October 2019.

3. The main aim of the second phase of GCCA+ is to support Suriname in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive skills enhancement.

Concise summary of findings

4. The project is developed based on the lessons from the previous project (i.e. GCCA+ Phase I). This phase mainly targeted outcomes like: i) Increased resilience of coastal ecosystems and communities in Districts of Nickerie and Coronie against the threat of sea level rise; and ii) Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM). The project design was appropriate to achieve the objectives of the Suriname government to address climate change issues, but some indicators in the Results Framework were weak and need improvement. The project was relevant to objectives of the Suriname government and aligned with the needs of the country and Suriname National Communication, National Determined Commitments and Suriname Development Plans. It is also relevant to needs of the communities living in the vulnerable coastal areas. Due to COVID -19 related restrictions, national election and post-election turnover of staffs affected efficiency of the project and only few activities were accomplished by the MTR level. Regarding effectiveness, the coastal monitoring is improved which decreased poaching incidences and awareness generated to some women and school children. Since very few activities are implemented, it will be too early to judge effectiveness and impact of the project intervention.
5. METT assessment for the North Coronie MUMA (score 48) and Bigi Pan MUMA (score 56) were completed in year 1 by the National Conservation Department. The project provided supports to government to improve coastal monitoring for improving vigilance in the coastal areas and also helped to renovate NCD field post in Bigi Pan MUMA. Many of the project activities were delayed and of some initial meetings are started. The project has capacity enhancement programs for the government staff and local communities which could help to make the intervention results sustainable. Similarly, a proposal is developed to charge fee to visitors to Bigi Pan Muma areas and that could also help to support monitoring activities in the future. Since the project has limited time and most of the activities are due, it may need extension of at least six months.

Measure		MTR Rating	Achievement Description
Project Strategy		N/A	The project strategy has useful components and underlying ideas were also relevant. However, activities were not moved forward as per expectations. The project was behind the target set for Mid-term Review and more about 70% activities were delayed.
Progress Towards Development Results	Objective	MU	Very limited progress made against a range of outputs towards achieving objectives. Many interventions have not happened due to COVID -19, national elections and turnover of the key staffs of the Ministry of Natural Resources.
	Outcome 1	MU	Completed METT assessment for North Coronie MUMA and Bigi Pan MUMA. Of the remaining activities some are delayed and others, only initial meetings conducted.
	Outcome 2	U	12 policy makers participated in World Water Day and World Meteorological Day. Some activities delayed and others only initial conducted.
Project Implementation &		MU	There has been staff turnover within the partner government institutions,

Adaptive Management		COVID -19 restrictions also affected implementation of activities that require physical presence. National election also affected implementation of the project activities. Local NGO/ consultants contracted to adapt to the situation for implementation.
Sustainability	ML	There is no financial commitment from government or other institutions to carry on the results of the project. Enhancing capacity of the government and communities may help to sustain results. Hence, Financial, socio-economic, environmental, and institutional sustainability is moderately likely.

ML= Moderately Likely; MU= Moderately Unsatisfactory; U=Unsatisfactory; N/A= Not Applicable

Conclusions

6. The project design was appropriate to achieve the objectives of the Suriname government to respond to the impact of climate change (CC). The activities included in this project are directed to increase resilience of coastal ecosystems and communities in the two project districts (Nickerie and Coronie) and also to improve national governance in the area of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM). But some indicators were weak and need improvement. The project was able to accomplish very few of the mid-term targets, because restrictions on travelling and gathering due to the COVID -19 pandemic affected the implementation of several activities. Besides, national election and staff turnover also affected implementation of the project activities. Even the staff at the decision-making level were changed which affected the project implementation.
7. Nature Conservation Division (NCD) completed the METT assessment for the North Coronie MUMA (score 48) and Bigi Pan MUMA (score 56). The project provided pickup for coastal monitoring team to improve vigilance in the coastal areas to decrease poaching activities. Also, the project supported patrolling activities with equipment, maintenance, and renovation of NCD field post in Bigi Pan MUMA. Only 0.5% of community members from the project districts were involved in education/awareness activities. Equipment related to hydrological studies were stocked in the custom office due to issue related to custom tax payment. More than 70% of the activities were behind the target or delayed. Initial meetings were conducted related to few delayed activities.
8. There was no commitment available from the government or other donor organisations to continue the results of this project. But training government staff and community members may help to maintain project results. It is learned that GBB is planning to charge fee from the visitors to Bigi Pan MUMA areas and use that money for coastal monitoring activities. The project activities will also link various institutions, from a national to grassroots level, including government agencies, local authorities, university, NGOs and communities. This could help to generate support for making project results sustainable. A training program on IWRM that is being developed by the University with the support from the project will also be opened for international applicant and this may help to make programme sustainable.

Main Recommendations

- 1 The devaluation of the local currency has created difficulties to bear the cost of several activities by the implementing partners. Hence, it is recommended to address problems created due to devaluation of local currency.

- 2 The project has only one year left but most of the activities are at very initial stage. Hence, it is recommended to improve implementation speed to move activities forward and complete all targeted activities within the project life. It is also recommended for no-cost extension of six months to complete the project activities.
- 3 The implementing partner has no budget to pay custom tax of water quality monitoring equipment and UNDP could not pay custom as it is a tax waived institution. Due to this, the equipment are stocked at the custom office from several months. It is recommended to resolve this problem and equipment should be handed over to the implementing partner.
- 4 NB/LBB monitoring team has not received a requested boat yet. To support coastal monitoring, it is recommended to supply the boat soon.
- 5 It is recommended that UNDP should communicate with the government agencies at decision making level to convince them for allocating budget for fauna monitoring and monitoring of mangrove forests to make monitoring activities sustainable beyond the project life.
- 6 Ministry of Natural Resources has established IWRM department recently. Since it is new department, it needs technical support to enhance its activities. Hence, it is recommended to provide technical support to the Ministry of Natural Resources to develop activities and management structure of Department of IWRM.

More Recommendations are available on page no. 29.

2. INTRODUCTION

2.1 Overview of the GCCA+ project

9. The Republic of Suriname is located on the north-east of South America. It has a total land area of 164,000km² with 386km long coastline and a population of approximately 598,000. Suriname is coastal country which is highly vulnerable to climate change effects like sea level rise and increased storm, surges leading to coastal erosion and flooding, combined with overall decreased rainfall leading to lower river discharge and saltwater intrusion. This has negative impacts on coastal ecosystems and communities, and it also has economic consequences and puts the national and local water security at risk. These challenges are also acknowledged in Suriname National Communication, Suriname Adaptation Plan and Suriname National Determined Contribution (NDC). Regional climate modelling has shown that CC related effects may increase mean annual temperature of 4.8 °C by 2080, decrease in rainfall in all seasons up to 34% by 2080 and rise in sea level up to 1.45m in 2100. Besides, increase in the frequency and magnitude of storm surge in the coastal areas are likely to occur. Suriname is already witnessing negative effects of climate change with sea level rise which is causing coastal erosion and flooding of coastal areas.
10. Suriname's economy, people's purchasing power and government budgets have been deeply affected by high inflation rates over the past years, and the levels of poverty and inequality remains a major concern. Outside the Paramaribo, a majority of the population is directly dependent on natural resources for their livelihoods. The communities in the project districts along the western coast consist mostly of farmers (rice & cattle), fishermen and public servants, with a few indigenous settlements along the rivers upstream. The inhabitants in these districts are highly dependent on local natural resources such as fertile soils for agriculture, freshwater for irrigation and ecological balance. In the recent years, communities had experienced problems related to unavailability of resources they are dependent on for their livelihoods, such as periods of drought that reduced access to fish and made tourism seasons shorter. This helped to realise the linkage of changing climate and vulnerabilities to the dependence on ecosystem services. These challenges and need of capacity enhancement is also acknowledged in past and present Development Plans and also in Suriname Nationally Determined Contribution (NDC). Hence, it is very important to enhance the country's capacity for adaptation and resilience to the impacts of climate change. To mitigate these, Suriname entered a partnership with the European Union (EU) through their Global Climate Change Adaptation (GCCA+) programme. This initiative is aimed at strengthening vulnerable countries in their efforts to increase capacity to address the effects of climate change. The GCCA+ support for Climate Change Adaptation in Suriname –Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management receives implementation support and co-funding from the United Nations Development Programme (UNDP). The previous GCCA+ funded project was carried out in Suriname from 2016-2019.
11. This project aims to improve resilience in coastal ecosystems and promote climate compatible water resources management. This is being done by enhancing knowledge and capacities for Integrated Water Resources Management (IWRM) and Integrated Coastal Zone Management (ICZM), on national level and in the districts of Nickerie and Coronie. Government actors will be strengthened in their ability to meet their mandates on these topics effectively, and local communities will be empowered to contribute to the sustainable development agenda through sustainable use of coastal ecosystem services. The project implies a social impact of improved well-being of coastal

communities in the project intervention sites, as well as an environmental impact of improved management of coastal ecosystems and water resources, resulting in improved climate change adaptation and increased resilience.

12. **Project Objective:** The objective of this 2nd GCCA+ project is to support the country in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive capacity enhancement.

The project aims to attain its objective through two outcomes:

Outcome 1: Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts against the threat of sea level rise.

Outcome 2: Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM).

13. The project is primarily implemented in two districts namely, Nickerie and Coronie, with a number of activities under outcome 2 being national in scope. This project started in April 2020 and will end in October 2023. The project implementation is led by the UNDP Suriname following the Direct Implementing Modality (DIM). Other implementing partners include Ministry of Finance, Ministry of Land Policy and Forest Management, Ministry of Natural Resources, Ministry of Spatial Planning and Environment. Total project budget is EUR 5,500,000.00.

2.2 Objective and Purpose of Mid-term Review

14. The UNDP project level Monitoring and Evaluation Policy has two overarching objectives, namely to promote accountability for the achievement of the objectives through the assessment of results, effectiveness, processes and performance of the partners involved in the project activities; and to promote learning, feedback and knowledge sharing on results and lessons learned among the donors and its other partners, as basis for decision-making on policies, strategies, programme management, and projects and to improve knowledge and performance. With this in mind, this Mid-term Review (MTR) has been initiated by UNDP Suriname as the Implementing Partner for the “GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management” Project to measure the effectiveness and efficiency of the Project activities in relation to the stated objectives, to collate lessons learned (if any) and to assess its relevance to the current socio-economic situation.
15. The mid-term Review also enables the key stakeholders of the GCCA+ project to make the necessary adjustments in order to achieve its overall objective and its specific objectives.
16. This translates into the following specific objectives:
 - Assess the relevance, consistency, effectiveness, efficiency, impact and sustainability of the achievements of the project;
 - Review the process of implementation and quality of activities in the light of the expected results;

- Draw the lessons learned for better implementation performance in order to achieve the expected results, particularly in the COVID -19/post COVID -19 context, through appropriate digitization of procedures;
- Formulate recommendations with a view to strengthening the impact and sustainability for the remaining duration of the project and beyond.

Purpose

17. The main purpose of the GCCA+ phase 2 Mid-term Review are:
 - to assess the overall progress to date of the GCCA and provide recommendations and proposed adjustments (if necessary) to ensure that the objectives and outcomes of the results framework of the programme can be achieved in the remaining time;
 - to identify opportunities and challenges related to the design, implementation and management of the GCCA+ phase 2 Project;
 - to provide practical recommendations to enhance national ownership, and sustainability of the programme;
 - to provide feedback and lessons learned to GCCA+ Phase 2 partners; and,
 - to assess how the GCCA phase 2 project is related to or compliments other climate change activities.
18. The MTR Report presents:
 - the perceptions of the partners, participants, and beneficiaries consulted;
 - key points from the project documents and context literature, as they relate to the relevance, progress, and potential sustainability of the GCCA+ Phase 2 Project;
 - the evidence for the reviewers' observations and conclusions; and,
 - recommendations for moving forward with the GCCA+ Phase 2 project, in a constructive manner, based on the experience and sound judgment of the MTR Team.

2.3. Scope and Methodology

19. ToRs for the MTR of the GCCA+ initiatives has clearly prescribed the level of effort, assignment timeframe, personnel, specific direction and objectives of the review, and the content of the MTR report. These provided the framework for the MTR implementation strategy and work-plan. Details on the MTR scope, approaches, and methodologies are noted in ToR in Annex I. The MTR schedule and list of the people consulted are noted in Annex II. All key project documents were reviewed (see Annex IV) and representatives of all stakeholders and project participants groups were consulted during the two weeks of August 2022. They were given an opportunity to comment on project progress to date and to provide recommendations for the remaining project timeframe. A debriefing was given to the project partners and stakeholders on August 30, 2022. At which the preliminary MTR observations were shared and additional comments from the project stakeholders were collected. Additional feedback from participants was received through e-mail by the MTR team leader over the following two weeks. The MTR findings and recommendations are documented in this report for the benefit of the GCCA+, UNDP and implementing partners.

2.4 Data gathering & Analysis

20. The MTR is mainly formative and explanatory and therefore paid attention to the processes and mechanisms of the project interventions in order to identify the chances and conditions under which the project will be able to achieve its objective within the allotted time.

21. This is mainly based on qualitative methodology appropriate to the project context. Sampling methods demonstrate their relevance to an advocacy or political influence intervention. Documentary review and semi-structured interviews is followed to gather information. For interviews, a list of guiding questions (Annex V) was prepared. Interviews included all relevant stakeholders (Annex II).
22. The evaluation team has included a section of the report setting out the evaluation's evidence-based conclusions, in light of the findings. Recommendations are succinct suggestions for critical intervention in the future and are measurable, achievable, and relevant.
23. This report is produced largely according to the format provided in Annex I of the inception report. The delivery status of each of the project's indicators are rated using the scale outlined in the UNDP guidelines. All recommendations made are provided with details of who is responsible for carrying out the action, what the task and its timeframe are, and what the deliverable should be. Where a formal recommendation is inappropriate, a suggestion is made instead. Appropriate lessons learned extracted from the evaluation is also included.
24. As indicated above, comments were sought from stakeholders on the draft MTR report. Since the evaluation report is an independent view, the only changes that were made to the text were those pertaining to factual errors. However, to ensure complete transparency of views and to ensure that all parties' views are fully reflected, all comments received on the draft were responded and presented in the audit trail matrix submitted together with the final report. The evaluators reserve the right to respond to these comments, also as footnotes.

2.5 Limitations to the evaluation

25. Due to language issue, the international consultant has to rely on interpretation by the National consultant in some interviews especially in the districts. Individuals who were either out of the country or sick or in vacation, were interviewed virtually.

2.6 Structure of the MTR report

26. The MTR report is structured in line with UNDP's guidance and covers the following Sections:
 - i) The project description and development context (this includes project design, its rationale and development context, the problems the project sought to address, the objectives, establishment of baseline data, key stakeholders and expected results)
 - ii) Findings (Results of implementation and comparison with the targets as set)
 - Project Design / Formulation
 - Project Implementation
 - Project Results
 - iii) Conclusions, Recommendations & Lessons
 - iv) Annexes.

3. Project Description and Development context

3.1 Project Start and Duration

27. Suriname is a highly vulnerable country to climate change effects like sea level rise and increased storm surges leading to coastal erosion and flooding, combined with decreased rainfall leading to lower river discharge and saltwater intrusion. It has negative impacts on coastal ecosystems and communities with economic consequences and national to local water crisis. Hence, there was need of strengthening adaptation capacity to improve resilience to the impacts of climate change. To respond this challenge, Suriname entered a partnership with the Global Climate Change Alliance (GCCA+). The first phase of GCCA+ project was carried out in Suriname from 2016 to 2019 and with the lessons from the first phase, a second phase of GCCA+ project is approved in October 2019. The project PAC meeting date is 14 April 2020. The project's starting date is 1 April 2020 and end date is 31 October 2023.

3.2 Problems that the project south to address

- Weak resilience of coastal ecosystems and communities.
- Weak national governance in the areas of Integrated Water Resources Management (IWRM) and Integrated Coastal Zone Management.
- Need of revision of forest management act.
- Awareness level about the mangrove and coastal ecosystems is weak.
- Lack/limited income generation opportunity which increase dependency on mangrove.

3.3 Immediate and development objectives of the project

28. The overall objective of the 2nd GCCA+ project is to support the country in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive capacity enhancement. The project has two specific outcomes: i) Increased resilience of coastal ecosystems and communities in the Nickerie and Coronie districts through gender responsive climate action; ii) Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM).

3.4 Baseline Indicators established

Outcome 1:

- Improved regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystems
- Improved knowledge on the Surinamese mangroves and on the effects of climate change on the coastal ecosystem and wider coastal area
- Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions.

Outcome 2:

- Strengthened regulatory framework for IWRM
- Strengthened institutional capacity and coordination for IWRM in Suriname

- Improved knowledge base of policy-makers for integrating latest research insights and up-to-date data.

3.5 Main Stakeholders (planned)

29. The project design had analysed wide range of stakeholders and included them in various level of project development processes. The main implementing partners of the project are Ministry of Finance, Ministry of Land Policy and Forest Management, Ministry of Natural Resources, Ministry of Environment and Spatial Planning. But to make project implementation effective, the project design provisioned wide range of stakeholders' involvement. Many of these stakeholders serve both as partners in implementation and as beneficiaries of institutional support. They involved closely and engaged throughout the project and their knowledge and mandates are crucial to make the actions successful. Stakeholders include both government actors, civil society, private sector, academia and others on national as well as local levels. The stakeholders list is provided on page 19 of the project document and the table from ProDoc is copied here for the benefit of the readers.

Stakeholder	Mandate / role	Role in this project
National Government Agencies and Parastatal Institutions		
Coordination Environment, Cabinet of the President <i>Will be merged into new National Environment Authority</i>	Responsible for formulation, coordination and implementation of environmental law, policy and conventions	National Environment Authority will be member of Project Steering Board (PSB); important partner for giving direction to the project and identifying synergies
National Institute for Environment and Development (NIMOS) <i>Will be merged into new National Environment Authority</i>	Technical assistance to the Office of the President's Coordination Environment, public awareness	Data provider, research partner, hosting the Suriname Environment Information Network (SMIN)
Ministry of Natural Resources (MinNH)	Responsible for the use of mineral natural resources and water governance	Responsible for coordination and strengthening of Integrated Water Resource Management (IWRM); member of Project Steering Board
Ministry of Public Works (MinOW: Hydraulic Research Division (WLA))	Responsible for hydrological information, data collection and analysis	Partner for hydrological monitoring and research
Ministry of Public Works Meteorological Service of Suriname (MDS)	Responsible for collection, analysis, and distribution of atmospheric information	Partner for meteorological monitoring and research

Ministry of Land Policy and Forest Management (MinGBB)	Division for Nature Conservation(NB): Responsible for nature conservation	Responsible for regulatory framework for MUMA management; local unit of NB in Nickerie/Coronie responsible for patrolling in MUMAs; educational unit; member of Project Steering Board
Ministry of Trade, Industry and Tourism (MinHIT)	Control and promotion of trade, industry and tourism	Support the development of entrepreneurship and nature tourism, through local MinHIT office in Nickerie
Ministry of Finance (MinFin)	Responsible for finance and investment projects in Suriname	National Authorizing Officer (NAO) for EU grant; member of Project Steering Board
Ministry of Home Affairs: Office for Gender Affairs(BGA)	Responsible for national gender policy	Support the project's efforts to work on gender and climate change
Foundation for Forest Management and Production Control (SBB)	Responsible for sustainable forest management, national forest monitoring and production control	Coordinate and implement mangrove monitoring
Maritime Authority Suriname(MAS)	International marine legislation and monitoring	Can contribute data for research
Suriname Water Supply Company (SWM)	Public supplier of potable water	Data provider and contribution to research and education
National Coordination Centre for Emergency (NCCR)	Responsible for disaster response coordination and management	NCCR will contribute to early warning system and disaster risk reduction in Nickerie and Coronie districts
District Commissions (DC) for Nickerie and Coronie	Decentralized government agency with links to their parent Ministry of Regional Development (MinRO)	Member of District Level Committee, guide and support actions in Nickerie and Coronie
District Councils (DR) of Nickerie and Coronie	Body of elected representatives making decisions on districts level	Member of District Level Committee, guide and support actions in Nickerie and Coronie
National Assembly (DNA)	Body of elected representatives making decisions on national level	Policy-makers to be engaged in output 2.3, advance policy for IWRM and ICZM
Research organisations		

Anton de Kom University of Suriname (AdeKUS)	The only university in Suriname, providing education and conducting research	Contribute to research and hydrological monitoring through Faculty of Technology, Department of Infrastructure, SMNR education and research, and others
Center for Agricultural Research in Suriname (CELOS)	Research institute on agriculture, forestry, soil, remote sensing	Contribute to mangrove monitoring in collaboration with SBB
Civil Society / platforms / networks / projects		
Water Forum Suriname	Open platform for people with an affinity for water resources	Data provider, education, communication and public/policy-maker awareness on water issues and IWRM
Mangrove Forum Suriname (MaFoSur)	Open platform for people with an affinity with mangrove	Data provider, education, communication and public/policy-maker awareness on mangroves and ICZM
Climate Change Expert Group (CCEG)	Established in 2013 by Coordination Environment to represent national issues relating to climate change impacts	Provide technical input and contribute with expertise
World Wildlife Fund (WWF) Guianas	Environmental conservation NGO with activities related to water resources and the coast	Data provider, communicating important messages on IWRM and ICZM, public awareness
Conservation International Suriname (CI)	Environmental conservation NGO with activities related to water resources and the coast	Data provider, communicating important messages on IWRM and ICZM, public awareness
Green Heritage Fund Suriname	Environmental conservation NGO with activities related to the coastal zone	Data provider, communicating important messages on IWRM and ICZM, public awareness
Stichting Sari	Women's organization in Nickerie	Partner for implementation of capacity building of women and youth in Nickerie and Coronie
Environmental / climate change projects funded by international donors	Various projects putting in place important results	Project staff to be invited to workshops and networking events, to share information and identify synergies
Indigenous and tribal peoples' organizations		

Indigenous peoples' organization VIDS	Umbrella organization representing the interests of indigenous tribes in Suriname	Raise indigenous interests in IWRM and ICZM, support engagement of indigenous communities in Nickerie and Coronie districts
Tribal peoples' organization KAMPOS	Umbrella organization representing the interests of tribal peoples in Suriname	Raise tribal peoples' interests related to water, IWRM and ICZM
Private Sector Initiatives		
Suriname Tourism Foundation (STF)	Supporting the development of sustainable tourism in Suriname	Data provider, support nature tourism initiatives in Bigi Pan
Suriname Hospitality and Tourism Association (SHATA)	Supporting the development of sustainable tourism in Suriname	Data provider, support nature tourism initiatives in Bigi Pan
Media outlets		
TV stations, radio stations, news media	Keep general public informed about news and developments	Help implement the project's visibility and communication plan, participate in trainings
International donor		
European Union	Providing European climate finance through the Global Climate Change Alliance (GCCA+) initiative	Donor, monitoring progress/auditing, member of Project Steering Board

3.6 Expected Results

Outcome 1: Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts against the threat of sea level rise.

Output 1.1: Improved regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystems

1.1.1	Support management of Multi-Use Management Areas (MUMAs), in line with the Bigi Pan and Noord Coronie MUMA Management Plans 2019 (including operational structure and financial support)
1.1.2	Support development of enabling regulations for the conservation, sustainable use and management of mangrove ecosystems in line with the National Mangrove Strategy and Environmental Law
1.1.3	Strengthen educational and awareness programmes on coastal ecosystems linked to climate action aimed at groups that employ economical activities in mangrove ecosystems and the general public (including women/men/youth)
1.1.4	Improve value-chains for sustainable economic development in Nickerie and Coronie coastal ecosystems, by supporting gender responsive entrepreneurship including in the nature tourism sector

Output 1.2: Improved knowledge on the Surinamese mangroves and on the effects of climate change on the coastal ecosystem and wider coastal area

1.2.1	Improve and expand Mangrove Biodiversity Monitoring System to include field work, remotesensing and capacity building
1.2.2	Improve hydrological monitoring of coastal ecosystems (including capacity strengthening of professionals in hydrological monitoring)
1.2.3	Improve understanding of coastal ecosystems dynamics by integrating research results from 1.2.1 and 1.2.2, leading to proposed measures for climate action

Output 1.3: Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions.

1.3.1	Increase capacity of communities and local authorities in planning and preparation of adaptive management for immediate gender responsive climate action based on research results
1.3.2	Develop participatory early warning system for climate change impacts for Nickerie and Coronie Districts
1.3.3	Increase capacity of communities and local authorities in implementation of social inclusive Disaster Risk Reduction (DRR) for Nickerie and Coronie

Outcome 2: Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM)

Output 2.1: Strengthened regulatory framework for IWRM

2.1.1	Assess and monitor current uses of surface water (incl. area and water quality) with the objective to determine proposed water quality standards
2.1.2	Review and provide recommendations to improve existing regulatory framework on water management in light of Integrated Water Resource Management (IWRM) requirements

Output 2.2: Strengthened institutional capacity and coordination for IWRM in Suriname

2.2.1	Support actions and process leading to coordination of Integrated Water Resource Management (IWRM)
2.2.2	Capacity strengthening of water professionals in Suriname, in line with the Integrated Water Resource Management (IWRM) Action Plan
2.2.3	Facilitate international collaboration and south-south exchanges to improve Integrated Water Resource Management (IWRM)

Output 2.3: Improved knowledge base of policy-makers for integrating latest research insights and up-to-date data.

2.3.1	Strengthen data sharing platforms and develop knowledge materials for awareness raising in Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM): support translation of data and research results to information targeted at expert and non-expert audiences
2.3.2	Execute robust awareness programmes on Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) for policy makers and media

4. Findings

4.1 Project Design/Formulation

30. The project was designed to increase the national and local capacity to adapt to (and mitigate) negative effects of climate change in Suriname, with special focus on securing water resources through improved national governance as well as strengthening the adaptation capacities and resilience of coastal communities and ecosystems, targeting the Nickerie and Coronie districts with field-based interventions. The project is fully aligned with national development priorities as well as with the United Nations Sustainable Development Goals, United Nations Multi-country sustainable development Framework (UNMSDF) 2017-2021, country programme document of Suriname 2017-2021 and main areas of intervention of the European Union (EU) Multi-annual Indicative Programme (MIP) 2018-2020 of the Global Public Goods and Challenges thematic programme (GPGC), under which Global Climate Change Alliance (GCCA+) falls. The project also in aligned with the Suriname National Adaptation Plan and National Determined Commitments. The design also ensures multiple partners and stakeholders continue to work towards improving women's empowerment and gender equality where socio-cultural traditions and practices weight heavily on the social status of women and girls.

4.1.1 Analysis of Result Framework

31. The project objective of 2nd GCCA+ project is to support Suriname in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive skills enhancement. The Results Framework (RF) has a single objective, 2 outcomes, 6 outputs and 24 sub-outputs. The outcome and outputs are aligned with the objective of the project. Since, inception workshop didn't take place due to COVID -19 restrictions, there were no changes made in the RF.
32. Some baselines are missing, and some targets are not SMART, some of the indicators are gender disaggregated but not all, and they are not fully aligned with the Gender Strategy. Indicators of increased job is not quantified. Indicator of improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) is "PMU will gather information on national budgets and budgets of donor-supported interventions" is very irrelevant indicator. Indicators does not mention clearly on types of knowledge products to be produced.
33. Language in RF outcome indicator 1b is not appropriate e.g. indicator says number of jobs supported/sustained by the EU. Instead of EU, it should be jobs supported/sustained by the project. Indicator does not clearly mention exact areas of terrestrial and freshwater ecosystems under protection and sustainable management. The indicator to approved political decisions/action plans related to coastal protection and water management incorporating scientific evidence/recommendations from the scientific community has not clearly mentioned number of such decisions. Output 1.1 says, "by the end of year two revision of Forest Management Act drafted" but it is not clear what will be addressed by this revision or what will be included/improved through the revision? Output 1.1h in RF of ProDoc says, "business developed are led by women" but how many (number) was not indicated (latter in annual work plan it is mentioned 3 business) but still not clear what types of business. If 1.1h is connected to 1.1f then why it has to be presented as a separate output?

4.1.2 Assumptions and Risks

34. There were 15 risks (of four categories) identified in the project document and no additional risks identified at any other stages of implementation. All of these risks are operational and are of low significances. All the risks and assumptions outlined in the project document were logical and robust. This helped in identifying appropriate activities and required precautionary measures to address them. Arrangements for all risks and assumptions were made but risk of COVID19 was unexpected so there were no measures to address it. The project risk related to election and post-election situation was rated high but the level of staff turnover was beyond the assumption made in the project document i.e. went up to the key persons from the decision making level to operational/implementation levels. As per standard UNDP requirements, the project had provision of monitoring risks quarterly and report status of risks to the UNDP Country Office which is recorded in the UNDP Atlas risk log.
35. The project design assumed that the government priorities will remain same until the end of the project implementation. It is also assumed that the research data generated will feed the decision-making (evidence-based decision) related to coastal zone and water resource management and decision makers will accept the research-based technical recommendations into account while making decision. The economic stability in Suriname is expected and will facilitate the national budget allocation in thematic areas relevant to the project. The project also assumed that the government will adopt additional Bigi Pan Regulations, including a financial mechanism allowing to cover recurrent cost for monitoring and patrolling. It is also assumed that the actors involved in destructive and illegal activities in Bigi Pan and surroundings will be interested in alternative livelihood options. The project assumed that increased knowledge and awareness through communication and dissemination efforts will result in i) increased lobbying for sound political decisions and ii) preparedness of policy makers to consider scientific arguments when making decisions. Similarly, the project also assumed that the Government would adopt other recently developed and proposed laws for the water sector (2019) and will also adopt the implementing provisions and the regulations for the use of surface water, developed by the action. Since the project is delayed, it will take some time to see if assumptions will happen.

4.1.3 Lessons from other relevant projects incorporated into project design

36. This project was built upon the results achieved and lessons learnt from the previous GCCA+ funded project carried out in Suriname from 2016 to 2019, which was designed to contribute to the reduction of Suriname's vulnerability to the negative effects of climate change by enhancing local capacity to cope these negative effects and to develop adequate solutions. Among others, the previous projects contributed to the development of a National Mangrove Strategy, supported the updating of three MUMA Management Plan and the development of an Integrated Water Resource Management (IWRM) Situational Analysis and Action Plan. All these documents identify strategically important actions that need to be taken in the coming years, and the present project will make it possible to support some of this to happen.

4.1.4 Replication approach

37. The project aims to contribute to revise Forest Management Act to designate mangroves as protected forest or special protected forest. The project also established additional parameters to

Mangrove biodiversity monitoring system and hydrological monitoring system. The project plans to support in enhancing the capacity of communities and local authorities in planning and preparation of adaptive management. The project will also contribute to the development of an operational plan for IWRM and will train a number of water experts in skills related to IWRM. The project will also contribute to update District Disaster Risk Reduction plans. All these will prepare ground/environment for replication of the lessons from this project in other areas with similar problems.

4.1.5 UNDP comparative Advantage

38. The project was implemented following Direct Implementation Modality (DIM) to ensure flexibility for broad stakeholder participation and to create an enabling environment for innovation. UNDP has been continuously involved in the area of environment following the 1992 UN Conference on Environment and Development in Rio de Janeiro. Emerging from Rio with the mandate of becoming the “Sustainable Development” organisation of the United Nations. UNDP has thousands of projects throughout the globe which are implemented in diverse geological and ecological environments and also on various subjects. From these projects, UNDP has generated a huge amount of knowledge which is utilised to support new projects in achieving their objectives. Besides implementing programmes in the field of environment, climate change and rural development, it is also providing intellectual leadership and policy advice to the countries. The project design acknowledges UNDP comparative advantage in the area of human resource and institutional development. UNDP has long-established country office in Suriname and has strong relationship with various government institutions and other organisations from national to district levels. UNDP has long experience in community development and supporting and working with civil society. UNDP has a wide network covering 170 countries of the world, contributes to share lessons from each project with wide audiences which helps to address problems people are facing in different parts of the world.

4.1.6 Linkage between project and other interventions within the sector Coherence (Mutual reinforcement)

39. This project is a follow up of the first phase of GCCA+ project. It gives continuity to the results from the first phase. The implementing organisations had or have other similar activities from other donors and these project activities are linked to them. All the implementing partners have similar activities ongoing and the activities of this project are also linked to them. The project is linked with the SMIN project to continue the Suriname Environment Information Network (SMIN) where several institutes could contribute data on IWRM and ICZM.

4.1.7 Management arrangements

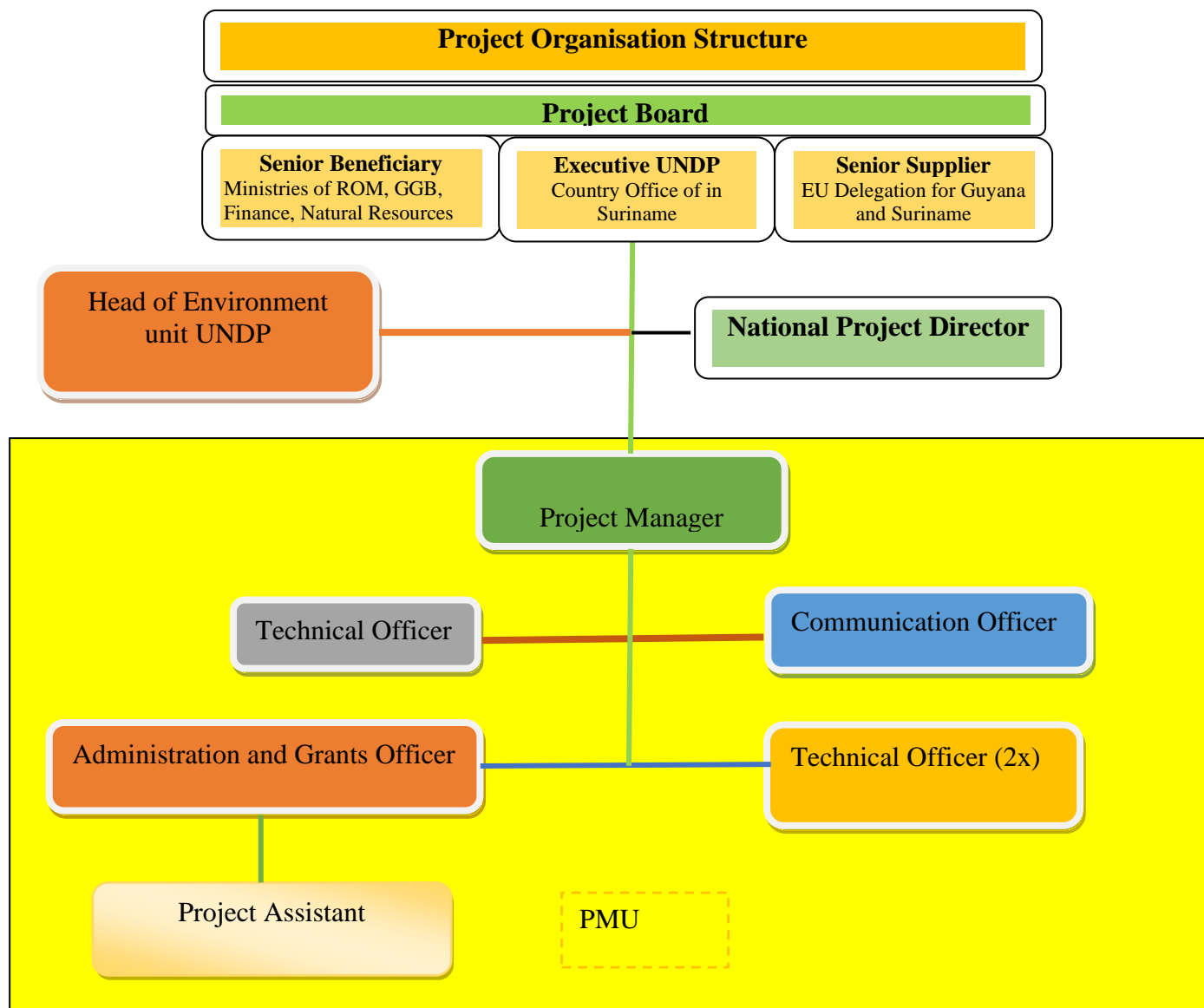
40. The project is implemented following the Direct Implementation Modality (DIM) and UNDP Suriname took lead in implementation of the project. UNDP has utilised its technical and administrative team to implement all activities to achieve the expected outputs. A Project Steering Board (PSB), chaired by the office of the president has been set up with a National Project Director (NPD) from the Office of the President. The PSB is represented by Ministry of Finance, European Union Delegation in Suriname, UNDP Suriname, representatives of Coordination Environment for the Office of the President (KabPresCM), Ministry of Natural Resources and Ministry of Spatial

Planning, Land and Forest Management. The PSB meets at least twice a year, and it was responsible for making strategic management decisions for the project. The project also monitor and evaluate to assure the quality of process and products, performance improvement, accountability and lessons for improvement or replication. The PSB has also responsibility of ensuring committed resources are available and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. The responsibilities of the PSB are as follows:

- Provide guidance and guidelines in the implementation of the project, approving project Strategies, plans and annual reports;
- Provide input and approval of annual work plans submitted by the project manager;
- Provide advice and guidance to the Project Manager on the coordination of project Implementation;
- Supervise and approve the annual work plans and short-term expert requirements;
- Provide strategic advice to the implementing institutions to ensure the integration of the project activities with national and sub-national sustainable development and climate resilience objectives;
- Ensure inter agency coordination and cross-sectoral dissemination of strategic findings;
- Ensure full participation of stakeholders in project activities;
- Review progress and provide guidance on long term sustainability of the project's Achievements;
- Approve project proposals submitted through the GCCA+ Call for proposal tender Process.
- Assist with organization of project reviews and contracting consultancies under technical Assistance; Provide guidance to the NPM.

41. To implement the day-to-day activities, the project has Project Management Unit (PMU) headed by the project manager. The PMU has two technical officers, communication officer, administration and grant officer and a project assistant. The project manager has the following responsibilities:

- providing management leadership;
- budgeting, planning and general monitoring of the project;
- supervision and coordination of the Project's work;
- ensuring adequate information flow, discussions and feedback among the various stakeholders;
- preparing annual work plans; catalysing adaptive management of the project;
- preparing relevant reports; oversee consultants and subcontractors;
- monitor expenditures and financial delivery; and,
- liaise with partners to ensure their co-financing contributions are provided within the agreed terms.



The project management also provides the following technical inputs to:

- provide critical and significant technical input;
- provide overall technical guidance and consistency of vision for project's strategic protected area network expansion and protected area management approach;
- provide technical input to and be responsible for preparation of the development of Terms of Reference for consultants and contractors;
- foster and establish technical best-practice links with other related protected area initiatives; and
- overall, interact at a technical level, with relevant national and regional protected area initiatives and with communication and training components of the Project.

The project also has two Technical Working Groups (TWGs) to support the PMU on specific technical issues. The members of TWGs are nominated by GoS.

4.2 Project Implementation

4.2.1 Adaptive management

42. The project implementation and monitoring was affected by COVID -19 restrictions and latter due to national election. As a result of these, more than 70% of activities are delayed or far behind the target. It is very challenging to accomplish large numbers of activities within remaining limited time. Moreover, due to inflation of currency, the project activities implementation also became financially challenging. To address delays and accomplish targeted works and also to reduce travel costs, institute like SBB is reducing number of travel by sleeping nights in the field and accomplishing more than one activity in each field mission. Similarly, to accomplish more training and updating of Disaster Management Plan within short time, NCCR is planning to increase the number of trainer's team.
43. The communication of district level implementing partner (district offices of the ministries or the department) through ministries was delaying action to address problems but initiation of direct communication of field based implementing partners with PMU (UNDP) helped to timely address issues they were facing in the field. Since many of the activities of year 1 and 2 are delayed, the project board revised work plan to adjust them in the latter part of year 2 and year 3.

4.2.2 Partnership Arrangements

44. The project involved institutes from the national level to district level and these included government as well as non-government institutes and academic institutions. There are several institutions which contribute to the results of the project indirectly but the ones involved directly included following:
- **Stichting Water Forum (WFS)** – Will contribute to development of curriculum on integrated water resource management (IWRM) which will be conducted as regular academic program by the university.
 - **Ministry of Natural Resources** – Conduct awareness programs, coordinate in IWRM activities, development of operational plan for IWRM and development of regulatory documents (surface water legislation; sectoral policy on water governance; and streamlining national policies with IWRM).
 - **National Institute for Environment and Development in Suriname (NIMOS)** - This is under the Ministry of Spatial Planning and Environment.
 - **Ministry of Spatial Planning and Environment** – Chair of the project Board. Does not implement any of the activities of this project but provides inputs in board meetings to support implementation project activities.
 - **Ministry of Finance** – Focal point for EU funding.
 - **Ministry of Land Policy and Forest Management** - Conduct inventory of forest. Monitor water quality in relation to mangrove and data from these activities will be used to influence policy.
 - **Nature Conservation Division (NB/LBB)** - It is a department under the Ministry of Land Policy and Forest management. Responsible for Nature Conservation and management of

protected areas, including coastal MUMA's. It contributes in patrolling mangrove areas to control illegal poaching and over exploitation of mangrove forest biodiversity.

- **Stichting ter bevordering van de Geowetenschappelijke Kennis in Suriname (STIGEOSU)**- Work in Coronie district to conduct ground water study, explore existence of shallow water wells and their status, water quality analysis to advise villagers for irrigation use and other uses (except drinking).
- **Foundation for Forest Management & Production Control (SBB)** - This is department of Ministry of Land Policy and Forest Management. It contributes to monitoring of mangrove areas and conservation of forest and also conduct inventory of forests.
- **Anton de Kom University of Suriname (ADEKUS)** - Utilising small grants, this research institution contributes to the project mangrove restoration and plantation of mangrove in two project districts.
- **District Commissariat Coronie** - Contributes to the development of disaster management plan and involved in response in case of emergency situations in the district. This institution will also contribute to coordination to implement mangrove plantation and monitoring program in the district.
- **District Commission Nickerie** - Coordinate activities of other institutions in the district to implement awareness programs, mangrove plantation and conservation and development and implement of disaster management plan .
- **Stichting Sernami Nari (SARI)** - Contributes to generating awareness in Nickerie to avoid plastic use and reduce waste pollution. The organisation also shares information with students and women groups on mangrove conservation and environment protection for awareness generation.
- **Overliggend Waterschap Multipurpose Corantijn Project (OWMCP)** -This is a water management body to manage irrigation activities. It conducts water level monitoring. It provides training on surface water use and mapping of water status. It will conduct information sessions at the centre as well as villages to provide climate change information. It also provides climate change information to farmers.
- **Ministry of Public Work (OW)** - Establish early warning system and share weather information.
- **National Centrum for Disaster Management (NCCR)** - It contributes to training district disaster management team and also equip them with tools. It also contributes to development of disaster management plan through the participatory approach.
- **Inter American Institute for Cooperation on Agriculture (IICA)**- This institute will help to train women and men in developing enterprises.
- **Red Cross Suriname (SRK)** –It works closely with NCCR and other institutions to contribute to establishing capacity on Disaster Risk Reduction. It also contributes to estimating damage from disaster. It will also sensitize vulnerable communities in disaster risks and develop preparedness for disaster situations.

4.2.3 Project Finance

45. The total project cost as per the project document was EUR5,500,000 which includes EUR5,000,000 in cash and EUR500,000 in-kind. Of these, the EU contribution was expected to be EUR5,000,000 in cash and UNDP contribution EUR500,000 in-kind. The project had spent about EUR2,969,853.03 (59.4%) and have achieved far less than targeted indicators of Mid-term level.

The project activities were affected by the COVID -19 restrictions which limited mobility and affected implementation of the activities. Besides, national election and subsequent turnover of staffs in key ministries also affected project implementation. The co-finance was well planned and clearly mentioned in the project document. Of the committed amount from EU, nearly 60% was achieved by the year 2. Similarly, of the committed amount (in-kind) from UNDP EUR169,906.16 (33.6%) was received.

Subject	Amount
Total project budget	EUR5,500,000.00
EU Contribution (committed amount)	EUR5,000,000.00
UNDP contribution (committed amount)	EUR 500,000.00
Total received by year 2 from EU	EUR2,969,853.03
Total received from UNDP	EUR167,906.16
Expenditure (including legal arrangements)	EUR2,024,869.08
Third instalment requested to EU	EUR1,745,591.00

46. There was no issue of program being affected due to issues related to money delivery from donor. The project conducted auditing as per UNDP/DIM policies and procedures and auditing is carried out every year as part of UNDP Management Audit. A subsequent auditing may also be conducted by EU recruited audit firm. The financial transactions were monitored by UNDP as part of their monitoring practices. The annual financial report is also presented to the PSB
47. As per the project document, the project management costs, i.e. expenses of PMU (cash) were proposed 7% of the total budget as management overhead to UNDP which was to be covered from EU budget. The staff salaries were provisioned within the program budget. EU funding was distributed among all outcomes and also for management expenses.

4.2.4 Monitoring and Evaluation (Design and Implementation)

M&E Design

48. The project design included a good monitoring and evaluation (M&E) plan which is comprehensive in its depth and scope. The project had a result framework to monitor achievements and the results framework had clear objectives and components, was appropriate with regards to the relevant issues, and was designed with consideration for the timeframe of the project. The output targets were also very realistic compared to the budget and timeframe. A detail survey was conducted, following standard scientific procedures, to identify the most vulnerable sites which helped in identifying locality for interventions. Roles and responsibilities of the partners were made clear from the project design phase. Some baseline was missing the RF and some indicators are not quantified (explained in the analysis of RF section above).

M&E Implementation

49. Monitoring and evaluation of the project activities has been undertaken in varying detail at three levels:
 - i) Progress monitoring
 - ii) Internal activity monitoring
 - iii) Impact monitoring

50. Progress monitoring has been good and was being done through annual reporting by the UNDP CO and augmented by the project site visits. The annual work plans have been developed at the end of each phase with inputs from the project staff and the UNDP CO. The annual work plans were then submitted for endorsement by the PSB. The implementing team has also been in regular communication with the UNDP CO and other partners regarding progress, the work plan and its implementation. The project officers visit the field for monitoring but PSB members has not visited field yet. Most of the indicators from the result framework were realistic and effective in measuring progress and performance (some need improvement, explained in Result Framework section above). The project management has also ensured that the UNDP CO received annual progress reports providing updates on the status of planned activities, the status of the overall project schedule, and deliverables completed. The report format contained quantitative estimates of the project progress based on financial disbursements. The UNDP CO generated its own quarterly financial reports from Atlas. These expenditure records, together with Atlas disbursement records of any direct payments, served as a basis for expenditure monitoring and budget revisions – the latter taking place bi-annually following the disbursement progress and changes in the operational work plan, and also on an *ad hoc* basis depending upon the rate of delivery.
51. The UNDP forwarded annual reports to the UNDP Regional Coordination Unit, and also uploaded all the information in Atlas. The annual reports cover major findings and observations from the period April to March. Like other UNDP projects, PIR was not prepared but developed annual report each year following the EU reporting period i.e. April to March. All key reports were presented to PSB members ahead of their meetings, and through these means, key national ministries and national government have been kept abreast of the project’s implementation progress.
52. The Project Management Unit (PMU), the government and other partners have maintained a close working relationship, meeting or talking with the project staff members on an almost regular basis to discuss implementation issues and problems after improvement of the situation after the COVID -19 and national election. The project’s risk assessment has been updated annually by the UNDP and the project team, with the main risk identified, along the adequate management response and person responsible (termed the risk “owner”), which in most cases differs from the person who identified the risk. The project has allocated sufficient budget for Monitoring and Evaluation. The M&E budget was EUR77,500 from EU budget.
53. **Internal activity monitoring** was undertaken by UNDP CO, Ministry of Land Policy and Forest Management; Ministry of Natural Resources; Ministry of Environment and Spatial Planning and PMU. It was affected due to COVID restriction and also due to national election and is resuming now and will be comprising a range of mechanisms to keep people informed of the situation and to respond quickly and effectively to any areas of concern. Many methods were used to track progress, and implementation has been guided by the Annual Work Plan. The project has formalised communication for monitoring procedures and the members were in regular contact.
54. Impact monitoring plan was not developed to measure the functioning of improved management after enhancement of capacity of government officials and communities, change in development planning, decreased levels of pollution, improved mangrove ecosystem management, improved economic benefits with the help of nature based enterprises, result of IWRM, generation of weather

information and sharing and efficient use of water. Information from the monitoring of the field situation was found being used by the implementing partners to improve implementation strategy (explained in Adaptive management above).

4.3 Project Results

Overall Results (attainment of objectives)

55. The project was not able to achieve much results due to COVID-19 restrictions, national election and staff turnover in the district commissioners' office and key ministry at decision making level. Within 2 years of the second phase of GCCA+, the project was able to achieve very few of the targeted activities. It contributed to some extent to enhance technical and institutional capacity to mainstream DRR and climate change adaptation into policies, plans, and programmes at the national and district, raised awareness among school children and communities. The following project outputs towards the direction of the objectives were delivered:

Outcome 1:

- National Conservation Department (NCD) completed the METT assessment for the North Coronie MUMA and Bigi Pan MUMA. The Bigi Pan MUMA score was 56 and North Coronie MUMA score 48.
- The Ministry of Land Policy and Forest Management has started internal process for the amendment of the Ministerial Order S.B. 2000 no. 42. This activity is delayed because by year two draft Forest Management Act was supposed to be ready. Two consultation meetings conducted in Nickerie and Coronie regarding management structure for the Bigi Pan and Noord Coronie MUMAs by the Ministry of Land Policy and Forest Management.
- Updating of educational program on Mangrove conservation linked to climate change was delayed.
- 179 persons (0.5% of total population) from communities have been engaged in education/awareness activities about mangrove and coastal ecosystems, of which 84 are women, 30 youth and 65 men.
- Contract signed with implementing partner IICA to assist local communities in developing 10 innovative small businesses based on sustainable income alternatives (50% women led) in project districts. Activities were not initiated by the MTR period.
- Vocational trainings are planned for members of the local communities from the project districts with the help of IICA. Fund is released to IICA to train 30 women active in agriculture in Coronie in vocational subjects. Besides IICA is given responsibility to establish 3 business (by women) based on nature tourism and other areas related to mangrove and coastal ecosystems. But activities were not initiated by the MTR period.
- Initial meetings for establishment of innovative small businesses (50% led by women) based on sustainable income alternative were started.
- 3 additional parameters (aquatic species, water quality, social interactions) included in the proposal Mangrove monitoring program proposal of the SBB. Activities were not initiated yet.
- 3 parameters of water quality for hydrological measurement (conductivity, turbidity and PH) added in the hydrological study. Hydrological research equipment of STIGEOSU were stuck in the custom because implementing partner had no budget to pay the custom tax and this delayed the activity. Implementing agency is planning to start fieldwork soon by borrowing equipment from another organisation. Meteorological equipment handed over to the MDS and WLA of

the Ministry of Public Works. Similarly, 2 vehicles handed over to WLA and MDS in support of maintenance, repairs and installation of instruments.

- Updating and elaborating of District Disaster Risk Reduction Plans of two project districts was delayed. The District Disaster Risk Reduction Plans developed in the first phase of the project was not available in the District Commissioner's office. NCCR is planning to print copies to provide them.
- Protocols for monitoring and advisories/warnings of main climate change induced risks for the project districts were not developed by the Mid-term review mission. This supposed to be completed by the end of year 2.
- Reviewing of District Development Plans annually to integrate climate change and disaster risks reduction considerations were not done.

Outcome 2:

- Development of regulatory documents (related to Surface water legislation; sectoral policy on water governance and streamlining national policies with IWRM) were delayed.
- As part of operational plan development for IWRM, initial meetings were conducted with the Ministry of Natural Resources, Water Directorate and Stichting Water forum on IWRM in Suriname.
- Capacity needs assessment on IWRM and curriculum development on IWRM for enhancing capacity of water professional (disaggregated by sex) to strengthen skills on IWRM was delayed. They were planning to initiate work soon.
- 5 water professionals (2male and 3female) and 2 female members of PMU took part at the 9th World Water Forum in Dakar, Senegal (21-26 March 2022).
- Establishment of a multi-stakeholder forum for efficient and effective participation in IWRM (including indigenous and tribal peoples and other stakeholder groups) was delayed.
- 12 policy makers (9 male and 3 female) appeared in awareness raising events like commemorating World Water Day and World Meteorological Day.
- Only initial meetings conducted with coordinator from SMIN project regarding establishment of system on contribution of institutions with data on IWRM and ICZM.
- Number of communication materials developed on conservation of water resources in partnership with the Water Directorate of the Ministry of Natural Resources and the Ministry of Public Works. Target was to produce at least 4 knowledge product each year, but achievement was below this target.

4.3.1 Relevance (Problems and Needs)

56. The project was relevant to the objectives of the Suriname government to respond to the importance of preparing in the face of negative effects of climate change (CC). The project responds to the needs of the public environmental institutions of the government of Suriname to enhance their capacity and improve monitoring and promote evidence-based planning. The Suriname government faced unexpected economic crisis which weakened the management capacity (decreased staff members, infrastructure and financial means) and this project will contribute to enhancing technical capacity of the relevant government institutions.
57. The project is also relevant to the needs of the local communities to improve their preparedness to natural disasters and of the farmers to adapt their farming practices and techniques to minimize risks

to crops due to droughts or heavy rainfall. The project will also contribute to addressing coordination problems between relevant institutions and promote their participation in the project implementation. Improved participation of key stakeholders also enhances ownership of the processes of integrated water resource management, sustainable use and coastal ecosystems management.

58. The project is fully aligned with national development priorities as well as with the United Nations Sustainable Development Goals (SDGs), the United Nations Multi-Country Sustainable Development Framework (UNMSDF) 2017-2021, UNDP Country Programme Document for Suriname 2017-2021 and the main areas of intervention of the European Union (EU) Multi-annual Indicative Programme (MIP) 2018 – 2020 of the Global Public Goods and Challenges thematic programme (GPGC), under which Global Climate Change Alliance (GCCA+) falls. It is in line with an initiative of the European Union (EU) aimed at strengthening vulnerable countries in their efforts to increase capacity to address the effects of climate change.
59. The Result Framework (RF) of the project was also relevant to address the issues of the country. The activities provisioned to achieve the outcomes and through them the objectives were realistic, relevant, specific, time-bound, measurable and achievable. But some indicators need revision and also some baselines were missing.
60. Two pilot districts are very prone to climate change impacts like rise in sea level and this project is designed to contribute to address the threats to these districts. The mangrove forests which help to break flood impacts are disappearing, hence this project will contribute in conserving mangrove forests.
61. The project contributes to enhance technical capacity of the government of Suriname to improve management of mangrove and respond to disaster situations. Since there has not been any change in climate risk situations, the project is still relevant.

4.3.2 Effectiveness (Achievement of purpose)

62. The initial phase of the project was affected by the COVID -19 and impacted the start-up of the project activities. The project purchased equipment, which were handed-over to Nature Conservation Division of the Ministry of Land Policy and Forest Management which improved patrolling activities providing protection to mangrove ecosystems. Similarly, climate data collection was improved by handing-over equipment to Ministry of Public Works. Planning Unit of the Ministry of Natural Resources' activities was supported with equipment and office supplies. The project established baseline of Management Effectiveness of Bigi Pan Multi-Use Management Area (MUMA) and North Coronie MUMA using Management Effectiveness Tracking Tool (METT). To improve the management of Protected Areas, refreshment Course was organised for the staff of the Nature Conservation Division on the METT Tracking Tool.
63. The relevant government institutions and civil society were actively involved in the project implementation and also representing in PSB. The PSB included all relevant ministries and other institutions and also there was technical group to assist project in technical aspects.

64. The project has provided two additional vehicles to the Nature Conservation Division of the Ministry of Land Policy and Forest Management (two were already provided in phase I) together with fuel this has improved patrolling of coastal areas against illegal poaching. Grantee/partners are experienced on the subject and some of them were also involved in the first phase of GCCA project, hence their experience could make awareness, mangrove plantation and ground water monitoring effective. Awareness programs conducted for students and communities in Nickerie was effective in generating willingness to participate in solid waste management and mangrove plantation. The National Conservation Division (NCD) completed the METT assessment for the North Coronie MUMA and Bigi Pan MUMA. The Bigi Pan MUMA score was 56 and North Coronie MUMA scored 48. Similarly, the Ministry of Land Policy and Forest Management has started internal process for the amendment of the Ministerial Order S.B. 2000 no. 42.
65. Besides, for the remaining activities, the project accomplished signing of contracts with different grantees to generate their expertise support to implement various project activities and in some cases initial activities like conducting meetings and baseline surveys were also done to plan for remaining activities agreed with them. 5 water professionals (2 male and 3 female) and 2 (both female) PMU staff participated at the 9th World Water Forum in Dakar, Senegal from March 21-26, 2022 and shared information on project activities. Similarly, 12 Policy makers involved in World Water Day (22 March) and World Meteorological Day (23 March). The project also developed a communication plan which is being implemented.

4.3.3 Efficiency (Sound management and Value for money)

66. In the beginning of the project implementation, due to COVID-19 related restrictions, implementation process was obstructed. The COVID -19 impact remained and may remain at different magnitude throughout the project life. To address problems resulting from the pandemic, the PMU is using all available technology and also took precautions against COVID -19. Even the PMU staff recruitment took place by virtual means. Meetings were conducted virtually from 1st April 2020 to end of March 2021. Internet was also overloaded and had difficulties for virtual meeting at times. The economic crisis also affected the financial situation of the government which affected contribution of the government to the project. But despite restrictions, the procurement of goods and services was materialised by both service providers and vendors.
67. Similarly, in 2020 due to national elections, decision making within the government institutions was slow which also affected implementation of the project activities. The change in the government after election delayed creation of the new Project Steering Board (PSB) and that delayed 1st PSB meeting. The capacity of the government institutions was also reduced due to staff turnover after the national election which also affected the project implementation. Government departments that were familiar with the project activities were detached in the second phase and all rapports and capacities built in first phase had to be rebuilt. Even in the new department like Water Department, some positions were not filled for a long time which affected implementation of Outcome 2 in the first year. To address the capacity problem within the relevant departments of the government, the project provisioned capacity development trainings in the 2nd year work plan.
68. The Project Steering Board meeting of 21 April 2022 based on Article 11.3 of the general conditions of the contribution agreement, that allows transfer within a single budget heading, including

cancellation or introduction of an item by unilateral amendment of Annex III, approved the Revised Multi Annual Work-plan of the project.

69. More than 70% activities were found delayed and to complete them in remaining one year is challenging. The disaster management plan that was prepared in the first phase of the project was not available in the districts commissioner's offices after change of the government. There was no mechanism of handing over data and reports to the succeeding team in the District Commissioner's office. Even staff trained in disaster management and updating of management plans were either retired or transferred and very few were left who alone could not carry-on disaster response activities. Even the position of some heads of the disaster management partners (fire brigade, police) were not filled. It was also learned that the new district commissioners lack knowledge on disaster management and that could affect the decision making and prioritising of DRR and CC activities. Because of this, NCCR has to repeat training for district commissioner office teams on disaster management and also need to update management plan. As time is limited, they need more than one teams to complete work within available time, but they are facing shortage of experts to form two teams. The project implementing partners were facing difficulties to generate interest among communities to participate in mangrove plantation in Coronie district, while the situation is better in Nickerie district.
70. It was learned that the procurement of the specialised boat was done a long time ago but it still has not reached the patrolling team of the Nature Conservation Division of the Ministry of Land Policy and Forest Management. Ground water monitoring equipment are stocked in custom office due to tax issue and this has delayed water quality research programme. It seems that the budgeting by the grantee didn't have provision for custom duty in the budget that was submitted to the UNDP. Due to that they said they don't have funds to pay the import tax of the equipment imported. It is also learned from the grantees that they are facing difficulties due to devaluation of local currency as their contract was in SRD and now price of everything has increased. One example provided by the forest survey team was that they were renting a boat for SRD2000 for one day and now it costs SRD8000. For which level (bachelors or masters) the academic program on IWRM should be developed was not finalized and this had created confusion and delayed the curriculum development activity. The IWRM program's level need to be finalized so that curriculum will be development for that level and academic sessions could be initiated.
71. Ministry of Natural Resources mentioned that due to their other assignments, the development of regulatory documents (Surface water legislation; Sectoral Policy on Water governance; and strengthening of national policies with IWRM) is delayed. District team mentioned that they still lack sufficient equipment (excavator, emergency gears etc) for strengthening disaster management action (excavator, emergency gears etc.) and would be better if they are provided with the knowledge on handling of chemicals wastes also.

4.3.4 Impact (Achievement of wider effects)

72. The project has accomplished few activities, hence it is too early to expect impacts. Most of the activities were delayed and are only at the state of initial arrangements and the project conducted activities like initial meetings, amending proposal of implementing partners/service providers to include additional indicators (ground water monitoring) in their proposal, procurement of equipment etc.

73. The grantee conducted story writing competition and quiz context for the students which helped to increase awareness among them on environmental issues, climate change and importance of mangrove. Also few initial meetings and counselling were conducted by the district commissioner's office and SARI in Nickerie and these had generated willingness among the students and community members (mostly women) to contribute to solid waste management and mangrove plantation and protection. Similarly, patrolling increased visibility of the rangers in the field so poachers are more careful to carry out their activities.

4.3.5 Sustainability (Likely continuation of achieved results)

74. Since many of the activities are yet to be conducted, it is difficult to confirm sustainability aspects of the results of this project. Also, no information on assurance of support to continue the results of the project was received from either government or donor agencies.

Socio-economic

75. Awareness generated among the school students and communicates could help to sustain results of the project beyond the project life. Similarly, linking mangrove conservation with the economic development activities will also help to make mangrove conservation sustainable. In the future, when communities see contribution of mangrove forest in reducing flood damage then that will help to generate their support for the conservation of mangrove forest and also expansion of mangrove forest through plantation.

Institutional

76. Change in staff of the district commissioner's office and other ministries and departments affects institutional memory and also transfer of trained staffs brings situation to ground zero. When the policies/guidelines/plans (revising forest management act to include mangrove conservation, updating of district disaster risk reduction plan, inclusion of measures to climate change and disaster in Disaster Risk Reduction agenda, surface water legislation, sectoral policy on water governance, strengthening of policies with IWRM and operational plan for IWRM) are developed and implemented then that could assure sustainability of the project results or outcomes of the projects. Similarly, training of district commissioner staff on DRR and CC management could help beyond the project life but, only if staff turnover and institutional memory is maintained. It was observed that the staff trained during first phase of GCCA project were mostly either retired or transferred and very few left with no authority to continue the DRR plan implementation and updating. Even the management plan on disaster risk reduction was disappeared from district commissioner's office after the election with the change of the district commissioner. Developing system of revising District Development Plans to incorporate climate change and disaster risks considerations will make project results sustainable beyond the project life.
77. Involvement of service providers that have permanent base in the districts and have long history of involvement in similar activities and also have several other funding support from different donors assures sustainability of awareness activities. Similarly, linking or handing over of groundwater monitoring and survey activities and tools to the university will help to continue monitoring activities. Developing curriculum on DRR and CC and IWRM for the university program will also help to continue building human resources for such activities.

Financial

78. The Government provides only a certain amount of diesel but not petrol. So patrolling activities using boats will be completely stopped after the end of the project support. But it is learned that GBB is planning to charge a fee from the visitors to Bigi Pan Areas and use earnings for coastal monitoring activities. Due to economic crisis that the government of Suriname is facing, the results of this projects may not get priority for allocating budget. But some of the service providers have more donors support for their similar activities so their results could be expected to continue. If UNDP communicates the planning level staff of the government and convinces them to prioritize the disaster management and climate change risks to allocate budget then several of the project results could be sustained. The relevant ministry of the government could prepare requirements to claim for carbon money from international markets and that could help to support project results. Inclusion of private sector in Consultation Commission of Ministry of GBB could also help to bring support from private sector.

Environmental

79. The project activities like mangrove plantation will contribute to biodiversity conservation and also help to reduce flood impacts. The mangrove plantation and protection of existing mangrove forests helps to create habitat for many aquatic species. This could continue beyond the project life also. The project is helping community members to develop business linking mangrove forests. The benefits from mangrove related business could encourage them to protect mangrove forests and that will maintain environmental benefits of mangrove forests.
80. The project is in line with the strategies of the European Commission and will contribute to achieve policies of United Nations Multi-Country Sustainable Development Framework (UNMSDF) 2017-2021, UNDP Country Programme Document for Suriname 2017-2021 and the main areas of intervention of the European Union (EU) Multi-annual Indicative Programme (MIP) 2018 – 2020 of the Global Public Goods and Challenges thematic programme (GPGC). So, they could continue support to continue results of the project.

4.3.6 European Commission value added

81. This EU support contributed Suriname in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive skills enhancement. The project mainly contributes to increase resilience of coastal ecosystems and communities in the Nickerie and Coronie districts and also improve national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM). The project also intends to capacitate government planning staff in evidence-based planning and also mainstream climate change in development planning. Through these, it intends to provide government budgeting for climate change adaptation activities. But due to unexpected economic crisis, the government of Suriname may have difficulties to allocate sufficient budget for the adaptation and monitoring activities.

4.3.7 Gender Equity and Cross-cutting issues

82. The project has several gender related activities for empowerment of women. It established partnership with the Inter American Institute for Cooperation in Agriculture (IICA), the National

Women's Organisation (NVB) and the women's organisation in Nickerie Sarnam Nari (SARI), to further assessments and development of gender-sensitive strategies for climate action. With the NVB, the project planned to support activities at gender inclusive climate actions to reduce climate vulnerability in the district of Coronie for female farmers to increase their resilience to climate change (CC) by promoting alternative cultivation and livestock breeding methods for sustainable food security. The Asset Based Community Development method (ABCD) will be employed, focusing on the strengths and assets of the community, women, men, youth, to empower their identity as citizens of Coronie who, in spite of threats on their livelihood by CC, can mitigate related challenges and ensure their food security through Climate Smart Agriculture (CSA).

83. Women led service providers named SARI and NVB are involved in program implementation. With Stitching Sari (Sarnam Nari) Nickrie's vulnerability to the effects of climate change and litter in the drainage system will be reduced through raising awareness and conducting waste collection campaign, among local communities in the district Nickerie. This will help in addressing the impact of environmental pollution on climate change adaptation, ecosystem services, and gender equality. The Project activities will also create business opportunities for women and small local business may help in reducing the impact of the ongoing economic crisis and the COVID -19 pandemic. The project team (PMU) and also partners' team include good number of women. Gender equality consideration is well reflected in the design, which included Gender disaggregated indicators in Result Framework.

4.3.8 Country Ownership

84. The project is developed with active participation of the government agencies and other relevant institutions which helped to design the project as per need of Suriname. The project is also aligned with national development priorities as well as with the UN Sustainable Development goals (SDGs), the United Nations Multi-Country Sustainable Development Framework (UNMSDF) 2017-2021, UNDP Country Programme Document for Suriname (2017-2021) and the main areas of intervention of the European Union (EU) Multi-annual Indicative Programme (MIP) 2018-2020 of the Global Public Goods and Challenges thematic programme (GPGC), under which Global Climate Change Alliance (GCCA+) falls. This project contributes in building climate resilience by mainstreaming climate change into poverty reduction and development efforts, increasing resilience to climate-related stresses and shocks including promoting disaster-risk reduction, and supporting the creation and implementation of concrete adaptation and mitigation strategies, plans and actions. The strategic design of this project has been guided by the 2017-2021 Policy Development Plan, which emphasizes that sea level rise as a result of climate change makes it necessary for Suriname to pay even more attention to the coastal and riverbank protection, and state that "Emphasis will be placed on a sustainable coastal protection and optimal water management. These all, clearly indicates that there is strong country ownership on the results of this project.

5. Visibility

85. The project made few publications and also conducted some awareness activities which also contributed to the visibility of the project in the public. Several articles and posts in Facebook and use of social media were done for visibility and publicity. The project banners, PPE against COVID -19, posters, stickers and signposts and various other visibility items helps in maintaining visibility.

6. Conclusion, Lessons Learnt and Recommendations

6.1 Conclusion

86. The project design was appropriate to achieve the objectives of the Suriname government to respond to the impact of climate change (CC). The activities included in this project are directed to increase resilience of coastal ecosystems and communities in the two project districts (Nickerie and Coronie) and also to improve national governance in the area of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM). But some indicators were weak and need improvement. The project was able to accomplish very few of the mid-term targets, because restrictions on travelling and gathering due to the COVID -19 pandemic affected the implementation of several activities. Besides, national election and staff turnover also affected implementation of the project activities. Even the staff at the decision-making level were changed which affected the project implementation.
87. National Conservation Division (NCD) completed the METT assessment for the North Coronie MUMA (score 48) and Bigi Pan MUMA (score 56). The project provided pickup for coastal monitoring team to improve vigilance in the coastal areas to decrease poaching activities. Also the project supported patrolling activities with equipment, maintenance and renovation of NCD field post in Bigi Pan MUMA. The revision of Forest Management Act to incorporate Mangrove conservation and sustainable use was delayed. Updating educational programme on Mangrove Conservation linking climate change was also delayed. Only 0.5% of community members from the project districts were involved in education/awareness activities. Activities related to development of 10 innovative small businesses based on sustainable income alternative were not initiated. Mangrove monitoring and hydrological studies were not initiated but were planning to initiate. Equipment related to hydrological studies were stocked in the custom office due to issue related to custom payment. Implementing partners say that they don't have budget to pay custom for those equipment and UNDP says since it is ordered by them, it's their responsibility to release from the custom. Since it is already delayed by several months, STIGEOSU was planning to initiate hydrological studies by burrowing equipment from other institution. Studies to collect data on carbon storage study and Mangrove forest cover, were not initiated by the time of MTR mission. Updating of District Disaster Risk Reduction Strategies of two project districts were not done and was delayed. By the mid-term level, development of protocols for monitoring and advisories/warnings of main climate change induced risks for the project districts were not done. Climate Change and disaster risks are identified but has not integrated in the District Development Plan. Development of regulatory documents (surface water legislation; sectoral policy on water governance; and streamlining national policies with IWRM) was not initiated at the time of MTR. Initial meetings conducted with the Ministry of Natural Resources, Water Directorate and Stichting Water Forum on IWRM as a process of development of operational plan for IWRM. The activities related to strengthening skills of water professional in IWRM was delayed. Similarly, activities related to transboundary collaboration on sharing water was also delayed. Some policy makers (9male and 3female) participated in world Water Day (22 March) and World Meteorological Day (23 March). Only few meetings with coordinator of Suriname Environment Information Network (SMIN) were conducted to discuss on making contribution from different institutions with data related to IWRM and ICZM. The project produced few knowledge materials but less than the targeted number.

88. Lessons from past project is being utilised to improve the performance of the project e.g. weather station that were installed near water were affected by flood and none of them were working now. So, the new weather stations are planned to install on land where it will not be damaged by the flood.
89. To make the outcomes and interventions sustainable, the project is going to enhance capacity of the government institutions and local communities. It is learned that GBB is planning to charge fee from the visitors to Bigi Pan Areas and use that money for coastal monitoring activities. The project activities will also link various institutions, from a national to grassroots level, including government agencies, local authorities, university, NGOs and communities. This could help to generate support for making project results sustainable. Training program on IWRM that is being developed by the University with the support from the project will also be opened for international applicant and this may help to make programme sustainable. NCCR mentioned that they will explore other donors to continue the results from the project. The equipment that are bought for conducting hydro geological studies will be handed over to the university and they will continue such studies. Since many activities are delayed, the project team needs to work hard to complete tasks within limited time.

6.2 Findings and Recommendations

Rec.No.	Finding	MTR Recommendation	Entity Responsible	Time frame
1	Due to devaluation of the local currency the implementing partners are having difficulties to implement the activities because cost of goods and services are increased.	It is recommended that the PSB address the currency related issues and provide guidance soon, so that it will not affect the project implementation.	PSB, PMU-UNDP	Immediately i.e. from Sept. 2020
2	The project has only one year left but most of the activities are at very initial stage. The water quality monitoring equipment are stuck in the Custom office and due to it the water monitoring activities are already by six months.	Hence, it is recommended to speed up to move activities forward and complete all targeted activities within the project life. It is also recommended to resolve the custom tax issues and handover equipment to relevant institution. Consider additional support to the grantees to resolve the problem.	PMU-UNDP	Immediately i.e. from Sept. 2020

3	NB/LBB monitoring team has not received boat yet.	It is recommended to complete procurement process and handover boat to NB/LBB for carrying out monitoring of coastal areas.	PMU-UNDP	Immediately i.e. from Sept. 2020
4	Biodiversity monitoring and coastal area monitoring is not getting much priority in government's budget planning.	It is recommended that UNDP should communicate with the government agencies at decision making level so that fauna monitoring and monitoring of mangrove forests will get priority and budget will be allocated to continue monitoring activities beyond the project life.	PMU-UNDP	Immediately i.e. from Sept. 2020
5	IWRM Department is recently established in Ministry of Natural Resources. It need support to develop plans and strategies.	It is recommended to provide technical support to the Ministry of Natural Resources to develop activities and management structure of Department of IWRM.	PMU-UNDP	Immediately i.e. from Sept. 2020
6	For sustaining project need funding. Government of Suriname may not be able to provide sufficient funding to continue the project results.	It is recommended that the project should work with the relevant ministry to make arrangements for claiming carbon money so that it could support results of the project beyond project life.	PMU and relevant ministry	Immediately i.e. from Sept. 2020
7	Due to custom duty tax, water monitoring equipment was stocked in the custom office due to project activities related to water monitoring is delayed.	It is recommended to make procurements of specialized equipment, vehicles (pickup/boat) by UNDP so that custom duty issues will not be an issue and also quality could be assured. But delays that could take place due to long UNDP procedure need to be addressed.	UNDP	In future projects
8	There is not provision of impact assessment in the project document.	It is recommended to conduct impact assessment before Terminal Evaluation to see impact of the project activities.		Immediately i.e. from Sept. 2020

9	Since project implementation was delayed, it could be difficult to complete all targeted activities within remaining one year. Hence, no-cost extension of six months may be needed.	Hence, it is recommended that the PSB should approve no cost extension of six months to apply for the extension and through UNDP initiate application for extension.	PSB and UNDP	Immediately i.e. from Sept. 2020
10	It is important that project should have exit strategy including options/ arrangements to sustain results of the project before the end of the project.	It is recommended that the exit strategy should be developed by the end of the project including information on ways to make project results sustainable.	PMU	Before end of project
11	It was noticed that the Disaster Management Plan which was developed under the previous phase was not available in the District Commissioner's office.	It is recommended that the PMU should consult with the relevant ministry and district commissioners to develop a system of handing over the knowledge materials, management plans and data. Also should arrange safety arrangement for the knowledge materials.	PMU and relevant Ministry.	From October 2022.

7. Lessons Learnt

- Establishing direct communication of field-based implementing team with PMU helps to address obstructions timely. This helped to reduce communication gaps.
- Implementing project activities through the existing government structure helps to reduce cost and also implement activities easily. This also develops ownership on the project results making them sustainable.
- Involving communities in project implementation helps to increase their skills/knowledge and also make results sustainable.
- At the project development phase, it is important that the procedure of procurement and relevant costs to it need to be clearly assessed and provisioned in the budget. In this project, procurement of hydrological equipment was done by implementing partner but they don't have right of custom tax waiver and there is no budget provisioned to bear this cost in the project budget.

8. Annexes

Annex 1 : ToR of the International Consultant

Midterm Review Terms of Reference

This is a term of reference for Mid-Term Reviews of UNDP-and Global Climate Change Alliance Plus project Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management (ENV/2020/415-262),

BASIC CONTRACT INFORMATION

Location:

Application Deadline:

Type of Contract: Individual ContractPost

Level: International Consultant Languages

Required:

Starting Date: (30 May 2022)

Duration of Initial Contract: 12 August 2022

Expected Duration of Assignment:12 weeks

BACKGROUND

Suriname is in the northeast of South America in between Guyana and French Guyana. Historically Suriname economy has been natural resources dependent, during the twentieth century primarily based on the Bauxite Industry and currently Suriname economy is driven by large- and small-scale Goldmining and Onshore Oil production. Suriname most recently, since 2020 has also proven offshore Oil deposits, with production anticipated for 2025. Suriname has a low-lying coastline with most of its population estimated at 600.000 persons residing in the coast as well as where key infrastructure for the economy are located.

B. Project Description

This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document “Guidance for Conducting Midterm Reviews of UNDP-Supported Projects” <http://web.undp.org/evaluation/guideline/section-2.shtml>.

Suriname is a country highly vulnerable to climate change. Some main effects include sea level rise and increased storm surges leading to coastal erosion and flooding, combined with decreased rainfall leading to lower river discharge and saltwater intrusion. This has negative effects on coastal ecosystems and communities, has economic consequences and puts the national and local water security at risk. It is therefore vital to improve the country’s capacity for adaptation and resilience to the impacts of climate change.

In response to this challenge, Suriname entered a partnership with the Global Climate Change Alliance (GCCA+), which is an initiative of the European Union (EU) aimed at strengthening vulnerable countries in their efforts to increase capacity to address the effects of climate change. A previous GCCA+ funded project was carried out in Suriname from 2016-2019. The EU has now pledged to finance a second GCCA+ project in Suriname, as guided by the EU Action Document

approved in October 2019. The ‘GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems

management' receives implementation support and co-funding from the United Nations Development Programme (UNDP), and its implementation plan is elaborated in this Project Document.

The overall objective of this 2nd GCCA+ project in Suriname is to support the country in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender-responsive skills enhancement.

The project has two specific objectives/outcomes:

- 1) Increased resilience of coastal ecosystems and communities in the Nickerie and Coronie districts through gender-responsive climate actions.
- 2) Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM).

The implementation period commenced on the 1st of April 2020 for the period of 42 months ending 1st of October 2023. The total project budget is 5,500,000 Euro. The project is implemented under Direct Implementation Modality of the UNDP with key national partners being: Ministry of Spatial Planning and Environment

Ministry of Natural Resources, Water Directorate

Ministry of Public Works, Hydrological and Meteorological Departments. Ministry of Land Policy and Forest Management, Nature Conservation Division Ministry of Finance and Planning

The Governance Structure is the Project Steering Board (PSB)¹ comprised of

1. The European Union (EU) Delegation in Suriname (Donor)
2. The Ministry of Finance (MinFin, National Authorising Office – NAO)
3. The Coordination Environment in the Office of the President (KabPresCM)¹²
4. The Ministry of Natural Resources (MinNH)
5. The Ministry of Spatial Planning, Land, and Forest Management (MinRGB)²
6. The United Nations Development Programme (UNDP) Country Office for Suriname.

For key stakeholders refer to Annex 2 of this Terms of Reference

At the time of finalizing the design of the Project Document, the world was being affected by the global pandemic (COVID -19), which causes countries worldwide including Suriname to take unprecedented measures of prevention and mitigation. It is currently too early to get an overview of what possible impacts this can have on the project since it is linked to many

¹ Subsequent to General elections 2020 the organization and name of Ministry of Finance and Coordination Environment in the Office of the President. For Ministry of Finance, addition of planning to its mandate. Coordination Environment in the Office of the President (KabPresCM moved and subsumed under newly created Ministry of Spatial Planning and Environment. No change in substantive roles under the GCCA+ phase 2 project

² Ministry of Spatial Planning, Land, and Forest Management (Min RGB) changed and renamed Ministry of Land policy and forest management . No change in substantive roles under the GCCA+ phase 2 project

uncertainties. The COVID -19 was included in risk matrix, however as stated without having complete understanding of the scope and impact. It was agreed with the EU Delegation that within the Disaster Risk Management objectives of the GCCA+ Phase 2 Project Document, the project could respond and support COVID -19 measures under the remit of the GCCA+ phase 2 project objectives and targets.

C. MTR Purpose

The MTR will assess progress towards the achievement of the project objectives and results as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results.

The MTR will also review the project's strategy and its risks to sustainability as well as specific progress and results on:

- ☐ Responsiveness to/impact from COVID -19
- ☐ Gender.
- ☐ South-South and Triangular Exchange.
- ☐ Knowledge Products and Visibility
- ☐ Cost Efficiency and Effectiveness

DUTIES AND RESPONSIBILITIES

D.MTR Approach & Methodology

The MTR report must provide evidence-based information that is credible, reliable, and useful.

The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. EU Action Document, UNDP Social and Environmental Screening Procedure (SESP)), the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, national strategic and legal documents, Call for Proposals and any other materials that the team considers useful for this evidence-based review. The MTR team will review the baseline Indicators/Results and Resource Framework for the project.

The MTR team is expected to follow a collaborative and participatory approach³ ensuring close engagement with the Project Team, government counterparts (the EU Delegation in Guyana), the UNDP Country Office Management and Environment team, direct beneficiaries, and other keystakeholders.

Engagement of stakeholders is vital to a successful MTR.⁴ Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to stakeholders listed in annex 2; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally,

³ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

the MTR team is expected to conduct field missions to Nickerie and Coronie, including the following project sites.

The in-country mission is tentatively scheduled for June and if in country travel is not possible due to COVID-19 or other exigency circumstances virtual tools such as telephone, Zoom, Teams, WhatsApp, Survey monkey, google survey, will be utilized for the MTR. Currently COVID -19 restrictions permit travel to Suriname.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The MTR team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.

The final methodological approach including interview schedule, field visits and data to be used in the MTR should be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, partners, and the MTR team.

The final MTR report must describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since 16 March 2020 and travel in the country is also restricted. For country office Travel till December 2021 not possible for staff or severely restricted to only essential travel. Currently it is possible to travel to or within the country for the MTR mission, however experience learns that this situation can rapidly change, so the MTR team should develop a methodology that takes this into account the conduct of the MTR virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the MTR Inception Report and agreed with the Commissioning Unit.

E. Detailed Scope of the MTR

The MTR team will assess the following four categories of project progress. See the “Guidance for Conducting Midterm Reviews of UNDP-Supported Projects” for more in-depth descriptions.

⁴ For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 3, pg. 93.

1. Project Strategy

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute to formation or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance for Conducting Midterm Reviews of UNDP-Supported, Projects for further guidelines.
 - Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for

Results Framework/Log frame:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

2. Progress Towards Results

- Review the log frame indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
- Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.

- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

3. Project Implementation and Adaptive Management

Management Arrangements

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ log frame as a management tool and review any changes made to it since project start.

Finance and co-finance

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level monitoring and evaluation systems

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required?

How could they be made more participatory and inclusive?

- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems.

Stakeholder Engagement

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
 - The project's overall safeguards risk categorization.
 - The identified types of risks⁵ (in the SESP).
 - The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

⁵ Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

Reporting

- Assess how adaptive management changes have been reported by the project management and shared with the Project board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications & Knowledge Management

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

4. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR consultant/team will include a section in the MTR report for evidence-based **conclusions**, in light of the findings.

Additionally, the MTR consultant/team is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTR consultant/team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a MTR Ratings & Achievement Summary Table in the Executive Summary of the MTR report. See the TOR Annexes for the Rating Table and ratings scales.

F. Expected Outputs and Deliverables

The MTR team shall prepare and submit:

- MTR Inception Report: MTR team clarifies objectives and methods of the Midterm Review no later than **2 weeks** before the MTR mission. To be sent to the Commissioning Unit and project management. Completion date: (22 June 2022)
- Presentation: MTR team presents initial findings to project management and the Commissioning Unit at the end of the MTR mission. Completion date: (18 July 2022)
- Draft MTR Report: MTR team submits the draft full report with annexes **within 2 weeks** of the MTR mission. Completion date: (29 July 2022)
- Final Report*: MTR team submits the revised report with annexed and completed Audit Trail detailing how all received comments have (and have not) been addressed in the final

MTR report. To be sent to the Commissioning Unit **within 1 week** of receiving UNDP comments on draft. Completion date: (04 August)

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

G. Institutional Arrangements

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is the UNDP Suriname Country Office.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

H. Duration of the Work

The total duration of the MTR will be approximately (29 days) over a period of 12 weeks) starting (23 May 2022) and shall not exceed 3 months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

- ☐ (09th May): Application closes
- ☐ (13th May): Selection of MTR Team
- ☐ (30th May): Prep the MTR Team (handover of project documents)
- ☐ (06 June) 3 days: Document review and preparing MTR Inception Report
- ☐ (22 June) 2 days: Finalization and Validation of MTR Inception Report
- ☐ (27 June) 15 days: MTR mission: stakeholder meetings, interviews, field visits
- ☐ (18 July): Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- ☐ (22 July) 7 days: Preparing draft report
- ☐ (04 August) 2 days: Incorporating audit trail on draft report/Finalization of MTR report (note: accommodate time delay in dates for circulation and review of the draft report)
- ☐ (05 August): Preparation & Issue of Management Response
- ☐ (12 August): Expected date of full MTR completion

The date start of contract is (30 May).

I. Duty Station

Travel:

- ☐ International travel will be required to Suriname during the MTR mission.
- ☐ The BSAFE training course must be successfully completed prior to commencement of travel; Herewith is the link to access this training: <https://training.dss.un.org/courses/login/index.php> . These training modules at this secure internet site is accessible to consultants, which allows for registration with private email.
- ☐ Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.

- ☐ Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>
- ☐ All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

J. Qualifications of the Successful Applicants

A team of two independent consultants will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, usually from the country of the project. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall “team” qualities in the following areas:

Education

- ☐ A Master's degree in natural resource management, coastal zone management or other closely related field 15 points

Experience

- ☐ Demonstrated experience with result-based management project evaluations. 15 points
- ☐ Demonstrated understanding of issues related to gender and Integrated Water Resources Management, Coastal Zone Management, Ecosystem Based Adaptation, experience in gender sensitive evaluation and analysis. 15 points
- ☐ Competence in adaptive management, as applied to UNDP projects; 05 points
- ☐ Work experience in relevant technical areas for at least 10 years; 05 points
- ☐ Experience working in LAC region. 05 points
- ☐ Excellent communication skills; 05 points
- ☐ Demonstrable analytical skills; 05 points
- ☐ Project evaluation/review experiences within United Nations system will be considered an asset;

Language

- Fluency in written and spoken English.
- Fluency in Dutch is an asset

K. Ethics

The MTR team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The MTR team must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data

and reporting on data. The MTR team must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

L. Schedule of Payments

- 30% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit
- 30% payment upon satisfactory delivery of the final MTR report and approval by the Commissioning Unit and delivery of completed MTR Audit Trail

Criteria for issuing the final payment of 30%

- The final MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.
- The final MTR report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID -19 and limitations to the MTR, that deliverable or service will not be paid.

Due to the current COVID -19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

APPLICATION PROCESS

M. Recommended Presentation of Offer

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)⁶ provided by UNDP;
- b) **CV and a Personal History Form** ([P11 form](#))⁷;
- c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs,

⁶

<https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁷ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted by email at the following address ONLY: procurement.sr@undp.org by (12 PM on 09 May 2022). Incomplete applications will be excluded from further consideration.

N. Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

O. Annexes to the MTR ToR

Include Guidance for Conducting Midterm Reviews of UNDP-Supported Projects and other existing literature or documents that will help candidates gain a better understanding of the project situation and the work required.

Annexes include:

Annex 1: [Guidance United Nations Development Programme](#)

Annex 2: key stakeholders list

Annex 3: <http://web.undp.org/evaluation/guideline/index.shtml>

Annex 4: [UNEG Code of Conduct for Evaluators/Midterm Review Consultants](#)

Annex II: List of Persons/Organizations consulted

Mission/interviews will start from 20th August (departure of International Consultant from Nepal) and end on 31th August 2022.

DATE	Meeting #	TIME	ACTIVITIES	LOCATION	LOGISTICAL arrangement
DAY 1 22/8	1	9:00-9:30	<u>Meeting with EU</u> Layla El Khadraoui / Karel Lizerot <i>EU Representative</i>	Paramaribo Gongrijp straat 12A, (597) 521710	Virtual
	2	9:30-12:00	<u>Briefing with project management unit</u> Bryan Drakenstein <i>Project Manager Environment Portfolio UNDP GCCA+ PMU</i>	Paramaribo Gongrijp straat 12A, (597) 521710	Face to face
	3	12:00 – 13:00	LUNCH	Paramaribo	
		13:00-14:00	<u>Stichting Waterforum (WFS)</u> Max Huisden <i>Chair</i> Rene van Essen <i>Treasurer</i>	Paramaribo, Gongrijp straat 12A, (597) 521710	Face to face
	4	14:30-15:30	<u>Meeting with Min. of Natural Resources</u> Reina Ormskirk <i>Deputy Director, Water Directorate</i> Jill Boston <i>Policy Advisor, Water Directorate</i>	Paramaribo JC De Miranda straat 13 (597) 474666	Face to face
DAY 2 23/8	5	8:00-9:00	<u>Meeting with Min. of Finance</u> Sagita Jaggan <i>Senior Sector Coordinator</i>	Paramaribo H. Arronstraat 36 (597) 412-009	Face to face
	6	9:30-10:30	<u>Meeting with Min. of Spatial Planning & Environment</u> Ritesh Sardjoe <i>Director of the Environment Directorate</i> Ivette Pengel <i>Legal and Policy Advisor of the Environment Directorate</i>	Paramaribo, Prins Hendrikstraat 22 (597) 885-1103	Face to face
		10:30-12:30	LUNCH		
	7	13:00-14:00	<u>Meeting with the National Centrum for Disaster Management (NCCR)</u> Ritesh Sardjoe <i>Director of the Environment Directorate</i> Ivette Pengel <i>Legal and Policy Advisor of the Environment Directorate</i>	Paramaribo, Kwattaweg 29 (597) 520 840	Face to face

DAY 3 24/8	8	8:00-9:00	<u>Foundation for Forest Management & Production Control (SBB)</u> S. Betterson <i>General Director</i> R. Somopawiro <i>Director Department of Research and Development</i>	Paramaribo Martin Luther Kingweg 283(597) 483131	Face to face
	9	9:30-10:30	<u>National Institute for Environment & Development in Suriname (NIMOS)</u>	Paramaribo	
			Cedric Nelom <i>General Director</i> Donovan Bogor <i>Office Director, Environmental Planning & Information Management</i>	Jagernath Lachmonstraat 100 (597) 490044	Face to face
	10	11:00-12:00	<u>Meeting with Red Cross Suriname (SRK)</u> Glenn Wijngaarde <i>General Director</i> Humphrey Blinker <i>Acting Service & Disaster Management Manager</i>	Paramaribo Gravenbergstraat 2-6 (597) 858 8137	Face to face
		12:00-13:00	LUNCH		
	11	13:30-14:30	<u>Anton de Kom University of Suriname (ADEKUS)</u> Sieuwnath Naipal <i>Professor</i>	Paramaribo Leysweg (597)747 7276	Virtual
DAY 4 25/8	12	15:00-16:00	<u>District Commissariat Nickerie</u> Ms. Toelsi <i>District Secretary</i> Howasjoe <i>Field Service Official</i>	Nieuw Nickerie Nickerie (597) 231 448	Face to face
	13	17:30-19:00	Stichting Sarnami Nari (SARI) Krishnawatie Bajnath-Jagan <i>Chair</i>	Nickerie G.G Maynardstraat 7 (597) 881 3951	Face to face
DAY 5 26/8	14	8:00-9:00	<u>Stichting ter bevordering van de Geowetenschappelijke kennis in Suriname (STIGEOSU)</u> Nicole Kioe-A-Sen <i>Chair</i>	Paramaribo	Virtual

			<u>Oclaya Verwey</u> <u>Project Coordinator</u>		
	15	10:00-11:00	<u>Environmental Conservation Organization (NB/LBB)*</u>	Nickerie Groenhartstraat 10 (597) 231 794	Face to face
	16	14:00-15:00	District Commissariat Coronie Mr. Djosetro <i>Representative</i> Mr. Bowva <i>Administrative Officer</i>	Coronie Totness (597)855 9661	Face to face
DAY 6 29/8	17	8:00-9:00	<u>Meeting with Min. of Land Policy & Forest Management (GBB)</u> Roelf Cairo Deputy Permanent Secretary, Forest Management Claudine Sakimin <i>Head of the Nature Conservation Division</i>	Paramaribo Cornelis Jongbawstraat 19 (597) 470-700	Face to face
	18	9:30-11:30	<u>Meeting with Min. of Public Works (OW)</u> Sergio Kadosoe <i>Acting Director, Research & Service</i> Sewdath Bhaggoe <i>Deputy Director, Research & Service</i> Frits Kosso <i>Acting head, Hydraulic Research Division (WLA)</i> Radj Nanda <i>Acting Head, Metrologic Service Suriname (MDS)</i>	Paramaribo Mr. J. Lachmonstraat 167 (597) 492 861	Face to face
		11:30-12:30	<u>LUNCH</u>		
	19	13:00-14:00	<u>Meeting with (IICA)</u> <u>Curt Delice</u> <u>Special Affairs Coordinator for the</u> <u>Caribbean Region/IICA Representative in</u> <u>Suriname</u> <u>Laurenzo Tirtopawiro</u> <u>Agricultural Technology and Innovation Specialist</u> <u>Dino C.H. Demidof</u> <u>Agriculture Extension Specialist</u>	Paramaribo Letitia Vriesdelaan 11 (597) 478 187	Face to face

	20	14:30-15:30	<u>Stichting National Vrouwenbeweging (NVB)</u> <u>Eline Graanoogst (Virtual)</u> <u>Chair</u> <u>Astrid Runs</u> <u>Project Coordinator</u> <u>Margo Vismale</u> <u>Member</u>	Paramaribo, Verl. Gemenelandsweg 132B (597) 425 318	Face to face
DAY 7 30/8	21	10:00-12:00	<u>Debriefing with the GCCA+ Project Steering Board</u> Ritesh Sardjoe / Ivette Pengel- Patterzon <i>Chair person</i> Layla El Khadraoui / Karel Lizerot <i>EU Representative</i> Margaret Jones Williams / Bryan Drakenstein <i>Representative UNDP Suriname</i> Roelf Cairo / Monique Finkie <i>Ministry of Land and Forest Management</i> Sagita Jaggan / Sima Sultan <i>Ministry of Finance</i> Reina Ormskirk / Jill Boston <i>Ministry of Natural Resources</i>	Paramaribo, Gongrijp straat 25 (597) 521710	Face to face
	22	15:00-16:00	<u>Ms. Margaret Jones Williams, DRR, UNDP Suriname</u>	Paramaribo Gongrijp Straat 25	Virtual

ANNEX III: EVALUATION CRITERIA

Below are some of the possible questions to be asked during the MTR. However, some of the questions may be modified based on feedback received from the stakeholders during inception report presentation and comments on the draft inception report.

<u>Evaluation Criteria/Questions</u>	<u>Indicators</u>	<u>Sources</u>	<u>Methodology</u>
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
Relevance: How does the project related to the main objective of the GCCA+ focal area, country priorities and to the environment and development priorities at the local, regional and national level?	<ul style="list-style-type: none"> • Project objectives and activities related to objective of GCCA+ focal area and priorities at national, local and regional level • Consistency and contribution to GCCA+ focal area objectives and to national development strategies • Stakeholder views on project significance and potential impact related to the project objective 	<ul style="list-style-type: none"> • Project documents, report vs GCCA+ document and Government development plans • Interview with authorities at different level 	<ul style="list-style-type: none"> • Project report review in the light of GCCA+ document and government's national development priorities • Interviews with relevant personnel
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Achievements: Are there indications that the project has completed its mid-term targets that contributed to, or enabled progress towards improving regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystem? Is knowledge improved on mangroves and on the effects of climate change on the coastal ecosystem and wider coastal area? Is capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate	<ul style="list-style-type: none"> • Information on successful completion of Mid-term targets. • Knowledge based developed with information on climate change, mangrove and coastal areas with arrangement of updating system. • Capacity of two target districts improved and indicated in capacity assessment. • Gender responsive climate actions increased. • IWRM regulatory framework strengthened and coordination improved. • Evidence based planning initiated. 	<ul style="list-style-type: none"> • Project Reports • Interview with stakeholders. • Observation in the field. 	<ul style="list-style-type: none"> • Review of project reports/documents. • Interaction with local to national level stakeholders. • Field observation.

<p>action increased?</p> <p>Is regulatory framework for IWRM strengthened?</p> <p>Is institutional capacity strengthened and improved coordination for IWRM?</p> <p>Is knowledge base improved with updated information for evidence based planning?</p> <p>Is result framework appropriate to analyse the progress towards the development objectives?</p> <p>Are activities and indicators SMART?</p>	<ul style="list-style-type: none"> • Appropriate result framework with SMART indicators. 		
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting and project communications supporting the project's implementation?			
Efficiency: Was the project implemented efficiently in-line with international and national norms and standards?	<ul style="list-style-type: none"> • Reasonableness of the costs relative to scale of outputs generated • Efficiencies in project delivery modalities • Consistency and contribution to GCCA+ focal area objectives and to national development strategies • Changes in project circumstances that may have affected the project relevance and effectiveness 	<ul style="list-style-type: none"> • Financial statements • Project structure and function • Project document and annual reports • Experience of project staffs and other relevant stakeholders 	<ul style="list-style-type: none"> • Analysis of financial statements. • Analysis of project structure and functionalities • Analysis of project circumstances in project document (past and present) • Interaction with relevant stakeholders
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?	<ul style="list-style-type: none"> • Level of achievement of expected outcomes or objectives to date • Long term changes in water and coastal management practices and monitoring, mangrove and coastal areas and management and information management practices and awareness that can be attributable to the project 	<ul style="list-style-type: none"> • Change in the ground situation observed. • Policy/strategy or program formulation activities included women and their issues incorporated. • Policies/strategies/ programs effectively 	<ul style="list-style-type: none"> • Report with information on effective implementation of activities and strategies • Report on intuition setup • Interaction with the policy level people to ground level communities and

	<ul style="list-style-type: none"> • Enhanced capacity of relevant institutions • Favourable management option and effective implementation gender responsive climate action and coastal management. • Participation of women in all activities of the project 	<p>implemented</p> <ul style="list-style-type: none"> • Institutions strengthened 	<p>field staffs.</p> <ul style="list-style-type: none"> • Polity document review report. • Field verification of activities
<p>Impacts: Are there indications that the project has contributed to, or enabled progress towards management of river and basin, increased awareness among the communities, sustainable water use management visible?</p>	<ul style="list-style-type: none"> • Improved monitoring. • Increase in knowledge among communities regarding river and basin management, alternative income generation activities and river and ground water monitoring. • Measurable improvements in river water flow, pollution situation and use of water 	<ul style="list-style-type: none"> • Project Reports • Interview with stakeholders. • Observation in the field. 	<ul style="list-style-type: none"> • Review of project reports/documents. • Interaction with local to national level stakeholders. • Field observation.
<p>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>			
<p>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</p>	<ul style="list-style-type: none"> • Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures) • Implementation of measures to assist financial sustainability of project results • Observable changes in attitudes, beliefs and behaviours as a result of the project • Change in knowledge among the local communities • Measurable improvements from baseline levels in knowledge and skills of targeted staffs. 	<ul style="list-style-type: none"> • Project report • Observation in the field • Interview with stakeholders 	<ul style="list-style-type: none"> • Review of project reports. • Observation in the field to see impact on the ground • Interaction with stakeholders

Annex IV: Literature and Documents Reviewed

- Project Document of GCCA+ II phase.
- PSB meeting presentation reporting of 2020
- PSB meeting presentation reporting of 2021
- Final Adopted Meeting Minutes 7 Dec 2021
- Final Adopted Meeting Minutes of PSB 25 Jan 2022
- Final Adopted Meeting Minutes of PSB 12 Jan 2021
- EU MIP Suriname
- Minutes LPAC Suriname GCCA+
- Annex III Budget of the Action
- Annex VI Communication and Viz Plan
- Dimitri Tjon Sie Fat Monthly report August 2021
- Dimitri Tjon Sie Fat Monthly report June 2022
- Dimitri Tjon Sie Fat Monthly Report November 2021
- Law Enforcement report Apr 022
- Law Enforcement report MRT 22
- MDS Field Report Coronie 14-18 Dec 21
- Stichting Sari 1st Progress Report final 22 Aug 2022
- Stigeosu 1st Progress Report from GCCA+ phase 2
- WLA field Report Equipment Galibi 22-23 Jan 2021
- Final Annual Report GCCA+ Suriname Adaptation April 2021
- Final Annual Report GCCA+ Suriname Adaptation April 2022
- CIMH proposal final
- GCCA Legal agreement 2022
- Project proposal from UNDP Suriname
- 1 CDR 2020 GCCA phase 2 signed
- 2 CDR GCCA Phase 2 2021 signed
- 2022 Q1 CDR GCCA signed
- AWP 2021
- AWP 2022 v1
- AWP 2022 v2
- MIWP revised approved 2022

Annex IV: Guiding questions

Relevance

- the extent to which the project has been consistent with, and supportive of, the policy and programme framework within which the project is placed, in particular the European Commission's Country Strategy Paper and National Indicative Programme, and the Partner Government's development policy and sector policies
- the quality of the analyses of lessons learnt from past experience, and of sustainability issues;
- the project's coherence with current/ongoing initiatives;
- the quality of the problem analysis and the project's intervention logic and logical framework matrix, appropriateness of the objectively verifiable indicators of achievement;
- the extent to which stated objectives correctly address the identified problems and social needs, clarity and internal consistency of the stated objectives;
- the extent to which the nature of the problems originally identified have changed
- the extent to which objectives have been updated in order to adapt to changes in the context;
- the degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances;
- the quality of the identification of key stakeholders and target groups (including analysis of vulnerable groups) and of institutional capacity issues;
- the stakeholder participation in the design and in the management/implementation of the project, the level of local ownership, absorption and implementation capacity;
- the quality of the analysis of strategic options, of the justification of the recommended implementation strategy, and of management and coordination arrangements;
- the realism in the choice and quantity of inputs (financial, human and administrative resources)
- the analysis of assumptions and risks;
- the appropriateness of the recommended monitoring and evaluation arrangements ;

Effectiveness

- the extent to which the project has been consistent with, and supportive of, the policy and programme framework within which the project is placed, in particular the
- European Commission's Country Strategy Paper and National Indicative Programme, and the Partner Government's development policy and sector policies the quality of the analyses of lessons learnt from past experience, and of sustainability issues;
- the project's coherence with current/ongoing initiatives;
- the quality of the problem analysis and the project's intervention logic and logical framework matrix, appropriateness of the objectively verifiable indicators of achievement;
- the extent to which stated objectives correctly address the identified problems and social needs, clarity and internal consistency of the stated objectives;
- the extent to which the nature of the problems originally identified have changed
- the extent to which objectives have been updated in order to adapt to changes in the context;
- the degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances;
- the quality of the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and of institutional capacity issues;
- the stakeholder participation in the design and in the management/implementation of the project, the level of local ownership, absorption and implementation capacity;
- the quality of the analysis of strategic options, of the justification of the recommended implementation strategy, and of management and coordination arrangements;
- the realism in the choice and quantity of inputs (financial, human and administrative resources)
- the analysis of assumptions and risks;

- the appropriateness of the recommended monitoring and evaluation arrangements ;

Efficiency

- the quality of day-to-day management, for example in:
 - a. operational work planning and implementation (input delivery, activity management and delivery of outputs), and management of the budget (including cost control and whether an inadequate budget was a factor);
 - b. management of personnel, information, property, etc,
 - c. whether management of risk has been adequate, i.e. whether flexibility has been demonstrated in response to changes in circumstances;
 - d. relations/coordination with local authorities, institutions, beneficiaries, other donors;
 - e. the quality of information management and reporting, and the extent to which key stakeholders have been kept adequately informed of project activities (including beneficiaries/target groups);
 - f. respect for deadlines;
- Extent to which the costs of the project have been justified by the benefits whether or not expressed in monetary terms in comparison with similar projects or known alternative approaches, taking account of contextual differences and eliminating market distortions.
- Partner country contributions from local institutions and government (e.g offices, experts, reports, tax exemption, as set out in the LogFrame resource schedule), target beneficiaries and other local parties: have they been provided as planned?
- Commission HQ/Delegation inputs (e.g. procurement, training, contracting, either direct or via consultants/bureaux): have they been provided as planned?;
- Technical assistance: how well did it help to provide appropriate solutions and develop local capacities to define and produce results?
- Quality of monitoring: its existence (or not), accuracy and flexibility, and the use made of it; adequacy of baseline information;
- Did any unplanned outputs arise from the activities so far?

Impact

- Extent to which the objectives of the project have been achieved as intended in particular the project planned overall objective.
- whether the effects of the project:
 - a) have been facilitated/constrained by external factors
 - b) have produced any unintended or unexpected impacts, and if so how have these affected the overall impact.
 - c) have been facilitated/constrained by project/programme management, by coordination arrangements, by the participation of relevant stakeholders
 - d) have contributed to economic and social development
 - e) have contributed to poverty reduction
 - f) have made a difference in terms of cross-cutting issues like gender equality, environment, good governance, conflict prevention etc.
 - g) were spread between economic growth, salaries and wages, foreign exchange, and budget.

Sustainability

- the ownership of objectives and achievements, e.g. how far all stakeholders were consulted on the objectives from the outset, and whether they agreed with them and continue to remain in agreement;
- policy support and the responsibility of the beneficiary institutions, e.g. how far donor policy and national policy are corresponding, the potential effects of any policy changes; how far the relevant national, sectoral and budgetary policies and priorities are affecting the project positively or adversely; and the level of support from governmental, public, business and civil society organizations.

- institutional capacity, e.g. of the Government (e.g. through policy and budgetary support) and counterpart institutions; the extent to which the project is embedded in local institutional structures; if it involved creating a new institution, how far good relations with existing institutions have been established; whether the institution appears likely to be capable of continuing the flow of benefits after the project ends (is it well led, with adequate and trained staff, sufficient budget and equipment?); whether counterparts have been properly prepared for taking over, technically, financially and managerially;
- the adequacy of the project budget for its purpose particularly phasing out prospects;
- socio-cultural factors, e.g. whether the project is in tune with local perceptions of needs and of ways of producing and sharing benefits; whether it respects local power structures, status systems and beliefs, and if it sought to change any of those, how well accepted are the changes both by the target group and by others; how well it is based on an analysis of such factors, including target group/ beneficiary participation in design and implementation; and the quality of relations between the external project staff and local communities.
- financial sustainability, e.g. whether the products or services being provided are affordable for the intended beneficiaries and are likely to remain so after funding will end; whether enough funds are available to cover all costs (including recurrent costs), and continued to do so after funding will end; and economic sustainability, i.e. how well do the benefits (returns) compare to those on similar undertakings once market distortions are eliminated.
- technical (technology) issues, e.g. whether (i) the technology, knowledge, process or service introduced or provided fits in with existing needs, culture, traditions, skills or knowledge; (ii) alternative technologies are being considered, where possible; and (iii) the degree in which the beneficiaries have been able to adapt to and maintain the technology acquired without further assistance.

Coherence

With similar activities carried out by the government or other donors

- likeliness that results and impacts will mutually reinforce one another
- likeliness that results and impacts will duplicate or conflict with one another

Connection to higher level policies (coherence)

Extent to which the project/programme (its objectives, targeted beneficiaries, timing, etc.):


- is likely to contribute to / contradict other European Commission policies
- is in line with evolving strategies of the European Commission and its partners

VI. Evaluator's Agreement

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

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

Evaluation Consultant Agreement Form ¹	
Agreement to abide by the Code of Conduct for Evaluation in the UN System	
Name of Consultant:	<u>Arun Rijal</u>
Name of Consultancy Organization (where relevant):	_____
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.	
Signed at <u>placeonline</u>	 Kathmandu, 20 July 2022
Signature: _____	

ANNEX VII: SUMMARY EVALUATION OF PROJECT ACHIEVEMENTS BY OBJECTIVES AND OUTCOMES

The present evaluation matrix uses the version of Result Framework provided in the project document and also in annual reports.

KEY:

GREEN = Indicators show achievement successful at the middle of the Project.

YELLOW = Indicators show achievement nearly successful at the middle of the Project.

ORANGE = Indicators only initiated but not achieved.

RED = Indicators not achieved at the Middle of Project.

HATCHED COLOUR = estimate; situation either unclear or indicator inadequate to make a firm assessment against.

Project Objective: “To support the country in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive capacity enhancement.”

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
Outcome 1: Increased resilience of coastal ecosystems and communities in the Nickerie and Coronie districts through gender responsive climate action.						
1.1.a Status of the Forest Management Act revision supported by the project. The National Mangrove Strategy (2019) highlights the need to ensure mangrove conservation by updating the Forest Management Act (1992) article 14 to prohibit or restrict the felling of mangroves, and to designate mangroves as protected forest or	The National Mangrove Strategy (2019) highlights the need to ensure mangrove conservation by updating the Forest Management Act (1992) article 14 to prohibit or restrict the felling of mangroves, and to designate mangroves as protected forest or	By end of year two Revision of Forest Management Act drafted.	By end of year three revised Forest Management Act approved.	Delayed. Activities not initiated yet.	U	Revision of Forest Management Act to support Mangrove conservation was not initiated yet.

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
	special protected forest by updating article 5.					
1.1.b Management Effectiveness Tracking Tool (METT) score of the Management Plans of the MUMA's.	In the framework of the SCPAM project, the baseline METT score for Bigi Pan was 56 in 2010. In 2016, the METT score for Bigi Pan was 32. At project start, an initial METT assessment will be done for 2020	METT assessment for Bigi Pan MUMA is done by the end of year 1 to establish the baseline score.	By the end of the project, a METT score of at least 56 for Bigi Pan MUMA.	National Conservation Department (NCD) completed the METT assessment for the North Coronie MUMA and Bigi Pan MUMA. The Bigi Pan MUMA score was 56 and North Coronie MUMA scored 48.	S	
1.1.c Status of regulatory framework for conservation and sustainable use of mangroves established with the support of the project.	National Mangrove Strategy suggests 3 options for actions to improve regulation for sustainable use and conservation of mangroves. The short-term option is the amendment of the Ministerial Order S.B. 2000 no. 42. The medium-term option is the development of a State Order under article 5 of the Forest Management Act.	Amendment of Forest Management Act drafted by the end of year two.	Management Structure designed by end of year three.	The Ministry of Land Policy and Forest Management has started internal process for the amendment of the Ministerial Order S.B.2000 no. 42. 2 Consultation meetings conducted in Nickerie and Coronie regarding management structure for the Bigi Pan and Noord Coronie MUMA's by the Ministry of Land Policy and Forest Management.	MU	Forest Management Act not drafted for amendment. Only initial meetings/consultations initiated.
1.1.d Status of updated educational programme with the	Current educational programme of RGBNB in Nickerie;	Updated educational programme	Updated educational programme including climate	Delayed. Regular meetings to determine	U	Only meetings were initiated to determine strategy

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
support of the project on Mangrove Conservation linked to climate change	Input material produced in previous GCCA+ project	active by year 2	change knowledge actively implemented.	strategy for upgrading. Capacity building need identified for the education department of NCD. Procurement initiated for services assessment of status NCD building in Nickerie.		for upgrading. In this process need of capacity building realised. Procurement process initiated to acquire service provider.
1.1.e Number of people (engaged in education/ awareness activities about mangrove and coastal ecosystems through project disaggregated by sex, age, location, disability status.	In GCCA+ previous project, 1000 community members were trained in sustainable mangrove management and resource use.		At least 30% community members of Nickerie and Coronie including women, men, ITPs, marginalized, disabilities, youth, engaged in education/awareness activities about mangrove and coastal ecosystems by the end of project.	Up to now 179 persons (0.5%) of the total population Coronie and Nickerie) local communities have been engaged in education/awareness activities about mangrove and coastal ecosystems, of which 84 are women; 30 youth and 65 men.	MU	Far below the final target. Challenging to complete target with the present pace of implementation.
1.1.f Number of small/micro enterprises in nature tourism and other areas related to mangrove and coastal ecosystems established in the Coronie and Nickerie	In GCCA+ previous phase, at least 50 potential local small entrepreneurs trained in sustainable income alternatives. By the end of this project, ideally a percentage of these can be guided to		At least 10 innovative small businesses developed based on sustainable income alternatives (50% women led) in Nickerie and Coronie district by	Partnership with implementing partner IICA to assist local community in developing 10 innovative small businesses based on sustainable income alternatives.	U	Only contract work done but business development work is not initiated yet and status is far behind the target. In such activities it is important to completed

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
districts with the support of the project.	the next phase of establishing new businesses.		end of project.			activities and so that some initial impacts could be observed.
1.1.g Number of people who have benefited from vocational skills development interventions through the project disaggregated by sex, age, type of disability and levels of education.	None		At least 20 women and 20 men from Nickerie and Coronie actively participated in vocational skills development interventions by end of project.	Agreement signed with IICA to provide vocational training to members of the local communities, including youth in Nickerie and Coronie. Grant released to IICA NVB (National Women's Movement Foundation).	U	The final target should be of Mid-term level target and final target should be initiation of activities related to the subjects trained in the vocational skills training. Contract signed with IICA but the training was due.
1.1.h Percentage of small/micro enterprises in nature tourism and other areas related to mangrove and coastal ecosystems established in the Coronie and Nickerie districts with the support of the project that are led by a woman.	None		At least 3 businesses developed by women.	Start-up of actions towards establishment of innovative small businesses of which 50 % lead by women based on sustainable income alternatives in partnership with IICA	U	As above.
1.2.a Number of	Parameters under the		Mangrove	Included in the implementing	Rating	Only parameters

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
parameter themes added in the Mangrove Biodiversity Monitoring System with the support of the project for measurement in mangrove sampling units to monitor the effects of climate change.	existing protocols include the themes of spectral reflectance (remote sensing), soil organic carbon, above ground carbon, mangrove tree health and species occurrence.		monitoring expanded to include at least 3 more parameter themes (such as aquatic species, water quality, social interactions) by end of project.	partner (SBB) project proposal.	should be done in TE	included in contract document of the partner. No monitoring using updated parameters initiated.
1.2.b Number of parameters added with the support of the project for hydrological measurement to monitor the effects of climate change.	Hydrological reports from previous GCCA+ project		Hydrological monitoring to include at least 3 more parameters (sea level, freshwater flows, infrastructure) by the end of the project.	3 parameters of water quality for hydrological measurements added, namely conductivity, turbidity, and PH. Commencement of meteorological data collection in the coast.	Rating should be done in final evaluation	Just initiated meteorological data collection.
1.2.c Number of research reports produced through the project related to mangroves and the effects of climate change on the coastal ecosystem and wider coastal area.	None (project not started yet)		At least 4 research reports by the end of project (2 on biophysical conditions, 1 on social interactions including infrastructure, 1 on integral dynamics)	Delayed. Data collection on carbon storage, remote sensing, and mangrove forest cover, in partnership with SBB behind schedule.	Will be rated at the end of the project.	Not initiated yet.
1.2.d Degree to which	None		Research-based	NA for this reporting period	Will be	Will be

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
research-based recommendations made through this project for concrete measures are included in Multi Use management Area (MUMA) management plans.			recommendations to at least 3 research priorities listed in the MUMA management plans covered by the end of the project.		rated at the end of the project.	challenging to complete if not initiated on time.
1.3.a District Disaster Risk Reduction Plans in Nickerie and Coronie updated and elaborated based on current and emerging risks with the support of the project.	Framework District Disaster plan developed by the District Commission in collaboration with NCCR, presented to DNA; Action plans identified in framework district disaster plan. Baseline actions for Bigi Pan area listed in Vulnerability assessment (VCA 2019).	At least two Regional District Disaster Risk Reduction Strategies updated and elaborated by the end of year 2.	At least one climate change induced disaster simulation done by the end of the project.	Together with National Centre for Disaster Management (NCCR) and Suriname Red Cross Society (SRCS) a strategy for addressing DRR in Coronie and Nickerie on community as well as local government level, including bridging both levels has been developed.	U	Activities that supposed to be completed by year 2 is delayed.
1.3.b Status of participatory early warning systems developed with the support of the project for climate change impact in Nickerie and Coronie districts.	Reasonable coverage of 10 hydrological and 6 meteorological network stations established in previous GCCA+ project. District DRR plans	By the end of year 2, protocols for monitoring and advisories/ warnings of main climate change	Participatory early warning systems developed and fully functioning.	Targeted activities were delayed.	U	Activities were not initiated yet. It is expected that CIMH will support with the drafting of a policy guidance note on Real-time hydrological and

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
	developed for Nickerie and Coronie, awaiting approval from DNA. Main risks identified.	induced risks for Nickerie and Coronie and developed, including communication linkages between monitoring institutes.				meteorological information sharing for early warning system set-up.
1.3.c Number of District Development Plans for Nickerie and Coronie reviewed annually with the support of the project integrating climate change and disaster risk reduction considerations.	Both districts have a framework District Disaster plan developed by the District Commission	Climate change and disaster risk reduction measures have been on the agenda of the DRR (District and resort council of Coronie and Nickerie) at least twice in year 2.	By the end of the project, District Development Plans are reviewed and include a section on climate change and disaster risk reduction measures.	Will do identification of CC adaptation needs by District Commissariats in collaboration with Districts council Coronie and Nickerie.	U	Reviewing of District Development Plans to integrate CC and DRR was not initiated yet.
Outcome 2: Improved national governance in the areas of Integrated Water Resources Management (IWRM) and Integrated Coastal Zone Management (ICZM).						
2.1.1 Number of regulatory documents for IWRM supported by the project. Ongoing Technical contribution to	None		At least 3 regulatory documents by end of project (related to: surface water legislation; sectoral	Technical contribution to development TNA document for Water sector	Will be rated at the end of the project.	No work was initiated to develop regulatory documents. It will be challenging to

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
development TNA document for Water sector			policy on water governance; streamlining national policies with IWRM)			complete development of regulatory documents by the end of the project and get approved for endorsement
2.2.1 Status of operational plan development for IWRM coordination with support from the project.	No operational plan on IWRM		Operational plan developed for IWRM coordination by year 3.	Initials meetings conducted with the Ministry of Natural Resources, Water Directorate and Stichting Waterforum on IWRM in Suriname.	Will be rated at the end of the project.	Only initial meetings conducted. With this pace, it will be difficult to complete activity by the end of the project.
2.2.2 Number of water professionals (disaggregated by sex) having their skills strengthened in IWRM capacity building programmes developed with support of the project.	None (project not started yet) * capacity needs assessment is needed.	By the end of year 1, a capacity needs assessment on IWRM professionals is done. By the end of year 2, curriculum developed.	By the end of year 3, 10 professionals (50% women) participated in courses.	Capacity strengthening program developed for the Ministry of Natural Resources, Water Directorate. But capacity enhancement activities was not initiated by the time of MTR.	U	Activities of year 1 and 2 delayed.
2.2.3 Number of water professionals (disaggregated by sex) participating in international exchanges for capacity building on	None (project not started yet)	At least 2 international exchanges for capacity building on IWRM.	By the end of the project, at least 4 international exchanges for capacity building on IWRM (2 with regional/	Participation of 5 water professionals (2 male and 3 female) and 2 (both female) members of the PMU at the 9th World Water Forum in Dakar, Senegal from March 21-26, 2022.	Will be rated at the end of the project. But is below target of mid-term	Only participated in one international event. The indicators should also indicate benefit of such participation.

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
IWRM with support of the project.			international water management institutions, 1 global water organization, at least 1 transboundary exchange).			
2.2.4 Number of transboundary collaborations on shared waters initiated and collaborations with global water organizations strengthened with support by the project.	No transboundary collaborations on water collaborations supported by the project.	Establishment of a multi-stakeholder forum for efficient and effective participation in IWRM (including indigenous and tribal peoples and other stakeholder groups): established by year 2,	Multi-stakeholder forum active by year 3.	Promoted Participation in virtual events Global events.	MU	Forum not established yet.
2.3.1 Number of people (disaggregated by sex) reached through the project with awareness raising events in Integrated Water	None (project not started yet)		At least 20 policymakers, 20 media professionals reached by the end of the project	12 policymakers (9 male and 3 female) reached during the Awareness activity commemorating World Water Day (22 March) and World Meteorological Day (23 March).	Will be rated at the end of the project.	Activity and indicator weak. How to judge, if such involvement or reaching made any change?

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM).						
2.3.2 Number of institutes contributing data to Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM)	ABS, Gonini, SWRIS not yet connected with each other.		At least 5 data generating institutes connected to dynamic and interconnected platforms by the end of the project	Meetings and strategy discussions with coordinator SMIN project. Ongoing discussion within the government regarding continuation of Suriname Milieu Informatie Netwerk (SMIN).	Will be rated at the end of the project	Very slow process. Only initial meetings were conducted but no action towards connecting institutions to the IWRM and ICZM related platform.
2.3.3 Number of knowledge materials for awareness raising in Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) developed with support by the project.	Zero products.	Each year 4 knowledge products.	At least 4 knowledge products produced per year during the life of the project.	Communication Materials developed on conservation of water resources in partnership with the Water Directorate of Ministry of Natural Resources and the Ministry of Public Works.	MU	Very few knowledge products produced i.e. less than the target.
2.3.4 Number of visitors to data sharing platforms for Integrated Water	None.		At least 500 visitors to data sharing platforms for Integrated Water	This activity can only initiate after completion of 2.3. b.	Will be rated at the end of the	Since the platform is not establish the targeted activities

Indicator	Baseline Level	Midterm level target	End of term target	Midterm level & assessment	Achievement rating	Justification for rating
Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM).			Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) registered by the end of the project.		project.	are not initiated.