##### GCCA+ support for Climate Change Adaptation in Suriname –Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management Project

##### July 2024

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# Acronyms and abbreviations

|  |  |  |
| --- | --- | --- |
| AdeKUS | Anton de Kom University of Suriname | |
| BGA | Office for Gender Affairs (Ministry of Home Affairs) | |
| CCCCC | Caribbean Community Climate Change Centre | |
| CCEG | Climate Change Expert Group | |
| CEDAW | Convention on the Elimination on All Forms of Discrimination against Women | |
| CELOS | Centre for Agricultural Research in Suriname | |
| CfP | Call for Proposals | |
| CI | Conservation International | |
| COVID-19 | Corona Virus Disease 2019 | |
| DC | District Commission | |
| DIM | Direct Implementation Modality | |
| DNA | National Parliament | |
| DR | District Council | |
| DRR | Disaster Risk Reduction | |
| EMSAGS | Improving Environmental Management in the Mining Sector of Suriname, with Emphasis on Artisanal and Small-Scale Gold Mining | |
| EnGenDER | Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean | |
| EU | European Union | |
| FPIC | Free, Prior and Informed Consent | |
| GCCA+ | Global Climate Change Alliance Plus | |
| GEF | Global Environment Facility | |
| GEN2 | Gender Marker 2 (UNDP) | |
| GIS | Geographical Information Systems | |
| GMS | General Management Support (UNDP) | |
| GPGC | Global Public Goods and Challenges | |
| GWP | Global Water Partnership | |
| HDI | Human Development Index | |
| ICZM | Integrated Coastal Zone Management | |
| ISS | implementation support services | |
| ITPs | Indigenous and tribal peoples | |
| IWRM | Integrated Water Resource Management | |
| KabPres CM | Coordination Environment in the Office of the President | |
| KAMPOS | Tribal Peoples’ umbrella organization in Suriname | |
| LBB | National Forest Service (Min RGB) | |
| MaFoSur | Mangrove Forum Suriname | |
| MAS | Maritime Authority Suriname | |
| MDS | Meteorological Service Suriname | |
| MECC | Mangrove Educational Centre Coronie | |
| METT | Management Effectiveness Tracking Tool | |
| Min Fin | Ministry of Finance | |
| Min HIT | Ministry of Trade, Industry and Tourism | |
| Min NH | Ministry of Natural Resources | |
| Min OWT&C | Ministry of Public Works Transport & Communication | |
| Min RGB | Ministry of Spatial Planning, Land and Forest Management | |
| Min RO | Ministry of Regional Development | |
| MIP | Multi-annual Indicative Programme | |
| MUMA | Multi-Use Management Area |
| NAO | National Authorizing Officer |
| NAP | National Adaptation Plan |
| NB | Division for Nature Conservation (Min RGB) |
| NCCR | National Coordination Centre for Disaster Management |
| NCT | National Coordination Team |
| NDC | Nationally Determined Contributions |
| NFMS | National Forest Monitoring System |
| NGO | Non-Governmental Organization |
| NIMOS | National Institute for Environment and Development in Suriname |
| NMA | National Environment Authority |
| OAI | Office of Audit and Investigations (UNDP) |
| PAC | Project Approval Committee |
| PMU | Project Management Unit |
| PSB | Project Steering Board |
| REDD+ | Reducing Emissions from Deforestation and Forest Degradation |
| RGB-NB | Nature Conservation Division of the Ministry of RGB |
| SBAA | Standard Basic Assistance Agreement |
| SBB | Foundation for Forest Management and Production Control |
| SCF | Suriname Conservation Foundation |
| SCPAM | Suriname Coastal Protected Areas Management project |
| SIDS | Small Island Development States |
| SMIN | Suriname Environmental Information Network |
| SMNR | Sustainable Management of Natural Resources |
| SSC/TrC | South-South Cooperation/Triangular Cooperation |
| STF | Suriname Tourism Foundation |
| SWM | Suriname Water Supply Company |
| SWRIS | Suriname Water Resources Information System |
| TNA | Technology Needs Assessment |
| UN | United Nations |
| UNDP | United Nations Development Programme |

Acknowledgements

This report was prepared by Maria Onestini. The international evaluation consultant would like to acknowledge and thank all who kindly shared their time, information, and inputs for the interviews, field visits, consultations that took place as part of this process. The international evaluator would also like to wholeheartedly thank Charelle Tjon A Loi for her warm support in the organization of the mission.

Disclaimer

Be stated that the analysis and recommendations contained in this document only represent the author’s analysis, and do not necessarily reflect the views and opinions of the United Nations Development Programme nor any other UN Agency, nor of the Donor (the European Union).

# Executive Summary

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* has been in implementation in the country since April 2020. As indicated in the planning documents as well as in the dissemination products, reasoning behind the implementation of this project has been to act upon Suriname’s high vulnerability to climate change. These materials indicate that the main effects of changes in climate include sea level rise and increased storm surges leading to coastal erosion and flooding, combined with decreased rainfall leading to lower river discharge as well as saltwater intrusion. This combination of the climate-related hazards is having increasingly adverse effects on coastal ecosystems and communities, including socio - economic consequences. Although the general perception in Suriname is that the country has an abundance of water available to meet human needs, it is also understood that (in the context of climate change), this could change more quickly than expected. Problems related to water management have negative consequences for the water security for all districts in the country. Vulnerability is not only due to physical or ecological issues, but also regarding socio-economic factors. The targeted districts were Coronie and Nickerie in the country’s western coastal area. The communities in these districts are made up mostly of farmers and cattle ranchers, fishermen, and public employees. The population in these districts is highly dependent on local natural resources. As of late, the communities of Coronie and Nickerie have faced issues and problems, for instance related to the availability of natural resources for livelihoods and productivity. Many of these are ultimately linked to climate change effects.

Therefore, improving the country’s capacity for adaptation and resilience to the impacts of climate change is a vital task. 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. The funded GCCA+ Phase 1 project was carried out in Suriname from 2016-2019. The focus of this previous phase was on the performance of the national meteorological service, on hydrological modelling as a basis for sustainable water resources management at the country level, and research on Climate Change adaptation in the agricultural sector. The intervention being evaluated here (i.e., 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)* builds upon the findings and achievements of the first phase of the same project. The objective of this second phase of the *GCCA+* project was *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*. It was expected to reach the above-mentioned objective through the attainment of two expected 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).

The intervention began in April 2020 and it is now in its final stages of implementation. It had a planned ending date of 31 October 2023, yet its conclusion has been extended to August 2024. The project implementation has been led by the UNDP Suriname Country Office following the Direct Implementation Modality (DIM). Other implementing partners included Ministry of Finance, Ministry of Land Policy and Forest Management, Ministry of Natural Resources, Ministry of Spatial Planning and Environment. Total planned project budget was EUR 5,500,000.00.

Due to the achievements of the first project and further needs assessed in the first phase, the EU agreed to support a second GCCA+ project stressing building resilience through integrated water resource management (IWRM), sustainable use and coastal ecosystems management (ICZM) in ways that increase the well-being of coastal communities through gender responsive capacity enhancement. The relevance of this initiative was very clear. Suriname suffers climate change effects. They affect the targeted coastal areas deeply in many ways, from disasters to climatic related hazards (droughts, floods, etc.) that jeopardize the communities in many ways (health, productivity, infrastructure, etc.). These issues are visibly increasing and are combined with weak in – country capacity to deal with such hazards. The Project was not only a conceptual but also a programmatic continuation of Phase One. It was based on needs assessments of the first tranche and quite properly addressed issues that were identified in the previous stage. However, design lacked several tools (weak results framework indicator set, application tools for implementing Project’s theory of change, etc.). This GCCA+ phase had to deal with critical externalities that without doubt greatly affected implementation. COVID-19, change in government, financial crisis, government spending cut backs: all impacted upon the Project. Some of these matters also led to changes in governmental priorities, prioritising other areas and policies besides those focused upon by the Project, and these further impaired institutional ownership as implementation progressed.

Project management adapted as much as possible to the abovementioned issues. They did so through adaptive management, through flexibility in implementation, as well as in instilling a sped-up delivery rate in the second tranche of implementation (i.e. after midpoint). Delivery was correct at the output level with achieved products and key activities, with a fair efficiency. Effectiveness, however, is more varied to assess, and effectiveness is not uniform. Due to design issues, delays, the already mentioned externalities, how effective the products and processes supported by the Project remain to be seen in general understanding that some products will engender effects and other not. For instance, some processes were still being developed while this final evaluation was taking place, therefore knowing if or how they have had an effect is not possible. Furthermore, shifts in ownership from the project planning stages to implementation, and even changes in relevance of climate change adaptation and integrated water management issues for policy institutions have impaired the uptake of several products developed (such as policy guidance, capacity built, etc.). For instance, mangrove related guidelines and water draft norms were developed with the assistance of the Project but there has been no discernible uptake and none is foreseen soon. This is coupled with weak and even weakened capacity at institutional levels to deal with these complex issues in an integrated manner.

Nonetheless, several products and processes were achieved fully and progress made which can be used as signs of the relevance of the Project, their efficient delivery, capacity generated, and the need to continue integrated and multi-faceted work in adaptation to climate change and integrated water management in Suriname. Among the products achieved with support by the Project, for example, are statical information gathered, climate data collection, disaster risk management plans and trainings, as well as support of small-scale producers to demonstrate that the generation of processes for increasing resilience and reducing climate vulnerability.

Gender was very well incorporated at design. Planning documents incorporated gender issues very properly and aligned them with national aspirations to incorporate gender equity in climate change adaptation and water issues. Quite properly gender in planning was not considered just the participation of women in events, but it included the understanding that there is a need to include and increase gender equality within a project’s aims and not exacerbate gender differentials in water management and in climate adaptation. Therefore, in planning gender equality principles were properly implemented. However, in effect, during implementation these principles were not necessarily incorporated across the board. While some institutions and non-governmental organisations that do already incorporate gender equity as an aspect to be carefully analysed and incorporated in their work did so within the framework of the Project, other institutions and individuals and key stakeholders resisted gender concepts in their work within Phase Two of the GCCA+ intervention.

This evaluation is forward looking, not only assessing delivery and progress, but also generating a set of recommendations for future programming. These Following are recommendations for follow – up and for future programming, based both on supporting and learning from positive aspects of this project, or in attempting to correct course in the future based on the issues faced in this project to support further programming and forthcoming projects. The summarised recommendations are:

* UNDP together with partners should accelerate immediate design for follow – up projects.
* Thematically, new projects should also aim for continuation, for instance continue work on climate change, focus on more vulnerable areas such as mangroves and low – lying areas, and instil true cooperation activities.
* Design of a project should be properly developed, with an adequate set of tools (accurate log frame, coherent and proactive indicator set, outcome and results based and not only product based). Results frameworks should place an emphasis on results and outcomes mainly, not only on activities and products.
* Design should conceptually and in practice directly link to the objectives of an intervention, avoiding the design –and therefore the implementation—of a myriad of activities and products that are not fully integrated amongst them and avoiding having activities that are not fully linked to the objective.
* Project staff and implementing partners need to be versant and trained in results-based implementation for this to take place, and for the proper use of all implementation tools.
* Projects should be properly followed through, monitored, and guided throughout implementation, not only regarding delivery of products but also connecting with results-based processes, effectiveness, effects and potentially impacts.
* Capacity issues within institutions and other institutional weaknesses should not only be acknowledged at design, there should be proper plans, strategies and risk management in place to counteract with appropriate leadership, and not await or expect that these issues dissipate within a project framework when it has not occurred in previous interventions or analysis.
* In cases where governmental institutions operate in “silos”, even in the same thematic areas, a transversal project should enhance and improve communication, sharing of project information between different areas of government to promote cooperation and joint policy development and joint actions needs to be implemented, and as much as possible make support contingent upon this type on inter – institutional cooperation that engenders integrated work.
* Project information, activities, products carried out by management or carried out by end users/partners should be well informed with open-source information, and be made available and communicated throughout implementation processes in an open way, regularly, and not waiting until a project ends to do so.
* Projects should develop a variety of knowledge management products in the proper media and in user – friendly manner (taking into consideration target groups capacities, digital gaps, and local languages).
* Gender should be more than an enunciation in planning documents. Gender plans in project planning documents should be fulfilled throughout implementation with the understanding that solely the enunciation of a gender strategy in project planning documents it is not sufficient for incorporating a gender perspective. There should be a clearly included gender perspective and gender equity analysis and processes in a cross-cutting way in all implementation interventions. Project staff and other institutions should be trained in this matter.
* All work with community – based organisations and individual local stakeholders should include support motivations for these local stakeholders. They should visibly benefit the community and have positive demonstrational aspects very clearly outlined, such as increasing value chain; creating enabling mechanisms to decrease vulnerability while facing issues.
* Projects should have flexibility built in as to be able to deal with unforeseen externalities and aid in adaptive management.
* An exit strategy should be developed early on (even at design and/or inception) to have all elements at hand that need to be put in place for sustaining achievements once supports end.

Although not exactly under the GCCA+, the EU and other cooperation partners have expressed their interest to support Suriname in different areas directly and indirectly related to climate change adaptation, integrated water resource management, and early warning systems. Using what has been achieved through this project, the lessons learned that this intervention has left, and earnestly understanding from the issues the GCCA+ Phase Two Project faced in Suriname can provide a framework for further successful work in adaptation to climate change and in integrated water resource management in a realistic context.

# 1. Introduction to the Project

## Background and context

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* has been in implementation in the country since April 2020. As indicated in the planning documents as well as in the dissemination products, reasoning behind the implementation of this project has been to act upon Suriname’s high vulnerability to climate change. These materials indicate that the main effects of changes in climate include sea level rise and increased storm surges leading to coastal erosion and flooding, combined with decreased rainfall leading to lower river discharge as well as saltwater intrusion. This combination of the climate-related hazards is having increasingly adverse effects on coastal ecosystems and communities, including socio - economic consequences. Although the general perception in Suriname is that the country has an abundance of water available to meet human needs, it is also understood that (in the context of climate change), this could change more quickly than expected. Problems related to water management have negative consequences for the water security for all districts in the country.

Vulnerability is not only due to physical or ecological issues, but also regarding socio-economic factors. As indicated in planning documents for this project, although Suriname has been classified as an upper middle-income country with long term metrics (such as the Human Development Index) there are a series of encroaching and growing economic issues that impact upon vulnerabilities. The economic bearing of inflation and currency devaluations regarding Suriname’s economy have negatively affected purchasing power as well as governmental budgets. Therefore, there is a tendency to increasing poverty and inequality. Coupled with this, outside of the main cities, the population is highly and directly dependent upon natural resources for the livelihoods, which (in turn) is impacted by diverse occurrences associated with climate change.

The targeted districts for this second phase of the Project were Coronie and Nickerie in the country’s western coastal area. The communities in these districts are made up mostly of farmers and cattle ranchers, fishermen, and public employees. There are a few settlements of indigenous people upstream from rivers that populate this region. The population in these districts is highly dependent on local natural resources. As of late, the communities of Coronie and Nickerie have faced issues and problems, for instance related to the availability of natural resources for livelihoods and productivity. Many of these are ultimately linked to climate change effects.

Periods of droughts and rainfall shifts periodically arise; flooding and heavy storm surges occur. Linked to these matters there is reduced access to fish, crop failures, coastal erosion, sea level rises and salt intrusion which are affecting quality of natural resources and access to water for irrigation and for human consumption.

Therefore, improving the country’s capacity for adaptation and resilience to the impacts of climate change is a vital task. 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. The funded GCCA+ Phase 1 project was carried out in Suriname from 2016-2019. The focus of this previous phase was on the performance of the national meteorological service, on hydrological modelling as a basis for sustainable water resources management at the country level, and research on Climate Change adaptation in the agricultural sector.

The intervention being evaluated here (i.e., 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)* builds upon the findings and achievements of the first phase of the same project. The objective of this second phase of the *GCCA+* project was *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 was expected to reach the above-mentioned objective through the attainment of two expected outcomes:

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# 2. Introduction to the Evaluation

## Evaluation purpose, objective, and scope

The Project is in its final stages of implementation at the time of this assessment. Therefore, a final evaluation is bound to take place within this time framework. The purpose of this evaluation, as indicated in the Terms of Reference for this process, was to assess the achievements of project objectives and results as specified in the Project Document, including any changes in the Results and Resource Framework approved by the Project Board, Management Response per Final Evaluation, and signatories of the project document. It is also indicated in these ToRs that the Final Evaluation should also review the project’s strategy and its risks to sustainability as well as specific progress and results on:

* Gender
* South-South and Triangular Exchange
* Knowledge Products and Visibility
* Cost Efficiency and Effectiveness
* Sustainability.

That is, the objective of this process was to examine the overall performance of the Project, if its inputs and activities led to expected outputs and outcomes, and if and how the delivered outputs contributed to 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 time scope of the evaluation runs from Project start – up to the date of this evaluation. Although a major emphasis was placed in achievements and processes that took place after the mid-point review, the scope is the overall project (as indicated in the ToRs). Attainments analysis is based on a comparison between actual attainments vis-à-vis expected achievements as expressed in project planning documents and their results framework, considering reforms and adaptive management as relevant.

There are, furthermore, several specific purposes/detailed scopes for this evaluation. The four specific categories for analysis are specified as follows (as indicated in the Terms of Reference):

* Project Strategy
* Progress Towards Results
* Project Implementation and Adaptive Management
* Sustainability.

The final evaluation followed a set of guidance and manuals that set standard practice for this sort of assessment processes. The guidance followed is reflected in the following documents: *UNDP Evaluation Guidelines* (by Independent Evaluation Office of UNDP, Revised Edition of June 2021, and January 2024); and *UNDP Evaluation Guidelines 2021 Updates and Revisions* and *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects.* Gender and rights-based guidance were also used as directions for this assessment process. This assessment was conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ of 2020, as well as other relevant guidance.[[1]](#footnote-2)

## Evaluability analysis and limitations

The Project itself presented a fair level of instruments, information, and tools at the substantive and at the formal/administrative levels to assure an appropriate level of evaluability. The Project, at design and at inception stages, developed a series of tools that can –therefore-- be the basis for evaluability. For instance, a results framework was developed where expectations vis-à-vis accomplishments could be analysed. Even at this early stage of project assessment, it has been identified that the project has several substantive inputs that aid in evaluability. Also, the Project was based on planning documents that include not only a results framework but also background information that identifies the problems addressed and their root causes. Additionally, reporting further supported evaluability. This includes reporting at different levels and for different institutions (such reporting for / by donor, reporting for implementing partners, etc.).

Evaluability was further aided by the mid-term review, management response, and other materials generated after this midpoint assessment. Reporting and reviews aided in carrying out follow up analysis on implementation and supported evaluability as it relates to adaptive management. All the above imply that the proposed methodology of document review was implementable and feasible within the basis for this assessment given that formal and substantive components were present to guarantee a certain level evaluability and to support the proposed methodology indicated below.

However, regarding document review, the one matter that affected evaluability to some degree was the fact that several documents were not produced or not made available to the evaluation. This was because due to the delays in implementation of interventions at the field and at the national level) several sections of the project were either ongoing or just finishing at the time of the evaluation. And, consequently, their reporting cycle was not finalised. In general, the document transfer was accomplished to some degree. Many documents, including end of project reports as well as knowledge management products, reports by partners were either not available (in part because they were still being prepared in part because they were simply not available, or because key project stakeholders understood that national government were not obliged to report. Yet, for the most part, programmatic documents were indeed available (such as minutes, reports from previous stages of implementation, etc.).

Although limitations (time, resources, travel, etc.) have been identified, these did not overly affect this assessment given that evaluation approach, methodological means, and analytical approach avoided any restrictions. Although there were some delays and last-minute modifications regarding organizing the mission, these were worked through so that they did not affect evaluability. Translation was adequately provided, and therefore this matter did not affect evaluability. The mission meetings and interviews as well as direct observation were carried out extremely well, reaching over 60 stakeholders with different and varied levels of involvement in the intervention. This meant that there were also on-site observations in both Coronie and Nickerie districts.

### Evaluation criteria, questions, approach and methodology

The criteria the evaluation used to assess performance and the rationale behind them around which the Project was evaluated were relevance, effectiveness, efficiency, sustainability, and cross-cutting issues. The rationale for analysing performance vis-à-vis the above-mentioned criteria was to generate findings based upon evidence and to generate lessons learned and recommendations. An evaluation matrix was developed early on in this assessment’s inception used to map data gathering and aid in the triangulation of available evidence. This matrix identified key evaluation questions and how they were to be answered via the methods selected. The evaluation matrix is a tool formed to map and reference in planning and conducting an assessment. It also serves as a tool for summarizing and visually presenting the evaluation design and methodology. The matrix identifies the key evaluation questions and sub questions, ordering them by criteria, and presents indicators, means of verification and methods to be used to assess each of the questions/sub questions. The evaluation methodologies used had as their driver the evaluation matrix (see Annex 3 Evaluation Matrix). This matrix includes criteria, key questions, specific sub-questions, data sources, data collection methods / tools, indicators, and methods of analysis, interlinking the questions with the data and the methodology to be used in this process.

The evaluation approach was participatory and consultative ensuring close engagement with key stakeholders and partners. This assessment did, therefore, use a variety of multiple information and data sources (primary, secondary, qualitative, quantitative, etc.) extracted from document analysis, desk review, mission (with field site visits) and online/telephone interviews. The approach entailed the collection and analysis of both qualitative and quantitative data to validate and triangulate information to have assessment methodologies implemented through specific tools that fed into each other and were mutually supportive. These aggregated methods can triangulate information, and thus ensure the validity of the data that give rise to the assessment process. The approach taken and the rationale made explicit underlying assumptions of the evaluation and the assessment was carried out keeping in mind challenges, strengths and weaknesses of evaluation methods and approaches that inform this process. The evaluation was a summative, project-wide assessment measuring performance against benchmarks. Furthermore, it was also forward looking by proposing recommendations to be implemented in future programming and project follow – up as well as lessons learned to support the evaluation’s learning process. The participatory and consultative nature of the evaluation was also extended to reports production which were put forth for comments at all stages (i.e., inception, draft final report, and final report). Regarding specific methodologies to gather assessment information, the following tools and methods were used:

* *Document review*: The desk review examined relevant project documents which were made available to the international evaluator such as: project planning documents and monitoring reports, Project Document, midterm review, work plans, minutes of meetings (see Annex 5 Documents Consulted). Furthermore, a set of more general documents were used as background to this analysis, such as UNDP CPD, UNMSCDF, UN Evaluation Guidance. As available other materials were also consulted. For instance, the webpages that contain information on the Project (UNDP, Government of Suriname, European Union, involved third parties).
* *Key informant interviews/focus group discussions:* Interviews and group discussions were conducted through a series of open and semi-open questions (semi-structured interviews) raised to stakeholders who were either directly or indirectly involved with the project. Field site visits took place to conduct in situ interviews and for direct observation of project interventions. Where necessary, the Project/UNDP arranged for interpretation of the interviews and dialogues. However, in these cases care was taken by the international evaluator to maintain the anonymity of responses. Engagement took place with different types of stakeholders. The interviews, meetings and field site visits were carried out to engage with those stakeholders and key informants who participated in a more general nature first (Ministries, local governments in Nickerie and Coronie districts, donor, UNDP) and then with direct beneficiaries. Also, dialogues took place with stakeholders who engaged in a more circumscribed manner (for example, people who participated in trainings) and lastly with those who engaged in the project in a very specific way. The interviews and / or focus group discussions were based on a protocol (i.e. interview guide) with the open-ended questions linking them to the criteria questions. This also insured triangulation and validation of data across different sources. Interviews and direct observation, field site visits, etc., took place during the international evaluator’s mission to Suriname which ran from June 15 to June 28.
* *Field site visits*. Linked to interviews above there were field site visits carried out to the project target areas (Coronie and Nickerie districts). These field mission endeavours not only involved interviews and focus group discussions as needed, but also direct observation of on-site implementation, as well as observation of end-users and other stakeholders’ dynamics. The methodologies in the field, therefore, not only comprised interviews and discussion but also observation. (See Annex 2 Mission Agenda).

# 3. Findings

## Project Strategy

### Project design and relevance

Relevance in a project is related to the extent that the objective(s) of an intervention are consistent with the needs and interest of the people, the needs of the country, national strategies, and relevant legislation and policies. Furthermore, relevance of project is also related to the extent that the aims of an intervention are aligned with national policies as well as corporate mandates.

The GCCA + Phase II Project was relevant in all the abovementioned accounts. First, at the national level since it addressed country wide issues regarding climate change adaptation. Also, at the district level since it zeroed into some of the areas most affected and most vulnerable to climate change impacts; these being the low-lying coastal areas of Nickerie and Coronie.

The impact of climate change is already heavily felt in the country, and modelling indicates that these negative effects will continue to escalate in the immediate future. Regional climate modelling predicts increasing mean annual temperature, decreases in rainfall in all seasons, sea level rise, as well as increases in the frequency and/or magnitude of storm surge experienced in the coastal areas. Therefore, the strategy of the intervention was aimed at addressing the identified problems related to these matters. The barriers in the context of CC adaptation, identified in several documents, were:

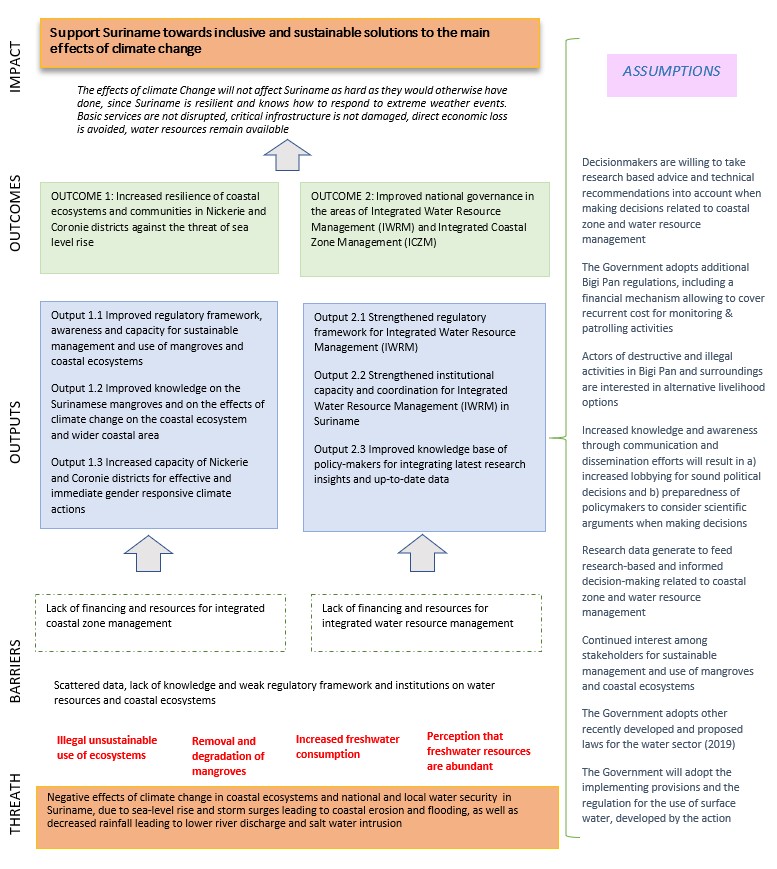
* + - * Weak resilience of coastal ecosystems and communities.
      * Weak national governance in the areas of Integrated Water Resources Management (IWRM) and Integrated Coastal Zone Management.
      * Need of revision of forest management act.
      * Weakness in awareness level about the mangrove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

Project design was specific in its aims and –consequently—on its formal strategies. The aim to increase national and subnational capacities to adapt to climate change in Suriname were based on the identification of a few barriers (among them the abovementioned ones). Therefore, formally, the strategy drawn was intended to acknowledge threats and barriers to support Suriname towards inclusive and sustainable solutions to the main negative impacts of climate change to adapt to these effects. This was intended to be done by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive skills enhancement.

Considering the issues and barriers present in Suriname, and particularly in the coastal areas the Project concentrated in regarding climate change adaptation, the project strategy –as designed—was conceptually relevant and it provided potentially the most effective route towards expected and/or intended results,

The Theory of Change (ToC) is aligned with these concepts. Below is the ToC as inserted in the approved Project Document (ProDoc). Additionally, below the ToC Chart is the explanation as to what processes support change (i.e. adaptation to CC).

Figure 1: Theory of Change



The main planning document (i.e. the ProDoc) explains the strategy visible in this chart in the following manner:

* + - * when data, research results, information and knowledge resources are available on water resources, mangrove, hydrology, dynamics, and climate change impacts on local ecosystems, and:
      * when awareness and education is carried out to ensure that policy-makers, ecosystem users and the general public understand development challenges related to these research results, and:
      * when the environmental, social, and economic benefits of ecosystem services are clear, and:
      * when an enabling environment of policies and incentives exists, and:
      * when actions are effectively implemented to achieve equitable and participatory management of coastal ecosystems and better governance of water resources, and:
      * when other actions are implemented to achieve the sustainable use of coastal ecosystems through gender responsive sustainable entrepreneurship, nature tourism and improved value chains in Nickerie and Coronie districts, and:
      * when coastal populations are prepared to respond in a coordinated manner to potential disasters due to natural or health hazards, such as flooding, caused by climate change, then:
      * the mutually supportive conservation and sustainable livelihood benefits will be delivered in the short term, and:
      * if this is sustained in time, with effective regional collaboration in the long term, *then*:
      * the capacity to adapt to climate change will be improved, globally and nationally significant biodiversity will be conserved, resilience and sustainable livelihoods of local communities will be sustained, and the negative impact of climate change related disasters will be reduced.

A related tool for implementation was (as in all these sorts of projects) the results log frame or results framework. The results framework as presented at design for this Project is found in Annex 6: Results Log Frame. Evaluations of UNDP-implemented projects are asked to do a SMART analysis of indictors. A SMART analysis entails exploring whether the indicators are Specific (S: Indicators must use clear language, describing a specific future condition); Measurable (M: Indicators, must have measurable aspects making it possible to assess whether they were achieved or not); Achievable (A: Indicators must be within the capacity of the partners to achieve), Relevant: (R Indicators must make a contribution to selected priorities of the national development framework; and Time-bound (T): Indicators are never open-ended, there should be an expected date of accomplishment).[[2]](#footnote-3)

A critical analysis of the indicators shows several issues. This analysis is made within the basis of what the log frame was at design. In the first place, at the design stage, many indicators lacked a baseline. Not only this seems to be due to lack of data or lack of harnessing of data, but also for a misconception that since the Project had not started than there would be no baseline data. In several cases, in the columns that indicate baseline, phrases such as *None (project not started yet)*. For instance, this is the case in expected sub outputs 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); 1.4.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); 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); 1.2.d Degree to which research based recommendations made through this project for concrete measures are included in Multi Use management Area (MUMA) management plans; 2.1.a (Number of regulatory documents for IWRM supported by the project), as well as several others.

This analysis is not illogical, and that is why is asked for in evaluations. Without baseline indicators outcomes cannot be measured. That is without having a clear picture of what the situation is at start-up it is not possible to determine what effect/result/impact a project has had. Therefore, this metric is key for a result – based analysis and result-based project management.

Other indicators seem to be fully appropriate to this project. This is for instance very salient in Impact (Overall Objective) indicator, where it is stated that the objective is to “Support Suriname towards inclusive and sustainable solutions to the main effects of climate change”. One of the two impact indicators there is “5% increase in expenditures per capita spent on the preservation, protection and conservation cultural and natural heritage that can be attributed to interventions of the project” which cannot be fully linked conceptually to the objective nor to its results. This also relates to the question of timing given that in the time- frame of three years for this project it is unlikely that there will be a surge in expenditure per capita in preservation due to a project’s effects. Furthermore, for the two expected outcomes (*Outcome 1: Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts against the threat of sea level rise* and *Outcome 2. Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM))* there are only output/activity indicators, no specific outcome indicators per se.

Some baseline indicators do not use correct language. For instance, in sub output 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, the baseline is stated as: In GCCA+ previous project, 1000 community members were trained in sustainable mangrove management and resource use. That is not specific nor adequate for postulating as a baseline indicator.

*Specificity* or appropriateness, as expressed in the language of the indicators, is also lacking in several gages (in 1b for instance since it states as an indicator the number of jobs supported/sustained by the EU; this is not accurate since it should indicate what the project supports not what the European Union supports). Other indicators are not *measurable*, for instance since they are not expressed in a metric form. For example, the number of businesses to be supported, the number of policies to be developed, and even the number of knowledge management products to be achieved is not specified, therefore no metric can be applied.

The question of *timing* is also an overarching issue, not reaching exclusively to the indicators. Although clearly by stating the log frame that the indicators must be met by project end the outcome/output indicators are time- bound since they are not open-ended, the overall timing of the project is to some degree unrealistic. Particularly if expecting concrete outcomes and effects when dealing policy adoption, national uptake, etc. This is related further to attainability. For a project that is planned for three years it is overambitious and perhaps not realistic enough (that is not *attainable*) if it is expected that the project should not only to generate activities and products, but to have concrete outcomes in the policy arena within the national context.

Although several of these issues were pointed out in the mid – term review, no overarching change to the results framework and its indicators was carried out after this assessment. Some indicators were modified in different reporting documents, but not systematically, therefore the indicator set was not altered in an overarching manner nor correcting the issues mentioned in the midpoint assessment.

Formal strategy expressed in intended outcomes is proper, yet the linkages between outputs and outcomes is not clear. Implementing tools are somewhat weak (results logical framework / some indicators, ToC). As a result of this, a myriad of activities without a transversal link took place, and although they are commendable on their own, they are not fully integrated nor even articulated with one another in many cases.

Evaluations are asked to examine the use of the project’s results framework/ log frame and other similar instruments that are to be employed as management tools as well as examine how they guide the implementation process.[[3]](#footnote-4) In this project there is very little evidence that the log frame and the Theory of Change were appropriated fully by key stakeholders to completely use them as guidance tools for implementation to the point that key implementation stakeholders have indicated that they did not deal with these tools during implementation.

The underlying assumptions were comprehensive, wide-ranging, and presented in different planning and preparation instruments (such as the Project Document text, the results log frame, and the Theory of Change chart, SESP, etc.). The risks and assumptions vary from the potential use of research-based information for decision-making and expectations as to whether there will be uptake by government not only to adopt policy but also to generate financial mechanisms for MUMA management and for other decision – making processes. The latter are pointed out as: *increased lobbying for sound political decisions as well as preparedness of policymakers to consider scientific arguments when making decisions; and that the Government will adopt implementing provisions and a regulation for the use of surface water*.

Other identified risks --upon which many different assumptions are based-- were economic (inflation and exchange rates fluctuation); political (elections); high turnover in different government areas; other governmental priorities; and ownership (or lack of) regarding the policies and programmes that need to be adopted to generate outcomes and concrete results/effects. Risks classified as substantial were various and as it will be seen further along this report, these assumptions were not incorrect and they affected outcomes and results. Guided by UNDP requirements, the Project went through a Social and Environmental Screening as evidenced in the SESP template contained in the final Project Document, which was aligned with identifying safeguards policies in effect at the time of project approval.

Lessons from other projects in the relevant areas were properly incorporated into the project, and –at least at the planning documents level—synergies with previous, planned, as well as ongoing projects was sought. The projects mentioned in design documents upon which GCCA+ Phase Two was intended to draw lessons and generate energies were the following: Reducing Emissions from Deforestation and Forest Degradation (REDD+) project; Amazon Sustainable Landscapes (ASL) project; Enabling Gender-Responsive Disaster Recovery (EnGenDER); Climate and Environmental Resilience in the Caribbean; and the intervention named Improving Environmental Management in the Mining Sector of Suriname, with Emphasis on Artisanal and Small-Scale Gold Mining (EMSAGS).

Nevertheless, the main project upon which this Phase of GCCA+ builds upon is the previous EU funded project for this programme (i.e. Phase One). Phase One was carried out between 2016 and 2017 in Suriname, it was meant to contribute to the reduction of Suriname’s vulnerability to the negative effects of climate change by enhancing local capacity to cope with these adverse effects and to develop adequate solutions. The previous phase contributed to the development of a National Mangrove Strategy, supported the updating of three MUMA Management Plans and the development of an Integrated Water Resource Management (IWRM) Situation Analysis and Action Plan. Furthermore, Phase 1 further developed tools to be used in the project being evaluated here. Altogether, the previous phase was key in identifying the needed actions and processes to be taken and norms to be adopted to support the objective of Phase Two.

The GCCA+ Phase 2 Project addresses formal country priorities, and is aligned with national sector development priorities and plans formally expressed at the time of design. At the national level this is expressed in Suriname’s National Adaptation Plan (NAP of 2019) which explicitly identifies the need for climate change adaptation that respects the Surinamese society and culture and reduces gender and social inequities. Also, the factors that affect the country with regards to adapting to climate change are shown in the different national communications presented to the UNFCCC. NAP sets strategic adaptation priorities at the national level and aims at integration and mainstreaming of adaptation issues into policies, programmes, activities and development planning processes and strategies, across multiple sectors and levels. It defines eight guiding principles that are underlying all Suriname’s climate-related policy positions: 1) Manage risk, build resilience, and explore opportunities, 2) Legislate, 3) Equitable participation, 4) Educate and train, 5) Inform and report, 6) Commit resources to goals, 7) Partner with private sector and prioritize technology, 8) Science and research-based decision making. The project’s strategy was fully aligned with these planned processes.

Furthermore, the Project was aligned to Suriname’s national development plan (which is released every five years) current at the time of design. This project was specifically aligned with the 2017-2021 Policy Development Plan, which accentuates sea level rise given that climate change makes it necessary for Suriname to pay even more attention to coastal and riverbank protection, and states that “Emphasis will be placed on a sustainable coastal protection and optimal water management. Conserving the estuarine coastal strip enjoys high priority, as the natural vegetation essentially contributes to the protection of the coast.”

Within the UN framework, the Project addressed (directly and indirectly) several SDGs. Mainly SDG 13 on climate change, but also SDG 6 on Clean Water and Sanitation, as well as SDGs 5, 8, 11, 15, and 17. The project was relevant vis-a-vis the United Nations Multi-Country Sustainable Development Framework (UNMSDF) 2017-2021. At the UNDP corporate level, the Project was fully aligned with the UNDP Country Programme Document for Suriname 2017-2021 current at the time of design and in the first stages of implementation. This means that project was aligned with expected Country Program Outcome “Policies and programmes for climate change adaptation, disaster risk reduction, and universal access to clean and sustainable energy in place”. It was also aligned to the Country Programme Document for Suriname (2022-2026),[[4]](#footnote-5) which was contemporary to most of the implementation process.

Lastly, within corporate mandates of the donor, the Project was relevant regarding 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+) takes place. The GCCA+ operated to build climate resilience by mainstreaming climate change into poverty reduction and development efforts, increasing resilience to climate-related stresses and shocks including through promoting disaster-risk reduction, as well as supporting the creation and implementation of concrete adaptation and mitigation strategies, plans and actions.

Given that the Project Document indicates that for “stakeholder engagement to be effective, it should be inclusive and therefore it is necessary to determine who the stakeholders are, to understand their needs and expectations for engagement, and their priorities and objectives in relation to the project and its activities” it is assumed although not corroborated that these were included or consulted at some level in the decision-making processes that led to the final design of the intervention. That it, is assumed (again but not validated) that the perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process were considered during project design processes. Some key partners, however, indicate that they were not consulted. This is to some degree perhaps due to the high turnover of partners in key positions, changes in governments, etc., that hinder institutional memory for this sort of projects.

### Gender in design

Gender issues were very thoroughly raised within project design[[5]](#footnote-6). Not only attendance or participation of women in project events but also other more systematic and more analytical matters were raised in design.

Even emblematically, the aim of the project is delineated in gender – responsive language. It is stated that the main aim of this 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*. This is also stated in different specific expected outputs throughout planning documents.

Project design acknowledges not only that mainstreaming gender equity and social inclusion is paramount in ensuring environmental rights of women, but also acknowledges that gender related differential vulnerability to water issues as well as climate change and –therefore adaptation—is closely related to this. Specifically, several project outputs include gender aspects. Four expect outputs had gender marker GEN2 (Outputs 1.1, 1.3, 2.2, and 2.3)[[6]](#footnote-7). This means that they are meant to have a Significant Contribution to gender equality.

The Project Document also contained or prescribed several tools and directives to guide the realisation of gender-related results such as a project-specific Gender Action Plan, engaging a senior gender advisor, gender training for all project management staff, and specific implementation efforts (such as using gender sensitive language, ascertaining the participation of women in all aspects of the project including decision making).[[7]](#footnote-8)

These matters, in theory and in policy, are not extraneous to Suriname and therefore highly linked to national level relevance of the project. A National Adaptation Plan for Suriname exists which is very gender-responsive and touches upon many issues on climate change adaptation. It was in preparation during design of this project and it came into effect at the time of project start. In 2019, the Government of Suriname through the Ministry of Home Affairs, Bureau Gender Affairs issued a Gender Plan of Action 2019-2020 and a Gender Vision Policy Document 2021-2035, also.

## 2. Progress Towards Results

### Efficiency

Efficiency as an evaluation criterion is understood to be the extent to which results have been delivered with the least costly resources possible. Efficiency is a gage of how economically resources/inputs (funds, expertise, time, etc.) are converted into results. The analysis of efficiency responds to the evaluation questions of to what extent resources/inputs (funds, time, human resources, etc.) have been turned into results and the results have been delivered with the least costly way possible, in a timely manner and with high quality.

A tool for having an overarching view to visualize to what extent the expected outputs and activities of a project have or have not been achieved or are likely to be achieved by project-end is the Progress Towards Results Matrix, as described in *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects[[8]](#footnote-9)*. This chart contains a colour coded progress in a “traffic light system[[9]](#footnote-10)” based on the level of progress achieved. This is tallied considering to what extent have the log frame indicators been met as compared against progress made towards the end-of-project targets. Ratings are assigned on progress for the project objective and each outcome. The achievement level is based on project reporting before this final evaluation. The chart is below. After the chart there is a global analysis of the achievements, vis-à-vis the efficiency criteria.

Figure 2: Progress to Date Chart

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| ***Impact (Overall Objective): Support Suriname towards inclusive and sustainable solutions to the main effects of climate change[[10]](#footnote-11) [[11]](#footnote-12)*** | | | | | | |
| **Indicator** | **Baseline** | **End Target** | **Progress to date** | **Level Assess-ment** | **Achi-eve-**  **ment**  **Rating[[12]](#footnote-13)** | **Justification for Rating** |
| Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters (SDG 11.5.2) | Information not yet available | 5 % reduction in direct economic loss due to damage to critical infrastructure and number of disruptions to basic services a attributed to disasters | Information not available |  | U | No reporting on impact. Impact analysis not carried out. Yet all other information and data indicate that level of economic loss reduction *attributable* to Project did not occur at the level indicated. No baseline. |
| Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and sponsorship) (SDG 11.4.1) | Information not yet available | 5% increase in expenditures per capita spent on the preservation, protection and conservation cultural and natural heritage that can be attributed to interventions of the project. | Information not available |  | U | Not reported. Nevertheless, this indicator does not appear to be fully associated to the expected objective, expected outcomes, nor to the expected activities that were achieved, and unrealistic. |
| ***Outcome 1. Specific Objective 1: Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts against the threat of sea level rise [[13]](#footnote-14)*** | | | | | | |
| *Output 1.1 Improved regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystems* | | | | | | |
| **Output Indicator** | **Baseline** | **End Target** | **Progress to date** | **Level Assess-ment** | **Achieve-**  **ment**  **Rating** | **Justification for Rating** |
| 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 special protected forest by updating article 5. | By end of year two Revision of Forest Management Act drafted. | Not completed  Discussion initiated on new coastal management amongst the Ministry of Land Policy and Forest Management and Ministry of Spatial Planning and Environment and the Foundation for Forest Management and Production Control |  | HU | End target not achieved and there is no expectation that it would within the near future (i.e. within finalization of the project a month after this evaluation takes place). |
| 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 | **Completed**  National Conservation Department (NCD) completed the METT assessment for the North Coronie MUMA and Bigi Pan MUMA. The Bigi Pan MUMA score at the end of the project was 68 and North Coronie MUMA scored 59.3. |  | **S** | METT assessment accomplished and scores correspond to expectations. |
| 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 | **Partially Completed**  Amendment of Forest management Act was not drafted, MUMA Management Structure designed and Draft Legal Framework Management Body currently in review with the Legal department of the Ministry of GBB.  for the Bigi Pan and Noord Coronie MUMA’s |  | **U** | Given that the output clearly indicates that a regulatory framework for conservation and sustainable use of mangroves would be established with the support of the project, and this has not been achieved, this is clearly an unaccomplished goal within the framework of the Project and it is not expected to be achieved by project – end.  As the PMU reports, processes and/or activities were partially accomplished which are under current review. Yet others such as the amendment of the Forest Management Act was not drafted.  There is no expectation at the national level that uptake will occur, and that the regulatory framework will be established within the remaining work period. |
| 1.1.d Status of updated educational programme with the support of the project on Mangrove Conservation linked to climate change | Current educational programme of RGB-NB in Nickerie; Input material produced in previous GCCA+ project | Updated educational programme active by year 2 | **On track**  Development Communications and Education strategy currently ongoing in collaboration with the Amazone Sustainable landscape Project (GEF) Restoration NCD Building including upgrade NCD department ongoing. |  | **MS** | Target achieved at the output level. No global information on the effect or outcome level. |
| 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% of community members of Nickerie and Coronie including women, men, ITPs, marginalized, disabled, and youth, engaged in education/awareness activities about mangroves and coastal ecosystems by the end of a project. | **Completed**  Up to now the project has reached 12,919 persons (60%) of the total population of Coronie and Nickerie). Local communities have been engaged in education/awareness activities about mangroves and coastal ecosystems, of which 5321 are women; 4351 men, and 3247 youth. |  | **S** | Target achieved at the output level. No global or all-encompassing information on the uptake, impact, or effect of activities. |
| 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 districts with the support of the project. | 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 the next phase of establishing new businesses. | At least 10 innovative small businesses developed based on sustainable income alternatives by end of project. | **Completed**  In partnership with implementing partner IICA the following results were achieved in Nickerie and Coronie district:  3 small business (all women lead) were identified for innovation based on sustainable income alternatives, three (3) micro-irrigation (overhead sprinklers & drip system) systems installed and operating at selected pilot sites ranging from 1000-2000m2. Five (5) Low-cost solar fish dryers installed |  | **HS** | Target achieved. Innovation or upgrades incorporated, that could lead to increased resilience considering climate change negative effects in target districts (Coronie and Nickerie). |
| 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 | **Completed**  Total of 283 entrepreneurs consisting of vegetable and livestock farmers, beekeepers, and agro- and fish processors in Coronie and Nickerie participated in vocational training under partnership with IICA, |  | **S** | Target achieved at the activity level. Training in innovation or upgrades which if there is uptake and sustainability could lead to increased resilience for community members considering climate change negative effects in target districts (Coronie and Nickerie). |
| 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 | **Completed**  In partnership with IICA 3 small businesses lead by women identified for innovation support sustainable income alternatives |  | **HS** | Same as 1.1 F since it is the same output. |

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| *Output 1.2: Improved knowledge on the Surinamese mangroves and on the effects of climate change on the coastal ecosystem and wider coastal area (stopped here).* | | | | | | |
| **Output Indicator** | **Baseline** | **End Target** | **Progress to date** | **Level Assess-ment** | **Achieve-**  **ment**  **Rating** | **Justification for Rating** |
| 1.2.a Number of 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. | Parameters under the existing protocols include the themes of spectral reflectance (remote sensing), soil organic carbon, above ground carbon, mangrove tree health and species occurrence. | Mangrove monitoring expanded to include at least 3 more parameter themes (such as aquatic species, water quality, social interactions) by the end of project. | **Completed**  6 Additional Permanent Sampling Plots assessed. A total of 12 subplots were scanned with terrestrial laser scanner (TLS) to obtain 3D-scans, resulting in improved assessment of aboveground carbon storage. |  | **S** | Accomplished at the output level. |
| 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. | **Completed** Monthly water quality measurements executed in 28 locations in collaboration with WLA. Approximately two years of water quality measurements of water quality parameters namely conductivity, turbidity and PH. Installation of 35 Hydro-Met Equipment by MDS and the WLA of the Ministry of Public Works. Audit of Installation ongoing in February and March 2024. |  | **HS** | Ongoing at the time of reporting. No information if all parameters are being measured, yet this area of the intervention has been a good practice. |
| 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) | **Completed**  Research reports in final review. Analysis to improve understanding of ecosystem dynamics to be completed in Q1 of 2024 Total mangrove area of 880.39 km² considered consistent with earlier results. Participation of 9 representatives from the Foundation for Forest Management and Production Control (SBB), the Anton de Kom University of Suriname (AdeKUS) and the Center for Agricultural Research in Suriname (CELOS at the sixth Mangrove Macrobenthos and Management conference (MMM6) in Cartagena, Colombia |  | **MS** | Achievement at the output level, some aspects ongoing. No quality assessment of reports.  South – South exchanges took place, yet outcome of this is not harnessed, just that the exchanges did take place. |
| 1.2.d Degree to which research-based recommendations made through this project for concrete measures are included in Multi Use management Area (MUMA) management plans. | None (project not started yet) | Research-based recommendations to at least 3 research priorities listed in the MUMA management plans covered by the end of the project. | **Completed**  Research-based recommendations to at least 3 research priorities listed in the MUMA management plans. (Water management, social and ecological linkages and influences on the environment |  | **MS** | Completed at the output level. Key stakeholders indicate that these parameters not being implemented, monitored, etc., as of now, signalling that uptake has not taken place yet. |

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| *Output 1.3: Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions* | | | | | | |
| **Output Indicator** | **Baseline** | **End Target** | **Progress to date** | **Level Assess-ment** | **Achieve-**  **ment**  **Rating** | **Justification for Rating** |
| 1.3.a District1.3.a District Disaster Risk Reduction Plans in Nickerie and Coronie updated and elaborated based and 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. | **Completed**  Together with National Centre for Disaster Management (NCCR) completion of increased capacity of all District Commissariats (19) for DRR, with support from UNFPA, Suriname Red Cross Society, Min of LVV and Ministry Justice Police. In total 175 participants were trained. Suriname Red Cross Society (SRCS) completed the strengthening of DRR capacity and first response building in Coronie and Nickerie, with installation and completion of 74 (47 female and 27 male) CDRT members. Completion of 3 disaster simulations in the 2 districts, based on the developed 6 community disaster plans.  1184 households in Coronie and Nickerie were reached through a door-to-door awareness campaign, involving the sharing of information and distribution of brochures on family disaster plans. |  | **S** | Completed at the output level and some evidence signals that several key aspects have been tested in disasters linked to Climate Change. No access to plans or strategies for this evaluation, yet partners that developed these plans indicate that gender aspects were included due to their engendered modality of work. Evaluation had access to some awareness information, one of the few cases whereby this was possible. Lack of linkage with other endeavours in the districts and many key stakeholder groups and district staff were not aware of this work, of plans, etc. |
| 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 developed for Nickerie and Coronie, awaiting approval from DNA. Main risks identified. | By the end of year 2, protocols for monitoring and advisories/warnings of main climate change induced risks for Nickerie and Coronie are developed, including communication linkages between monitoring institutes. By the end of the project, protocols for advisories/warnings for main climate change induced risks are implemented and information is accessible for the coastal community of Nickerie and Coronie | **On Track**  Process initiated for development of Policy guidance note on Real-time hydrological and meteorological information sharing for early warning system by Ministry of Public Works. Recommendations to be completed by the end of the project. |  | **MS** | In process, there are expectations that the product will be achieved, yet policy will not be adopted by project end, in part due to the delays in part due to weak institutional ownership. |
| 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. | **Completed**  Completion and handover of 3 District Disaster Plans with decentralised early response in administrative units, including climate change and risk reduction measures. |  | **S** | Completed at the output level and some evidence signals that several key aspects have been tested in disasters linked to Climate Change. No access to plans or strategies by this evaluation, yet partners that developed these plans indicate that gender aspects were included due to their engendered modality of work. Lack of linkage with other endeavours in the districts and many key stakeholder groups and even district personnel were not aware of this work, of plans, etc. |

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

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| *Output 2.1: Strengthened regulatory framework for Integrated Water Resource Management (IWRM)* |

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| **Output Indicator** | **Baseline** | **End Target** | **Progress to date** | **Level Assesment** | **Achieve-**  **ment**  **Rating** | **Justification for Rating** |

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| 2.1.1 Number of regulatory documents for IWRM supported by the project | None | At least 3 regulatory documents by end of project (related to: surface water legislation; sectoral policy on water governance; streamlining national policies with IWRM) | **Completed**  Draft Legislation on Surface Water and document on Surface Water Quality Standards completed, to be handed over for endorsement to the Ministry of Natural Resources. |  | **U** | Although output and related products have been completed at the output level—albeit late-, key stakeholders within government clearly indicated that these regulatory documents will not be adopted. In some part due to the delay in development at the very end of the project and with little opportunity to work on processes for adoption. At some level this candid assessment by government indicates that it is not only the tardiness of achieving product, it is also due to other matters such as shifting governmental priorities and overall lack of ownership of these policy products. |
| *Output 2.2: Strengthened institutional capacity and coordination for Integrated Water Resource Management (IWRM) in Suriname.* | | | | | | |
| 2.2.1 Status of operational plan development for IWRM coordination with support from the project | No operational plan on IWRM | Operational plan for IWRM coordination by year 3 | **Completed**  National Water Platform under direction of the Min of NH installed and operational. |  | **S** | Product achieved. |
| 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. | **Completed** Curriculum Developed and water professionals trained. 20 Ministry staff (15 women and 5 men) trained in Basic Concepts of IWRM. 46 Students including females from ADEK, PTC technical college, NATIN trained in water quality sampling and data analysis. 119 participants successfully completed the IWRM training, of which 47 completed all eight modules (received certificate with honor). |  | **MS** | Products achieved. Yet there is no data on uptake, impact, effect of training. Therefore, an encompassing result – oriented analysis is lacking. |
| 2.2.3 Number of water professionals (disaggregated by sex) participating in international exchanges for capacity building on IWRM with support of the project | None (project not started yet) | By the end of the project, at least 4 international exchanges for capacity building on IWRM (2 with regional/ international water management institutions, 1 global water organization, at least 1 transboundary exchange) | **Completed**  Six individuals participated in a South-South Cooperation Knowledge Transfer Program in Colombia to enhance capacity in water governance and management activities. This included implementing policies and managing water at the district level. Participants included 2 members of the National Water Platform, PS of Min. NH, PS of Min. PW and water professionals. Participation of 6representatives of the Min of Natural Resources and Min of Public Works (including the PS of Min. Public Works) and water professionals during 32nd Conference of the Caribbean Water and Waste-Water Association (CWWA) in Georgetown Guyana. |  | **MS** | South – South exchanges and travel to international meetings took place.  Although the activity has been completed there is no information nor analysis on the results beyond that they took place.  Several stakeholders that took part in these exchanges could not indicate what their benefit was beyond that they took place. |
| 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 | **Completed** Cross-sectoral governance body for IWRM governance installed under leadership of the Ministry of NH. No progress on transboundary collaboration |  | **U** | Although it is reported that this forum has been established, key partners even within governmental divisions are not aware of their functioning. As indicated in self-reporting by Project, there was no transboundary collaboration. |

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| *Output 2.3: Improved knowledge base of policymakers for integrating latest research insights and up-to-date data* |

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| **Output Indicator** | **Baseline** | **End Target** | **Progress to date** | **Level Assesment** | **Achieve-**  **ment**  **Rating** | **Justification for Rating** |

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| 2.3.1 Number of people (disaggregated by sex) reached through the project with awareness raising events in Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) | None (project not started yet) | At least 20 policymakers, 20 media professionals reached by the end of the project | **Completed**  14 policymakers (10 male and 4 female) reached during the Awareness activity commemorating World Water Day (22 March) and World Meteorological Day (23 March) in 2023.  In addition, at least 7 policymakers and members of the National Assembly were reached from April 2024 up to March 2024 |  | **MS** | Partially achieved at the activity /product level. No information on what has been the level of effect/impact. |
| 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 | **In progress**  First National Climate Statistics and Indicators Document completed and published through data collection, exchange and consultation with government, research, and private sector, using the United Nations Statistical Division (UNSD) “Global Set of Climate Change Statistics and Indicators Framework. Expectation to completed by the end of the project |  | **HS** | This evaluation has gathered information that this process has collected and published statistical information of key nature and that it is readily available (although the project reports that this is in progress, this evaluation is informed that this product has been fully completed).  This can be considered a best practice. Suriname is one of only five countries in the world to have this information harnessed in such way. Also, a best practice given that data was provided by several stakeholders (with a participatory approach) and it has been done in a collaborative and in a very horizontal manner. A best practice also given that the data and publications are now open-sourced with wide and open availability, to freely inform decision making process.  See: https://statistics-suriname.org/milieustatistieken-4/ |
| 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. Project not started | At least 4 Knowledge products produced per year during the life of the project | **Completed**  Draft Surface Water Legislation and Report on surface water quality completed. Video products include 2 videos on sustainable water management and 2 videos on mangrove conservation. Presentation of 6 research results at international fora on mangrove (MM6) and Water management (32nd CWWA). 3 research reports on Mangrove under review for publication. |  | **MU** | Videos are reported as produced. Although Surface Water Legislation is reported as completed, relevant national authorities indicate that there will be no uptake, and no endorsement of draft normative. |
| 2.3.4 Number of visitors to data sharing platforms for Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) | None. Project not started | At least 500 visitors to data sharing platforms for Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) registered by the end of the project. | **Delayed**  Data to be delivered by service providers |  | **MS** | As Project reports, data not available on delivery. Expectations are that it will be delivered by project end**.** |

As seen above, the Project has been comparatively efficient in achieving a set of outputs/products. Also as seen above, the delivery of products, activities, etc., has been achieved to a degree. However, the same is not for achievements at the outcome/effects level, as seen in PMU reporting and as seen in the absence of effect / impact analysis (that is, absence of effect or impact analysis of most products and activities) in several areas. This evaluation has harnessed qualitative information besides what is reported by Project, and it is indicative that in most cases policy products have had little or no effect. That is, there has been a level of achievements at the output levels and less achievements at the outcome level (when the indicator set was proper).

In general, the analysis might be curtailed by the fact that there are design issues (as seen in the SMART indicator analysis section of this report) given that the indicator set is deficient in several ways. First, impact indicators are not proper. Outcome indicators are not included in the Log Frame, just output indicators. And overall, the indicator set for outputs is marred by the fact that baseline is missing in a great deal of cases, and therefore it is impossible to analyse change because of the project given that comparison is not possible since the point of departure is not truly known.

Some key achievements can be highlighted, at the product level. For instance:

* Installation and equipping government with instruments hydrological and weather – related for data collection and maintenance of these instruments.
* Studies within university and research centres, METT analysis
* Work with partners in creating or improving conditions of small-scale producers to withstand negative impacts of climate change through grants for implementing partners for equipping and training small scale production at the local level.
* Water – related analysis and clean-up of water wells for demonstration.
* Capacity building activities within and outside grants processes, and for specific matters such as increasing data collection capacities.
* Support for draft legislation (for example, Surface Water) and policy guidelines drafted.
* Grants for dissemination of information and awareness raising activities for civil society organizations at the national and local levels.
* Travel funding for the participation of Surinamese representatives in diverse regional and international water forums and mangrove – related regional meeting.
* Support for statistical data and analysis, and publishing/dissemination of this data.
* Support for disaster risk management activities such as plans and capacity building (both at the local government level in Coronie and Nickerie and their respective communities).

Delivery by or through the Project of some other more basic materials also did take place such as: provision of PPE during the COVID-19 pandemic; equipment for national government for patrolling; upgrading government office buildings; purchase of gasoline for governmental work; purchase of office supplies for national government, etc.

At the product and activity level, there has been a reasonably positive extent of use of resources and inputs (funds, time, human resources, etc.) to turn these inputs into outputs. Overall, the quality of execution by the Project Management Units has been of proper quality to obtain products, particularly after the mid-point analysis which to a great degree created a setting for speeding up of delivery.[[14]](#footnote-15) In the section on effectiveness (a criteria different than efficiency) the efficacy of the achieved products will be analysed not only at the output level but more so at the potential outcome/effects level. This will be developed in the relevant areas of this report.

Demonstration grants, data gathering of all sorts –meteorological, ecological analysis, statistical indicators on climate change, risk plans, etc.-- have been mostly achieved at the product level in an efficient manner, yet efficiency in policy oriented and institutional work was much weaker due to several external factors. And as will be seen further along in the effectiveness section, although products might be achieved and delivered by the Project efficiently, in some cases there is no discernible effect within the timeframe of the project without proper uptake and ownership by institutional actors. Contributing factors for delivery were varied. These sorts of factors are indicated below.

*Contributing factors.*

* Quality of execution by the Project Management Units has been of proper quality to obtain products, particularly after the mid-point analysis which to a great degree created a setting where it was understood that delivery needed to be sped up to meet with deadlines.
* Adjustments by PMU through committed adaptive management techniques given the problems faced caused by externalities such as COVID-19 pandemic, currency issues, changes in government.
* Quality of execution and partnerships with and by some grantees and partners (not all) has been proactive and contributing to delivery and efficiency.
* Work in GCCA+ Phase One contributed to continuance and effective delivery, avoiding a pattern of “starting anew” and avoiding duplication.
* Realisation by some partners that adapting to and facing climate change in coastal communities in Suriname is a dire and urgent need and that matters should be tackled at all levels (micro, local, producers, communities exposed to risk, as well as through having accurate data for early warnings and for policy etc.).

The Project, regrettably, also had to face several obstacles (administrative, financial, and managerial) which to a degree affected its efficiency. These hindering factors are indicated below.

*Hindering factors.*

* Quality of execution by some grantees or partners which was lacking in appropriation and ownership hindered efficiency and –perhaps more importantly—hindered efficacy and effects of delivered outputs.
* Slow start of delivery for several issues as seen below.
* COVID – 19 restricted the inception and initiation of activities.
* Economic issues, such as Suriname’s economic crisis, debt default, devaluation, as well as meeting with international institutions directives to reduce government spending, affected negatively the Project in many ways. This was manifested, for instance, in reduced government staff and therefore less workforce to deal with the Project within government structures as well as governmental budget cut- backs which, in sequence, reduced expected co – financing.
* Linked to the two issues above (i.e. COVID-19 and financial crisis), these impacted negatively in a connected manner upon project procurement and financial management. After COVID-19, the Project endured several procurement issues associated with supply chain issues relevant to the pandemic.
* Furthermore, devaluation of national currency affected financial management across all financing including procurement of materials but also in grants. Partners faced several issues in implementing grants given fluctuations of exchange rates and those issues impacts upon budgeting and in overall expenditures. Other financial matters such as tax issues delayed delivery of imported goods and procurement rules also slowed down or impeded obtaining supplies.
* Some grantees and key implementing stakeholders have objected to the rules that they had to follow to receive grants and that the financial payments in some cases were delayed.
* Changes in government have also hindered delivery. While the project was developed and planned during one government, it was basically implemented in another government of a different political sign. This delayed the creation of decision – making structures within the Project (board, etc.) but also hindered ownership of the Project and its intended outputs/outcomes at many levels.
* High governmental rotation (not only at the national level but also at the district levels) which implied that negotiations for delivery needed to be re – started repeatedly, therefore impacted upon efficiency. This is paired with lack or weak communication between different areas of government, even if these areas deal with the same or similar subjects and issues. There is also a weakness of communication internally within the different ministerial level strata, for instance between central offices in Paramaribo and government staff in the field and even between national and subnational governments. These issues have made implementation difficult in several ways.
* Complexity of working with such a large number and variety of stakeholders, partners, institutions, ministries, government agencies at different levels with disarticulation between and among the different partners, even if working in the same areas of governments have impacted appropriation, ownership, and therefore effectiveness.
* Lack of mutual knowledge between the different stakeholders (from different areas of government, different levels of government, and from civil society) of what each was doing until the very end presentations of the Project, linked to communication issues and few user-friendly KM products generated nor disseminated until the very end stages of implementation have hindered coherence between and among different areas of delivery

### Effectiveness

Effectiveness is defined as the extent to which an intervention achieved, or is expected to achieve, its objectives and its results. Analysis of effectiveness involves taking account of the relative importance of the objectives or results. The term effectiveness is also used as an aggregate measure of the extent to which an intervention has achieved or is expected to achieve relevant and sustainable impacts, efficiently and coherently.[[15]](#footnote-16)

The objectives of Phase 2 of the GCCA+ project in Suriname is clearly indicated in planning documents as follows:

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 capacity 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).

At the output level (products, activities, etc.) and as backed by Project reporting data, a good number of expected outputs as products were achieved or are expected to be achieved shortly after this evaluation by project end. However, analysing the *effectiveness* in achieving the overarching objective and the two specific objectives by quantitively comparing if the objective indicators were met (as final evaluations are supposed to do) is not a possible task in this case given that as seen in the section on SMART indicator analysis the Results Log Frame had no coherent outcome indicators. Therefore, this analysis cannot be done using metrics since they do not exist, nor was there an impact assessment carried – out throughout the project (although it was asked for in the midterm review). Therefore, the analysis of effectiveness and/or potential effectiveness will be done qualitatively.

Through the generation of products and outputs it can be safely stated that Suriname is in a better position to adapt 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 than before this Project began, if the country choses to adopt and use the tools and products developed through the intervention. Moreover, regarding the specific expected outcomes, there is a better perspective of achievement or potential achievement for expected sub – objective one (*Increased resilience of coastal ecosystems and communities in the Nickerie and Coronie districts through gender responsive climate actions*) than for expected outcome two (*Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM)*.

Localising climate change adaptation (i.e. expected outcome one) in targeted coastal communities has had a better acceptance, ownership and even results than some aspects of expected outcome two. That is, work with the communities (in productive aspects) and work with district commissariats have been material, showing results and in general acceptance by most stakeholders (both at subnational government levels and at the individual or grouped stakeholders’ levels). This is due to several factors. For instance, their concreteness (of disaster risk management plans and capacity building for sub national government and for communities) which are tangible much needed processes that took place. Furthermore, increasing productivity, climate smart agriculture, and diversification by small-scale producers (farmers, fisherfolk, honey producers) have been small scale demonstrative yet significant interventions that focus on several aspects of climate change adaptation at the local level and do have the potential for replication and even for upscaling with proper structures and processes in the future.

The aspirational aspects of expected outcome two targeting improved national governance in Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) that leads to improved climate change adaptation in Suriname have had impulses from a myriad of activities and products. Yet their concrete effectiveness is still in doubt at some levels. The Project has sponsored activities and products in data and statistical gathering, in climate per se and regarding hydrological issues as well. The intervention has also sponsored the drafting of normative guidelines and legislation.

Some of these activities and products can be considered best practices, for instance statistical and open-sourced climate and hydrological data harnessed. Yet, there is little ownership from governmental partners to adopt or implement normative guidance informed by these products. Key government partners have indicated quite clearly that for the time being (i.e. in the immediate future and before the next elections) several of these products have no ownership nor any perspective of being adopted. Therefore, the information, background studies, guidelines, data, and overall research carried out still awaits at some levels to generate change and therefore to generate effectiveness at the national stage. This was one of the premises in the planning documents given that it is indicated in the Theory of Change that data, research results, information and knowledge resources which are made available on water resources, mangroves, hydrology, dynamics, and climate change impacts on local ecosystems must be accompanied through enabling environment of policies and incentives for them to be effective.

The contributing factors to achieving effectiveness have been varied. First, the already perceived and known need by stakeholders at all levels and from varied institutions in Suriname that the negative impacts of climate change are being felt in vulnerable communities and vulnerable coastal areas. With respect to this, many stakeholders agree that there must be adaptation to deal with disasters and engender resilience. For example, through some of the demonstration processes supported by the interventions, such disaster risk management activities and through experimental activities of productivity and diversification of production at small scale to allow vulnerable communities to adapt to climate change. Second, the demonstration effects of the activities at the local level have been positive and concrete, and therefore validate that practises can take place at some degree to act and adapt. Work with small producers is having positive effects, or is expected to once these activities are finalised in the coming months. Disaster risk training and management plans have also been put into use already in emergency situations. Communities and district – level government have had their capacity increased in dealing with disaster risk managements associated to climate change. It is expected, in these cases, therefore that this training and the adaptation plans developed could have an effect as needed.

The country is in a better situation at this point thanks to do the achievement of different processes and outputs for understanding and potentially acting upon climate change issues (both at the national and local level). The activities and outputs indeed achieved, such as data gathering (hydrological, meteorological, statistical) can have effects if appropriated within decision – making spheres. For the broad area of data gathering, studies, statistical analysis evidence information was collected, even localised data, which continues to be being harnessed as to properly feed decision making processes (if decision makers want to use it) for adaption to climate change, for policy, as well as in early warning systems. The uptake however, for decision making in the immediate future, is still uncertain or has little perspective of taking place according to the most varied stakeholders.

The hindering factors related to effectiveness (and as will be seen further along this report, which might be obstructive to sustainability to some degree) are both internal to the Project and associated to externalities. Internal to the Project are issues of design since the intervention was not designed properly for seeking effectiveness since it was product oriented and lacked design mechanisms and results-oriented indicator that could promote and have adequate metrics to measure effect. Also internal to the Project have been issues of delays, given that many activities and products are just being concluded at the same time as closing (that is at the time this evaluation took place). Their effectiveness is truncated by the fact that –at this point—there is little room for effectually implementing many products or of seeing effects. Furthermore, several processes or supported grants did not focus or zero in in the objective at hand which is to support the country in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems given that there were grants or processes that did not perceive any conceptual relation with the objective. Lastly, the lack of exchange of information or even mutual knowledge between and among the different components, different areas of governments working within the realm of the project, or even of the grantees and their products has hindered effectiveness. For the most part, there is little perception by different stakeholders of what the project is supposed to zero in on (i.e. integrated water management, climate change adaptation, etc.) and some activities were not fully congruent with the objective.

Although it is entirely understood that a project –and particularly a Direct Implementation Modality (DIM) project—does not implement or absorve application of policy itself nor is it charged with the uptake of capacity built or supported, there are some factors that have increased problems in effectiveness. The design of the Project was product – oriented and lacking sufficient design mechanism to fully foster effectiveness defined as change, outcomes, and effects. Hindering factors as externalities have also impacted upon effectiveness at this point or impacted upon the perspective of effectiveness. The economic crisis and political changes that the country has gone through in recent years indicate that the Project’s subjects are no longer priorities and –even in the cases where they might be—face weakened governmental structures and debilitated capacity (at the national as well as at the district levels). The high rotation of personnel due to cut backs and due to political changes have hindered effectiveness also. For instance, even at midpoint assessments it was indicated that new authorities or incoming staff had no knowledge of the activities and products that had already been achieved, even that transfer of information/plans did not take place.[[16]](#footnote-17) This was also evidenced by this evaluation in the last stages of implementation. Weak institutional structures and weak civil society organisations are hindering factors for effectiveness and uptake and, as will be seen further along this report, for sustaining the products and achievements reached within the implementation of this project.

One of the issues that has affected the Project is the disarticulation of the products and the lack of perception or knowledge of the different partners and stakeholders of the rest of the activities and products delivered. For instance, even within local institutions where different areas of local governments took part in different interventions within the Project, they did not know the particulars of this. Stakeholders indicated, for example, that they recognised that other areas of local governments were engaged in the same project but did not know exactly in what. Furthermore, this was replicated between and among other types of stakeholders, whereby stakeholders were not aware that the Project supported similar or relevant research or activities within different institutions. Or when grantees working on global dissemination of climate change in Suriname indicated to this evaluation that there is “no information on climate change in Suriname” while it is clearly seen that the Project supported crucial information that is readily available (such as climate change statistic, weather and hydrological related data) which were delivered properly and in earlier stages of implementation. Many stakeholders indicated that they learned of other interventions supported by the Project at the closing events. This might have affected effectiveness in different ways, skirting coherence and interaction.

Positive unplanned or unrecorded effects have also been harnessed by this evaluation. For instance, several stakeholders have reported to this assessment that there is a transfer from the findings and achievements of this Project to other processes or other interventions. Although not reported by the Project itself, the evaluation was able to harness this information through publications and through stakeholders’ statements. For instance, information harnessed within this Project has fed the Third National Communication to the United Nations Framework Convention on Climate Change. Moreover, data and studies generated by the Project are being used as baseline information and data for further work in mangroves management under the sponsorship of international developmental banks. Importantly also, the upgraded information system and installed hydrometeorological instruments supported by the Project have been used for the inception and design of the project, "Enhanced Early Warning Service Delivery to Communities of Suriname," to be funded by the Government of India and implemented by the United Nations Development Programme in Suriname.

### Gender at implementation

As seen in the section on design, the project planning documents incorporated gender equity in a very positive and thorough manner. This was supported by national relevant policies and plans that are indicative of the country’s formal commitment regarding gender and sustainable development as well as gender and climate change (such as the gender responsive National Adaptation Plan for Suriname Gender Plan of Action 2019-2020; and a Gender Vision Policy Document 2021-2035). It is also key to note that the very overall objective of this second phase of the GCCA+ project was 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, expressing gender as a keystone for this project. Project management and committees had a high degree of women representation; women groups participated in the project also at implementation. The grantees and management itself kept an ongoing tally of sex – disaggregated participation data.

The above being said, the results framework in the final signed Project Document, however, does not fully reflect this aspirational matter. Although sex disaggregated data is called for (and it was properly harnessed by partners, PMU, etc.), gender equity issues are not fully reflected in the log frame. The only output where gender equity was explicitly incorporated in the text was expected output 1.4.h where it states: *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.* But the indicator for this output is faulty since it does not contain any metrics given that for the achievement indicator it simply says “At least business developed are led by women”, with no specificity either.

When components and products/activities were implemented by institutions that already incorporate gender equity as a cross-cutting variable in their work (such as the National Centre for Disaster Management, Red Cross, IICA), then this matter is incorporated, understanding gender in a broader sense than just women’s participation. It is reported by the Project also that gender issues were present in water guidelines.

Although gender is enunciated quite clearly in the objectives, the matter did not enter in a transversal way throughout most of the interventions. Gender and CC, gender and water, gender and adaptation/disaster risk management etc., are not present in many of the interventions within the Project nor in analysis and studies. There was a conceptual confusion by partners on what gender inclusive climate actions and water management are and this was confused with merely women being at trainings or other such events, as in other areas of work besides analysis and studies.

In other areas there has been little incorporation of gender equity aspects. Regrettably, there has even also been a resistance to incorporate women in activities to the point that some stakeholders indicated that they were told to do so but that women “do not like to work in the mangroves” and therefore were not incorporated. Furthermore, key stakeholders indicated that gender as a cross-cutting issue was not incorporated because “it is not really known what gender is”. Other partners did not perceive gender issues even in subjects such as water or climate change impacts, even though in these areas there is much literature and practice, at the national and international levels linking gender equity to water management and to climate change adaptation. These partners indicated that they did not receive any more guidance beyond that they had to include women, not to incorporate gender. There is no evidence of systematic gender training taking place as planned, and if indeed it did take place their effect is not perceived in practice. Also, there is no evidence that there was gender versant staffing as indicated in the planning documents. Repeatedly within the project and by partners, in implementation of different products and activities, gender equity is confused with just women’s participation and not with gender equity factors or gender differential impacts vis – a – vis climate change adaptation and water management.

Some legal and cultural constraints on women’s participation in the project were properly identified by some partners. For instance, ownership of land and productive means is not equitable in the communities where grants were implemented. Nonetheless, the partners that implemented interventions in communities acknowledged that they worked around this matter to include women owners to further gender equity.

It also should be added that although gender is quite well incorporated in national planning, such as in the National Adaptation Plan and other tools, where it is clearly indicated that in Suriname gender inequalities should be addressed in Climate Change adaptation initiatives, it is a very low priority in many areas of work (not only in government, but also in research and civil society agendas).

### South – South and Triangular Exchanges

UNDP defines South-South and Triangular Cooperation (SSTC) as a cooperation method that involves two or more countries of the Global South, facilitated by a third party, typically a multilateral institution and/or an emerging donor. This cooperation modality usually involves the provision of technical or financial resources, complementing other North-South cooperation methods. The importance of SSTC according to UNDP lies in its ability to promote mutual benefit, collaborative problem-solving, and increased self-reliance between participating nations. This cooperative approach allows countries in the Global South to collectively tackle shared development challenges, leading to tailored solutions. SSTC facilitates the transfer of technology and knowledge, fosters inclusivity in global activities, and champions a collaborative self-sustaining approach to sustainable development. In doing so, it serves as a crucial tool in advancing international development objectives and addressing the specific challenges confronted by developing nations.

By this definition, therefore, the GCCA+ Phase 2 Project contains aspects of a triangular cooperation endeavour since it advocated South – South exchanges via a third-party multilateral institution as a third-party donor, and therefore did include several features that can be outlined as South – South exchanges. The final Project Document indicates that “*South-south exchanges will be used to learn from countries with existing Disaster Risk Reduction strategies and early warning systems, while regional or international disaster organisations may be mobilized to support the efforts*” and specific expected activity classified as sub output 2.2.3 states that the Project would “*facilitate international collaboration and south-south exchanges to improve Integrated Water Resource Management (IWRM)”.* The Project Document continues to explain why this is worthwhile, such as information-sharing and exchange of good practices between countries to be incorporated in this intervention on water management, coastal ecosystem monitoring and conservation, sustainable entrepreneurship, and in nature tourism. As well as to learn from others and obtain support in establishing a locally appropriate and participatory early warning system for timely alerts and preparation in the case of climate change related natural disasters; to build the capacity of water professionals in Suriname; and to learn how to achieve improved institutional coordination on IWRM.

The Project reports, hence, that six persons took part in a South-South Cooperation Knowledge Transfer Program in Colombia to enhance capacity in water governance and management activities. Participants are indicated to be water professionals and national government staff. Project does not report any further action or concrete result out of these exchanges, besides the fact that they indeed took place. As indicated in self-reporting by Project, however, there was no transboundary collaboration. Furthermore, there was participation sponsored by the project in international water meetings. Yet, several stakeholders that took part in these international exchanges while being sponsored by the Project could not indicate what their benefit was beyond that they travelled to these meetings.

In short, although exchanges did take place, even key partners indicate that no true South – South cooperation as such did take place within the Project. And that no concrete results, beyond participation can be seen. Phase One of the GCCA + Programme did promote South – South exchanges among its grantees. However, this phase did not promote nor undertook any such type of collaboration or exchange among grantees.

## 3. Project Implementation and Adaptive Management

### Implementation and Work Planning

Implementation followed rules as set for a Direct Implementation Modality (DIM), with UNDP being the executing agency and the donor the European Commission. A Project Management Unit (PMU) was set up with staffing at the national level (i.e. Paramaribo). A Project Steering Board (PSB) was also set up to guide and monitor implementation, with representation from relevant ministries, the European Union Delegation in Suriname, as well as UNDP Suriname. Due to the COVID – 19 pandemic, and due to political changes in the country, the PSB was not able to be set up at the very start of implementation, nor was there an Inception Meeting to adopt design changes nor adapt implementation from what was set in Project Document vis-à-vis the new circumstances.

The Project Management Unit, throughout the implementation process, developed annual work plans which were submitted for endorsement to the PSB. Implementation of these were informed at the subsequent PSB meeting. There was a positive working relationship between PSB and the PMU.

The PSB was supposed to meet at least twice a year (as indicated in the Project Document). However, it met only once per year. For some board members this was enough since they could not guarantee more commitment than that. However, other board members indicated that a once-per-year meeting was not enough for assuring quality of processes, and performance planning, as well as for effectiveness and uptake of processes by government and by different stakeholders. Also, some PSB members indicated that the Board could not exercise sufficient technical follow through and guidance, and that there should have been at least a technical subcommittee to do this.

The Project’s PMU was functional, and consisted of project manager, technical officers, administration and grant officer and a project assistant. The Project Document called for and budgeted a senior (part time) gender advisor for the four years of the project to be included which would be co-financed by the Enabling Gender-Responsive Disaster Recovery (EnGenDER) project but there is no evidence of this taking place. The PMU oversaw day-to-day implementation of the project as indicated in planning documents and following Annual Work Plans as approved by the Project Steering Board (PSB). Work planning was carried out much according to design, with the PMU proposing AWPs annually and seeking approval from PSB. Work planning was output-based. PSB approved Annual Work Plans unanimously, signalling positive working relationships between the different partners involved in this mechanism.

The project’s results framework/ log frame was not used as a management tool and no changes were made to it since project start. There was no updating of risk analysis within the SESP framework. However, the project’s risk assessment has been updated periodically by the UNDP and by the project team.

### Adaptive management

Project Management with the support of the Board, the UNDP Country Office, and the Donor, have carried out a large amount of adaptive management practices since the project began. Although project design was not formally changed, during implementation there was a group of core adaptive changes that were adopted due to variations in exogenous conditions (COVID pandemic, government changes, financial issues, for instance) and due to slow progress until midterm assessment.

The PMU implemented, in the first period of operation, several procedures to adapt to the COVID-19 pandemic and its associated restrictions. These went from carrying out activities online, to donating PPE materials, to adopting protocols for safe conduction of activities.

Other adaptive management patterns emerged when (due to changes in government early on project implementation) Project Management had to generate links and interactions with new persons entering government or rotating from other areas of government than those targeted by the Project. Also, this responded to ministerial level restructurings due to the new government in place.

Financial issues have affected the Project since its very beginning. Matters such as inflation, devaluation, important cut-backs in government spending affected directly and indirectly the project. Other questions such as taxation of imports, international procurement of goods occurred (the latter also related to post Covid-19 supply chain issues). The PMU, evidently within its possibilities, dealt with these issues and adapted to them as much as feasible, adjusting budgets and other such mechanisms to deal with these matters.

Another positive adaptive management measure was sped-up delivery which took place after midpoint. The realisation at the MTR stage that delivery was behind and lacking suitable dispensing, and supported by the MTR recommendation to expand the timeline of the project, the PMU asked for an extension –which was approved by the donor and Board—and sped-up delivery substantially. The different mechanisms used for adaptive management were regularly informed to the PSB. Mainly during the programmed meetings that the Board held.

#### Monitoring and Evaluation

The Project Document describes a complete monitoring and evaluation plan and reporting guidance. The monitoring and evaluation plan was developed in accordance with UNDP’s programming policies and procedures.

There are several activities that were monitored according to plan and that ensued reporting to partners and other stakeholders. For instance, tracking output attainment progress in line with indicators and budget. In annual reporting the PMU included what they tracked and considered to be lessons learned. There is no evidence that risk analysis was updated and/or expanded, nor is there evidence of SESP updating. A final project report (a product indicated in the M & E Plan as a planning documents) has not been produced.

The Project went through a mid-term review process approximately at the time this was supposed to take place. The mid-term review identified some issues that either directly or indirectly affect and affected monitoring. For instance, issues with the Results Framework indicator set (such as missing indicators or indicators that were not result-oriented just output oriented). Without proper indicators as indicated in the design section, monitoring can prove to be either difficult or even a futile exercise. However, no changes were made to the indicator set after the midpoint assessment.

The main value of the Mid-Term Review has been a comprehension by all parties (board, management, etc.) that the Project was severely delayed at midpoint. This is after all a value of a midpoint assessments. That is, these evaluations open opportunities for understandings, discussion and change in projects as needed. This reflection together with the request for a no-cost extension (suggested by the MTR and granted by the donor and PSB) aided in the implementation of PMU through sped-up delivery from midterm assessment to the finalisation of the Project.

The Project has developed internal activities of progress monitoring and informed them through several reporting processes (annual reports, etc.). Monitoring by PMU and by UNDP involved also examining implementation at local and site levels. Monitoring, globally and at sites, fed information for reporting to Board, to UNDP Regional Office, as well as to the Donor.

The European Commission decided not to do their own monitoring (that is the standard monitoring that takes place in these sorts of projects called Results Oriented Monitoring). It was understood by the EU that UNDP and the Project had sufficient monitoring and evaluation processes imbedded, and that carrying out a ROM would have been redundant.

### Stakeholder engagement

Stakeholder engagement has been broad and positive. The Project developed and leveraged appropriate partnerships with direct and tangential stakeholders. This was for a varied spectrum of institutions and persons, from national level stakeholders (Ministries), to district level (District Commissariats), international and regional organisations (EU, IICA) to academic and civil society actors such as university, non – governmental organisations and direct beneficiaries. Engagement took place in different capacities. Again, with a broad spectrum of activities or processes in with different institutions and stakeholders engaged in. For instance, from directional guidance and decision-making in project Board, to grantees, to direct beneficiaries. These positive aspects of stakeholder engagement are evidenced through all this assessment, given positive inputs by most stakeholders interviewed regarding their engagement with the Project.

Another positive sort of stakeholder engagement has been between UNDP and the EU, the first as executing agency and the second as donor. Engagement between these two partners has been active, positive, and mutually supportive.

At some levels, stakeholder engagement was misunderstood by governmental staff (at the national and at the subnational level). In some areas of government participation was understood. Some areas of government held the premise that national governmental and district staff should be paid in addition to their salary to take part in the different activities and processes the Project engaged them in, even if these were part of their regular duties. It is not understood by this evaluation where these members and key stakeholders got this notion or from whom since it is not standard practice and it is not allowed by implementation rules.

### Visibility and Communication

The design Project Document had a *Draft Communications and Visibility Plan*. The objective of this draft communication and visibility plan was two-fold. Not only to disseminate information about the Project but also to meet with the Communication and Visibility requirements for EU External Action to publicise the EC’s contribution to this intervention.

The plan was carried out recording different activities, project donations, handover of materials, and other similar matters. Social media was mainly used to disseminate these activities. UNDP’s Country Office webpage had a section to the Project which contains general information and programmatic documents, but this page did not have Knowledge Management products per se[[17]](#footnote-18). During the highly visible visit of the UN Secretary-General António Guterres, activities were organised to highlight climate change effects in Suriname’s coastal areas[[18]](#footnote-19). As indicated in UN Press releases, the Secretary General “was also briefed on the Global Climate Change Alliance+ project, known as GCCA+, which is in partnership with the United Nations and the European Union.”

Yet, visibility and communication have several facets overall to assess in this Project. It has been visible not only vis-à-vis opportunities and matters as indicated above, but also through the production of banners and materials containing logos. But the Project is not profoundly known and the products that it has generated are not fully known, even by partners and target populations.

For instance, as indicated elsewhere, at the local level had no knowledge of what other partners were achieving or what they were involved in, even if they were within the same institutions. Even at higher national levels or in national NGOs and academic oriented organisations, institutional partners did not know what other partners were involved in within GCCA+ Phase Two, even if working in similar subjects.

The evaluation had no access to printed KM products generated by the Project. Just access to a few brochures volunteered through the organizations that developed them (on paper). Nevertheless, Output 2.3.3 is defined as “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”, and its indicator states “at least four knowledge products produced per year during the life of the project”. The Project reports this indicator as completed indicating that the following products were part of this output: “Draft Surface Water Legislation and Report on surface water quality”; “two videos on sustainable water management and two videos on mangrove conservation”; “presentation of six research results at international fora on mangroves (MM6) and Water management (32nd CWWA)”, and “three research reports on mangroves under review for publication”.

A UNDP knowledge product is “a branded published piece offering new insights and analysis that advances learning or increases understanding about a development issue and leads to improved development policies, programmes, practices, products, skills and competencies.” As UNDP indicates, It is produced for the purpose of informing or influencing decision-makers, professionals or the interested public. Knowledge products may be classified under eight types: report, technical paper, guidance material, contributing paper, findings, dataset, brief, and think piece. It can be seen that (following these definitions) that some of what the Project reports as KM products do not fully fall within UNDP guidelines. For instance, a draft legislation is not truly a KM product. Furthermore, the visibility of the diverse products generated is not clear to most partners through in-project dissemination, explicitly indicating that they had no clear knowledge of what others produced—if at all--.

The communication plans relied quite heavily on web-based media. Yet, as indicated by the Board in its minutes when COVID-19 forced many processes to be carried out via internet, “that a lot of persons do not have digital access, and so we cannot assume that everyone has electricity; connectivity; hardware; software; and the required digital literacy to access the platforms.” The heavy reliance on social media for communication has affected access to information, for outlying areas and for communities, as well as overall visibility.

The Project organized dissemination events (local and national) at the closing stage, that is shortly before this evaluation took place. For example, with the national closing event taking place in April 2024 and a local event shortly after. The different products and processes supported were presented here. For most partners, this was the first time they had complete knowledge of the group of activities and products supported and/or achieved under the umbrella of the Project. As several stakeholders have indicated to this evaluation (an assessment this evaluation agrees with as a lesson learned) it would have been more positive if this information was communicated proactively and cohesively before closing. Not only for a visibility question but also to know what others achieved, to incorporate the knowledge that others generated in their own work, to inform different partners of what other stakeholders were doing within the Project, and to interact regarding the different products and activities.

### Financial Budgeting

Planned budgeting was as follows, with the European Union as the donor and with co – financing by UNDP. Project Management Unit reports to this evaluation the following financial data (received and expenditure) until June 2024.

Figure 3 Budget (total and by contribution)

|  |  |
| --- | --- |
| Total project budget | EUR5,500,000 |
| EU contribution (committed amount) | EUR5,000,000 |
| UNDP contribution (committed amount) | EUR 500,000 |

Figure 4 Financial Data as of June 2024

|  |  |
| --- | --- |
| Total USD received (Euros EUR 4,656,566) | USD 5,172,376 |
| Expenditure including commitments per 1 June 2024 in USD | USD 5,110,845 |

Financial management has been carried out as planned and following Direct Implementation Modality measures as indicated by UNDP. Annual financial reports were presented by Project Management Unit to the Project’s Board. The PMU generated two Combined Delivery Reports (CDRs) that include financial data. Flow of funds from donor to Project emerge as standard in the different reporting and monitoring processes. Some adjustments were made in funding allocations of different aspects of implemented grants and processes as a measure to at least partially solve issues that affected implementation due to devaluation and financial difficulties in Suriname. Some partners specified that for them financial flows were not fluid or even timely, and that they had to advance payments out of their own institutional budgets while awaiting payments from the Project. The Project had appropriate financial controls, including reporting, planning and auditing, including UNDP and PMU quarterly financial reports, expenditure and disbursement records. This evaluation was asked to analyse co – financing[[19]](#footnote-20). A co – financing table was not provided, and therefore it is assumed that no co – financing materialized. Furthermore, when this assessment inquired from national government stakeholders what co – financing took place (even in kind) they were not aware of any. The Project Document makes no reference to partner cofinancing committed by national or local counterparts, either. Again, not even in – kind co -financing.

## 4. Sustainability

Evaluations assess the likelihood of sustainability (or prospect of sustainability) of achievements after project termination. Sustainability is normally considered to be the prospect of continued benefits after a project ends. Consequently, the assessment of sustainability contemplates the risks that are likely to affect the continuation of project achievements. For these sorts of assessments, evaluations analyse four types of sustainability risks: institutional framework and governance risks; financial risks; socioeconomic risk, institutional framework as well as environmental risks. Many of these were identified in planning which were validated throughout implementation. The Project does not have an exit strategy to deal with these potential risks to sustainability[[20]](#footnote-21).

### Financial Sustainability

Financial sustainability analysis involves assessing what is the likelihood of financial and economic resources occurring once funding assistance from donors ends. This is perhaps the factor that poses more risks to sustainability for the continuation of achieved products and processes.

It should be recapped that the Project endured several financial issues already. Devaluation, meeting with international organisation’s economic recovery plans which entailed large cut backs in public spending, inflationary processes, etc., which have all had impact on the Project. This even has gone to the point that, as many governmental stakeholders pointed out to this assessment, they could not have carried out their administrative duties without financial support from the project. Departing from this reality, the activities and products achieved have weak or inexistant possible systems, structures, and staff that will ensure financial sustainability.

Many stakeholders see financial sustainability possibilities in slanted ways. For instance, they indicate that financial sustainability will occur if further materials are donated by international agencies (vehicles, gasoline, etc.). And only if there are other international development projects that can support financially integrated water resource management within the framework of climate change adaptation, since they understand that national or local financing will not occur (nor should it occur). Although there are a few international donors committed to providing continuing support in these areas, this indicates a high dependency on external funding and a project-based approach when methodology for moving towards climate change adaptation and integrated water management should be systematic and country-owned. Moreover, stakeholders indicate that they foresee financial sustainability given that “they have been promised further funding” for a continuation of this project.

There is no complete understanding at the national and sub – national levels that sustainability of whatever tools and products developed by a project are not solely linked to financing their development (such what the Project has been supportive of up to now) but that the country should provide for their implementation after this project ends. Therefore, the need for improved national and sub national level sustainable financing tools and genuine national/local (not only donor based) resource mobilization needs to become clearer for stakeholders.

### Socio-Economic Sustainability

The Project potentially faces political risks to sustainability that may jeopardize the sustainability of outputs achieved. This has been already documented within this period of GCCA+ Phase 2, given the change in political outlook at the beginning of implementation. There are elections about to happen soon in Suriname and this, potentially, can engender more political risks to continuation of what was achieved.

Socially, in a broad sense, risks are less evident. For instance, there is a very positive social acceptance of disaster risk management plans and trainings, signalling that the components related to this matter are more sustainable than others. Stakeholder ownership in this area is quite high.

Also, the interventions and processes that took form working directly with small scale productive sectors to enhance their resilience to climate change also do have a very high level of social ownership. The use of culturally appropriate modalities and even the use of technology that was easy to adopt, together with focused training with visible and quite tangible effects, have created ownership of these activities and potential sustainability. Some small-scale producers are transferring successful aspects of these processes on their own to appropriate parties (for example within their local formal and informal organisations) to other small-scale producers and potential beneficiaries to learn to replicate the outputs. Nevertheless, there is no official process to replicate these successful processes nor to upscale.

### Institutional Framework and Governance Sustainability

The consolidation and upgrading of institutional frameworks as well as the generation of individual/institutional/systemic capacity is the principal factor analysed when dealing with institutional framework and governance risks to sustainability. Institutional and governance upgrading is one of the more secure manners in which governance risks to sustainability can be reduced. Most unfortunately in this case there is a scarcity of legal frameworks, policies, governance structures and processes adopted due to the Project’s outputs, and this poses risks that may jeopardize project benefits.

Nevertheless, technical knowledge has been upgraded within governance frameworks and individual capacity has been enhanced in some areas of national and subnational government (staff expertise, capacity to gather data to make informed decisions, etc.). Sustainability is also a potentiality for example in weather data gathering, given that maintenance of instruments, for example, has been imbedded in implementation.

Together with other matters, such as financial sustainability, there is little comprehension that these sorts of projects create conditions to enable institutions to deal with a problem. There is a weak understanding that these types of projects do not replace governments nor other in – country institutions.

### Environmental Sustainability

Most unfortunately the root environmental issues that provided the reasoning for developing this project are continuing and even exacerbated in some cases in Suriname. This points out the relevance of this intervention. Yet, the increasing risks associated with integrated water resource management and mangroves management within climate change negatives effects could undermine and even reverse some of the project’s outcomes and results.

## 5. Conclusions

The EU GCCA+ intervention aimed at funding actions that:

* **Strengthen the resilience and adaptive capacity of human and natural systems to climate-related natural hazards and disasters** (e.g. climate-smart and sustainable agriculture, integrated coastal-zone management, improving the sustainability of ecosystem services via Eco-system-based adaptation and eco-DRR approaches, etc.);
* **Improve community and institutional capacity for enhanced climate resilience** (e.g. by integrating participatory disaster risk reduction, climate adaptation and climate mitigation co-benefits, development of national climate change policies and roadmaps, etc.);
* **Promote effective climate change planning and management capacities**, paying particular attention to gender issues, youth and local and marginalised and vulnerable communities (e.g. mainstreaming climate change issues into national and local governments’ planning and budgeting systems; increasing the amount of finance available to local authorities and actors (governmental and non-governmental) for implementing climate strategies).

Suriname benefitted from EU support for two phases of this initiative. Phase Two, being evaluated here, quite properly was based on Phase One and it was a continuation of achievements and the continuance of a learning process developed under the initial stage. Due to the achievements of the first project and further needs assessed in the first phase, the EU agreed to support this second GCCA+ project stressing building resilience through integrated water resource management (IWRM), sustainable use and coastal ecosystems management (ICZM) in ways that increase the well-being of coastal communities through gender responsive capacity enhancement.

The relevance of this initiative was very clear. Suriname suffers climate change effects. They affect the targeted coastal areas deeply in many ways, from disasters to climatic related hazards (droughts, floods, etc.) that jeopardize the communities in many ways (health, productivity, infrastructure, etc.). These issues are visibly increasing and are combined with weak in – country capacity to deal with such hazards.

The Project was not only a conceptual but also a programmatic continuation of Phase One. It was based on needs assessments of the first tranche and quite properly addressed issues that were identified in the previous stage. However, design lacked several tools (weak results framework indicator set, application tools for implementing Project’s theory of change, etc.).

This GCCA+ phase had to deal with critical externalities that without doubt greatly affected implementation. COVID-19, change in government, financial crisis, government spending cut backs: all impacted upon the Project. Some of these matters also led to changes in governmental priorities, prioritising other areas and policies besides those focused upon by the Project, and these further impaired institutional ownership as implementation progressed.

Project management adapted as much as possible to the abovementioned issues. They did so through adaptive management, through flexibility in implementation, as well as in instilling a sped-up delivery rate in the second tranche of implementation (i.e. after midpoint). Delivery was correct at the output level with achieved products and key activities. Therefore, there was an efficient delivery and value for money at the output and product level, considering the circumstances that the Project faced.

Effectiveness, however, is more varied to assess, and effectiveness is not uniform. Due to design issues, delays, the already mentioned externalities, how effective the products and processes supported by the Project remain to be seen in general understanding that some products will engender effects and other not. For instance, some processes were still being developed while this final evaluation was taking place, therefore knowing if or how they have had an effect is not possible. Furthermore, shifts in ownership from the project planning stages to implementation, and even changes in relevance of climate change adaptation and integrated water management issues for policy institutions have impaired the uptake of several products developed (such as policy guidance, capacity built, etc.). For instance, mangrove related guidelines and water draft norms were developed with the assistance of the Project but there has been no discernible uptake and none is foreseen soon. This is coupled with weak and even weakened capacity at institutional levels to deal with these complex issues in an integrated manner.

Nonetheless, several products and processes were achieved fully and progress made which can be used as signs of the relevance of the Project, their efficient delivery, capacity generated, and the need to continue integrated and multi-faceted work in adaptation to climate change and integrated water management in Suriname. Among the products achieved with support by the Project, for example, are statical information gathered, climate data collection, disaster risk management plans and trainings, as well as support of small-scale producers to demonstrate that the generation of processes for increasing resilience and reducing climate vulnerability.

Gender was very well incorporated at design. Planning documents incorporated gender issues very properly and aligned them with national aspirations to incorporate gender equity in climate change adaptation and water issues. Quite properly gender in planning was not considered just the participation of women in events, but it included the understanding that there is a need to include and increase gender equality within a project’s aims and not exacerbate gender differentials in water management and in climate adaptation. Therefore, in planning gender equality principles were properly implemented. However, in effect, during implementation these principles were not necessarily incorporated across the board. While some institutions and non-governmental organisations that do already incorporate gender equity as an aspect to be carefully analysed and incorporated in their work did so within the framework of the Project, other institutions and individuals and key stakeholders resisted gender concepts in their work within Phase Two of the GCCA+ intervention.

Although not exactly under the GCCA+, the EU and other cooperation partners have expressed their interest to support Suriname in different areas directly and indirectly related to climate change adaptation, integrated water resource management, and early warning systems. Using what has been achieved through this project and earnestly learning from the issues the GCCA+ Phase Two Project faced in Suriname can provide a framework for further successful work in adaptation to climate change and in integrated water resource management in a realistic context.

### Lessons Learned

* Given that processes take different amounts of time in different contexts (and that the generation and adoption of policy is a complex and even drawn-out process) when designing a project sufficient time should be planned for the acceptance and generation of policies, guidelines, and institutional strengthening.
* Without proper design tools (and evidently without the application of management tools when they exist) implementation falls short of being results-based.
* The potential efficacy of design tools (logical log frames, Theory of Change, etc.) is not understood by all parties who implement a project and at times are perceived as a pointless effort.
* Having a gender plan is a necessary but not sufficient variable for incorporating gender equity within a project. Enunciation of a gender strategy in project planning documents is not in itself sufficient for incorporating a gender perspective. Including a gender strategy in planning documents is a theoretical exercise if this is not affixed to non-optional cross-cutting inclusion of gender equity in all processes and products, and if these are not properly monitor so that these plans are met.
* Upscaling and replication of demonstration interventions do not happen automatically, even if they are successful and appropriated.
* When capacity issues within institutions and other institutional weaknesses are well known before a project is implemented, as is the case here, without plans and risk management to counteract with appropriate leadership this hurdle in effectiveness will not be properly addressed.
* Involving community – level stakeholders in a decentralised manner is very positive, especially if the community understands that participating in a project can have tangible results (such as having tools for adapting to climate change, or in increasing resiliency to climate change and water management).
* If and exit strategy is left for the end of a project there is a strong risk that it would never be never applied due to a lack of mechanisms to apply or due to its lacking ownership.

### Recommendations

Following are recommendations for follow – up and for future programming, given that this is a terminal evaluation. These are based both on supporting and learning from positive aspects of this project, or in attempting to correct course based on the issues faced in this project to support further programming and future projects.

* UNDP together with partners should accelerate immediate design for follow – up projects, that is follow up to this intervention,(with EU as well as with other donors), in order not to lose momentum and not to lose continuity of what has been achieved in this project.
* Thematically, new projects should also aim for continuation, for instance continue work on climate change, focus on more vulnerable areas such as mangroves and low – lying areas, and instil true cooperation activities (thematic and regional approaches).
* Design of a project should be properly developed, with an adequate set of tools (accurate log frame, coherent and proactive indicator set, outcome and results based and not only product based). Results frameworks should place an emphasis on results and outcomes mainly, not only on activities and products. The indicator set in a results framework should be robust, with outcome indicators that can allow for measuring performance and facilitate implementation and planning based on progress towards results/outcomes/effects. Design should aid in streamlining an intervention, seeking a result – based framework and not only a product-based framework (with proper indicators). It should include also include tools for project management (GANTT, and others to track progress and act quickly when progress is not achieved) and in sequencing.
* Design should conceptually and in practice directly link to the objectives of an intervention, avoiding the design –and therefore the implementation—of a myriad of activities and products that are not fully integrated amongst them and avoiding having activities that are not fully linked to the objective. Design should be more specific in some aspects, not only the “what” but also the how.
* Project staff and implementing partners need to be versant and trained in results-based implementation for this to take place, and for the proper use of all implementation tools (Theory of Change, indicator sets, Results-based Log frame, monitoring) with the understanding that they are there for a reason and for their tried efficacy.
* Projects should be properly followed through, monitored, and guided throughout implementation, not only regarding delivery of products but also connecting with results-based processes, effectiveness, effects and potentially impacts. There should be committees that not only approve work plans, but also that steer in correct thematic directions, aid in generating uptake and ownership at different institutional levels, as well as monitor to ascertain that results and effects are being achieved, and not only products. Monitoring and assessments should be used as instruments to correct course as needed.
* Capacity issues within institutions and other institutional weaknesses should not only be acknowledged at design, there should be proper plans, strategies and risk management in place to counteract with appropriate leadership, and not await or expect that these issues dissipate within a project framework when it has not occurred in previous interventions or analysis. There should not only be needs assessments carried out but also capacity assessments that indicate the potential of a country, an institution, etc., to absorve and apply the capacity generated and plan as well as act accordingly within implementation.
* In cases where governmental institutions operate in “silos”, even in the same thematic areas, a transversal project should enhance and improve communication, sharing of project information between different areas of government to promote cooperation and joint policy development and joint actions needs to be implemented, and as much as possible make support contingent upon this type on inter – institutional cooperation that engenders integrated work. Projects with intricate components and multiple partners need to have internal communication mechanisms to integrate different relevant areas of government and institutions within a particular project. Thes sorts of mechanism should be set without adding unnecessary bureaucratic steps to implementation but for better communication, coordination and articulation to be maintained within and among institutions involved in what are, after all, integrated problems that need to be dealt in an integrated manner.
* Project information, activities, products (including KM products but not only) carried out by management or carried out by end users/partners should be well informed with open-source information, and be made available and communicated throughout implementation processes in an open way, regularly, and not waiting until a project ends to do so.
* Projects should develop a variety of knowledge management products in the proper media and in user – friendly manner (taking into consideration target groups capacities, digital gaps, and local languages). Projects should develop these sorts of products and other capacity building mechanisms to solidify technical assistance processes, to foster sustainability, and to prevail over issues that might arise out of staff rotation. These products and processes should be developed and disseminated as activities concurrently as technical capacity activities ensue and not gathered all at the end of a project. This will also aid in visibility and transparency of products, and generate improved institutional capacity. It will correspondingly aid in increasing or strengthening capacity at the local or sub – national level, fostering institutional and individual strengthening in areas where are needed the most. Projects should deal with rotation of personnel in flexible and/or creative ways, attempting to maintain individual capacity built or transfer to new or rotating personnel.
* Gender should be more than an enunciation in planning documents. Gender plans in project planning documents should be fulfilled throughout implementation with the understanding that solely the enunciation of a gender strategy in project planning documents it is not sufficient for incorporating a gender perspective. There should be a clearly included gender perspective and gender equity analysis and processes in a cross-cutting way in all implementation interventions. Project staff and other institutions should be trained in this matter, and requirements be distinct in all different processes (at the local, national, and at the non-governmental individual levels) and making it clear that incorporating gender is not only tallying women’s participation in different areas of a project and that it is not optional vis-à-vis UNDP implemented projects. It should be made clear that equity issues are not optional, and that they are requisites that need to be fulfilled within the leave no one behind framework and the human rights framework that all these projects promote.
* All work with community – based organisations and individual local stakeholders should include support motivations for these local stakeholders. They should visibly benefit the community and have positive demonstrational aspects very clearly outlined, such as increasing value chain; creating enabling mechanisms to decrease vulnerability while facing issues such as water management/mangrove management and climate change adaptation, as well as provide individuals and community – based organisations with strong training and capacity to deal with disasters.
* Projects should have flexibility built in as to be able to deal with unforeseen externalities and aid in adaptive management.
* The mechanisms for upscaling and replication, and even sustaining achievements of demonstration interventions, should be part of design and should be implemented accordingly.
* An exit strategy should be developed early on (even at design and/or inception) to have all elements at hand that need to be put in place for sustaining achievements once supports end. Early generation of an exit strategy and its formal adoption should allow for the generation of mechanisms for this strategy to be established and not leaving it as a postscript to an intervention. An exit strategy should be forward looking and should include different aspects of sustaining achievements (institutional, financial, policy-oriented, etc.).

Annex 1 Terms of Reference for International Evaluator

Final Evaluation Terms of Reference

This is a term of reference for Final Evaluation of the 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: Suriname

Application Deadline:14 April 2024 midnight

Type of Contract: Individual Contract

Post Level: International Consultant

Languages Required: English, Dutch is advantage

Starting Date:22 April 2024

Duration of Initial Contract: 28 June 2024

Expected duration of Assignment:10 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 gold mining and Onshore Oil production.

Suriname has most recently, since 2020 also proven offshore Oil deposits, with production anticipated for 2028. Suriname has a low-lying coastline with a population estimated at 600.000 persons, with the majority residing on the coast as well as where key infrastructure for the economy is located.

**B. Project Description**

This term of reference sets out the expectations for this Final Evaluation. The Final Evaluation process must follow the guidance outlined in the document “Guidance for Conducting Final Evaluation of UNDP-supported projects” <http://web.undp.org/evaluation/guideline/documents/PDF/section-4.pdf>.

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, economic consequences, and puts 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 supported the second GCCA+ funded 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 the Project Document.

The overall objective of the 2nd GCCA+ project in Suriname is to support the country in adapting to the main effects of climate change by improving the 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 project has received approval for no-cost extension of six month, resulting in the termination of project implementation on the 31st March, 2024. 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, Hydraulic Research 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)[[21]](#footnote-22) comprised of

1. The European Union (EU) Delegation in Suriname (Donor)

2. The Ministry of Finance (MinFin)

3. The Spatial Planning and Environment (ROM)

4. The Ministry of Natural Resources (MinNH)

5. The Ministry of Spatial Planning, Land, and Forest Management (MinRGB)[[22]](#footnote-23)

6. The United Nations Development Programme (UNDP) Country Office for Suriname.

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

The Project Document was designed around the start of the global pandemic (COVID-19), which caused countries worldwide including Suriname to take unprecedented measures of prevention and mitigation. The conditionalities under which COVID-19 was incorporated in the project document were discussed and agreed with EU delegation.

The project underwent a Midterm Review in 2022. The link to the Midterm Review report is included in this report.

**C. Final Evaluation Purpose**

The Final Evaluation will assess the achievement of the project objectives and results as specified in the Project Document, including any changes in the Results and Resource Framework approved by the Project Board, Management Response per Final Evaluation, and signatories of the project document.

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

* Gender.
* South-South and Triangular Exchange.
* Knowledge Products and Visibility
* Cost Efficiency and Effectiveness
* Sustainability

**DUTIES AND RESPONSIBILITIES**

**D. Final Evaluation Approach & Methodology**

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

The Final Evaluation 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 Final Evaluation and Management Response, Annual Project Reports, 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 Final Evaluation team will review the baseline Indicators/Results and Resource Framework for the project.

The Final Evaluation team is expected to follow a collaborative and participatory approach[[23]](#footnote-24) 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 key stakeholders.

Engagement of stakeholders is vital to a successful Final Evaluation.[[24]](#footnote-25) 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, the Final Evaluation 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 .

The specific design and methodology for the Final Evaluation should emerge from consultations between the Final Evaluation team and the above-mentioned parties regarding what is appropriate and feasible for meeting the Final Evaluation purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The Final Evaluation 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 Final Evaluation report.

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

The final Final Evaluation report must describe the full Final Evaluation 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. Although rigid COVID -19 measures were lifted caution when traveling and participating in large gatherings is still advised. For the country office, ravel untill December 2021 was not possible for staff or severely restricted to only essential travel. Currently, it is possible to travel to or within the country for the Final Evaluation mission, travel to the country is a requirement for this assignment, notwithstanding the Final Evaluation team should develop a methodology that could as needed be done remotely.

**E. Detailed Scope of the FINAL EVALUATION**

The Final Evaluation consultant 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.

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 information 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.
  + 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.

1. **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 decentralized project evaluations*; 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 analyze the Indicators at the Baseline Midterm Review and the one completed right before the Final Evaluation.

1. **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?
* Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
* 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 (if any) to:
  + The project’s overall safeguards risk categorization.
  + The identified types of risks[[25]](#footnote-26) (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 (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.

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 reporting requirements
* 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.

1. **Sustainability**

* Validate whether the risks identified in the Project Document, Annual Project Reports 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 this 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 the 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 Final Evaluation consultant/team will include a section in the Final Evaluation report for evidence-based **conclusions**, in light of the findings.

Additionally, the Final Evaluation consultant/team is expected to make **recommendations** to the UNDP, project partners, and 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 Final Evaluation consultant/team should make no more than 15 recommendations in total.

**Ratings**

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

**F. Expected Outputs and Deliverables**

The Final Evaluation team shall prepare and submit:

* Final Evaluation Inception Report: Final Evaluation team clarifies objectives and methods of the Final Evaluation no later than 2 weeks before the Final Evaluation mission. To be sent to the Commissioning Unit and project management. Completion date: (10 May 2024)
* Presentation: Final Evaluation team presents initial findings to project management and the Commissioning Unit at the end of the Final Evaluation mission. Completion date: (04 June 2024)
* Draft Final Evaluation Report: Final Evaluation team submits the draft full report with annexes within 2 weeks of the Final Evaluation mission. Completion date: (14 June 2024)
* Final Report\*: Final Evaluation 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 Final Evaluation report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Completion date: (28 June)

The Final Evaluation 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 Final Evaluation resides with the Commissioning Unit. The Commissioning Unit for this project’s Final Evaluation 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 Final Evaluation team. The Project Team will be responsible for liaising with the Final Evaluation team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

**H. Duration of the Work**

The total duration of the Final Evaluation will be approximately *(30 days)* over a period of *12 weeks)* starting *(28 March 2024) and* shall not exceed 3 months from when the consultant(s) are hired. The tentative Final Evaluation timeframe is as follows:

* *(14h April):* Application closes
* *(15th April):* Selection of Final Evaluation Team
* *(22nd April):* start of assignment and handover of key project documents
* *(06 May): 3 days:* Document review and Final Evaluation Inception Report
* *(10 May): 2 days:* Finalization andValidation of Final Evaluation Inception Report
* *(21 May):15 days:* Final Evaluation mission: stakeholder meetings, interviews, field visits
* *(04 June):* Mission wrap-up meeting & presentation of initial findings- earliest end of FINAL EVALUATION mission
* *(14 June) 7 days:* Preparing draft report
* *(21 June) 2 days:* Incorporating audit trail on draft report/Finalization of FINAL EVALUATION report (note: accommodate time delay in dates for circulation and review of the draft report)
* *(21 June):* Preparation & Issue of Management Response
* *(28 June):* Expected date of full Final Evaluation completion

The date start of the contract is (15th April).

**I. Duty Station**

**Travel:**

* International travel will be required to Suriname during the Final Evaluation 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](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftraining.dss.un.org%2Fcourses%2Flogin%2Findex.php&data=02%7C01%7Cmargarita.arguelles%40undp.org%7Cf844bcc8bed44b9d964e08d81439040f%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637281583941862242&sdata=rxpJarejT1BkWC%2FDUq2F4MmAZf43mbRMl5fFqWWBTyY%3D&reserved=0) . 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 Final Evaluation - 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 Final Evaluation team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This Final Evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The Final Evaluation 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 the collection of data and reporting on data. The Final Evaluation team must also ensure the security of collected information before and after the Final Evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge, and data gathered in the Final Evaluation process must also be solely used for the Final Evaluation 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 Final Evaluation Inception Report and approval by the Commissioning Unit
* 40% payment upon satisfactory delivery of the draft Final Evaluation report to the Commissioning Unit
* 30% payment upon satisfactory delivery of the Final Evaluation report and approval by the Commissioning Unit and delivery of the completed Final Evaluation Audit Trail

Criteria for issuing the final payment of 30%

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

**APPLICATION PROCESS**

**M. Recommended Presentation of Offer**

1. **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)[[26]](#footnote-27) provided by UNDP;
2. **CV** and a **Personal History Form** ([P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)[[27]](#footnote-28));
3. **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)
4. **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, as per template attached to the [Letter of Confirmation of Interest template](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_%20Individual%20Contract_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default). 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](mailto:procurement.sr@undp.org) by ***(12 PM on 14 April 2024).*** 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 FINAL EVALUATION ToR**

Include Guidance for Conducting Final Evaluation 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](http://web.undp.org/evaluation/handbook/Annex3.html)

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](http://www.unevaluation.org/document/detail/100)

Annex 5: [GCCA+ phase 2 Midterm Review](https://erc.undp.org/evaluation/documents/detail/21910)

Annex 2 Mission Agenda

**Final Evaluation 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**

**MISSION AGENDA**

|  |  |  |  |
| --- | --- | --- | --- |
| **DATE** | **Meeting #** | **TIME** | **Meetings** |
| **22/5** | **i.** | **15:30** | **Kick – Off Meeting Online**  UNDP  **Ms. Anuradha Khoenkhoen**  **Mr. Bryan Drakenstein**  Project Management Unit  **Ms. Haidy Malone**  **Ms. Priscilla Hensen**  Mission Local Support Consultant  **Ms. Charelle Tjon A Loi** |
| **15/6** |  |  | **Departure of International Evaluator from Home Base** |
| **DAY 1**  **Monday 17/6** | **1** | **12:00- 13:00** | Stichting ter bevordering van de Geowetenschappelijke kennis in Suriname (STIGEOSU)  **Ms. Oclaya Verwey**  *Coordinator* |
| **DAY 2**  **Tuesday 18/6** | **2** | **8:30- 9:00** | UNDP  **Mr. Berdi Berdiyev**  *Deputy Resident Representative* |
| **3** | **9:00- 9:30** | UNDP  **Mr. Jermain Akoy**  *Local Security Assistant* |
| **4** | **10:00- 11:00** | EU  **Ms.** **Latoya Williams**  *Programme Manager for the EU to Guyana, Suriname and the Caribbean* |
| **5** | **11:00-12:00** | Project Management Unit  **Ms. Haidy Malone**  *Project Manager, Global Climate Change Alliance Plus project (GCCA+)*  **Ms. Priscilla Hensen**  *Administration and Grants Officer GCCA+*  **Ms. Gillian Babb**  *Technical Officer GCCA+*  **Mr. Gianni Wip**  *Technical Officer GCCA+*  **Ms. Jennyfer Pawiro**  *Communications Officer GCCA+* |
|  | 12:00 – 13:00 | LUNCH |
| **6** | **13:00- 13:45** | Ministry. of Spatial Planning & Environment  **Mr. Ritesh Sardjoe**  *Permanent Secretary Environment* |
| **7** | **14:00- 15:00** | IICA  **Mr. Curt Delice**  *Special Affairs Coordinator for the Caribbean Region/IICA Representative in Suriname*  **Mr. Laurenzo Tirtopawiro**  *Agricultural Technology and Innovation Specialist* |
| **8** | **15:00- 16:00** | UNDP CO Environment Team  **Mr. Bryan Drakenstein**  *UNDP Programme Specialist Environment*  **Ms. Anuradha Khoenkhoen**  *UNDP Programme Associate Environment* |
| **DAY 3**  **Wednesday 19/6** | **9** | **8:00- 9:00** | Ministry of Finance  **Ms. Sagita Jaggan**  *Deputy Permanent Secretary Development Finance* |
| **10** | **9:30-10:30** | Ministry of Public Works (OW)  **Mr. Sergio Kadosoe**  *Director of Public Works*  **Mr. Dewdath Bhaggoe**  *Deputy PS, Research & Services*  **Mr. Frits Kosso**  *Department Head, Hydraulic Research Division (WLA)*  **Mr. Dwight Samuel**  *Department Head Meteorological Services Suriname* |
| **11** | **11:00-12:00** | National Centre for Disaster Management (NCCR)  **Mr. Jerry Slijngard**  *Army Colonel and head of the NCCR and Coast Guard*  **Ms. Dulci Duurham**  *Office Manager NCCR* |
|  | 12:00-13:00 | LUNCH |
| **12** | **13:00-14:00** | Ministry of Land Policy & Forest Management (GBB)  **Ms. Claudine Sakimin**  *Head of the Nature Conservation Division*  **Mr. Vincent Esajas**  *Section Chief Protected Areas* |

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| **DAY 3**  **Thursday 20/6** |  |  | Departure from Paramaribo: 6:00 A.M.  Arrival in Coronie: 9:00 A.M. |
| **13** | **9:00- 10:00** | District Commissariat Coronie  **Mr. Armando Djosetro**  *Representative of District Commissioner*  **Ms. Myra Cruden**  *District Secretary*  **Ms. Sementha Simson**  *Adjunct District Secretary* |
| **14** | **10:00- 12:00** | Fishermen, Farmers and Beekeepers from IICA project activities Coronie:  **Mr. Richenel Davids**  *Beekeeper*  **Mr. Delano Mora**  *Fisherman (fish processing)*  **Mr. Miquel Udenhout**  *Resort Leader Ministry of Agriculture Coronie, employee of District Commission* |
|  | 12:00-13:00 | LUNCH |
| **15** | **15:00-17:00** | Fishermen, Farmers and Beekeepers from IICA project activities Nickerie:  **Mr. Vyas Basropansingh**  *Dragonfruit Farmer*  **Mr. Kenny Isaac**  *Hydroponic Farmer*  **Mr. Eldy Kartosentiko**  *Fish Processor*  **Ms. Christine Soredjo**  *Juices Producer* |
| **16** | **17:00- 18:30** | Stichting Sarnami Nari (SARI)  **Ms. Krishnawatie Bajnath-Jagan**  *Chairperson*  **Ms. Nita Karijoredjo**  *Treasurer*  **Ms. Mehroen Nisa Kurban – Baboe**  *Member*  **Ms. Suzanne Somowidjojo**  *Member*  **Ms. Rusian Laloe**  *Member* |
| **DAY 5**  **Friday**  **21/6** | **17** | **9:00- 10:00** | Nature Conservation Division (NB/LBB) in Nickerie  **Mr. Menoedj Kanhai**  *Head of NB Nickerie*  **Mr. Raol Greenidge**  *Game Warden Nickerie* |
| **19** | **11:00- 12:00** | District Commissariat Nickerie  **Mr. Soebhkerem Parmessar**  *Advisor to the District Commissioner*  **Ms. Sharmila Thakoer-Shiamrai**  *Secretary to the District Commissioner* |
|  | 12:00- 13:00 | LUNCH |
| **Friday**  **21/6** |  |  | Departure from Nickerie: 14:00 P.M.  Arrival in Paramaribo: 18:30 P.M. |
| **DAY 6**  **Monday**  **24/6** | **20** | **8:00-9:00** | Villa Zapakara  **Ms. Coco van Duivenoorde**  *General Director* |
| **21** | **10:30-11:30** | Anton de Kom University of Suriname (ADEKUS)  **Mr. Sieuwnath Naipal**  *Professor Climate and Water* |
|  | 12:00-13:00 | LUNCH |
| **22** | **14:00- 15:00** | Stichting Skrifi  **Mr. Kevin Headly**  *Chairperson* |
|  | **23** | **15:00- 16:00** | Foundation for Forest Management & Production Control (SBB)  **Ms. Sarah Crabbe**  *Policy Advisor of Research and Development*  **Mr. René. Somopawiro**  *Director Department of Research and Development* |
| **DAY 7**  **Tuesday**  **25/6** | **24** | **8:30- 9:30** | Stichting Waterforum (WFS)  **Mr. Max Huisden**  *Chair* |
| **25** | **10:00- 11:00** | General Bureau of Statistics (ABS)  **Ms. Anjali Kisoensingh**  *Research Statistician* |
|  | 11:00 –12:00 | LUNCH |
| **26** | **12:00- 13:00** | Red Cross Suriname (SRK)  **Ms. Mac Intosh (appointed by Mr. G. Wijngaarde)**  *Deputy General Director*  **Mr. Humphrey Blinker**  *Acting Service & Disaster Management Manager*  **Mr. Joel Strijder**  *Project Coordinator*  **Ms. Sabrina Sakimin**  *Finance Manager* |
| **27** | **13:00-13:45** | Project Management Unit:  **Ms. Haidy Malone**  *Project Manager GCCA+ Project Phase 2* |
| **28** | **14:00 – 15:00** | Ministry of Natural Resources  **Ms. Gonda Asadang**  *Permanent Secretary (PS) Water Directorate*  **Ms. Reina Ormskirk**  *Deputy PS, Water Directorate* |
| **DAY 8**  **Wednesday**  **26/6** | **29** | **11:30-13:00** | First findings presentation  **Mr. Ritesh Sardjoe**  *Chairperson (ROM)*  **Mr. Berdi Berdiyev / Mr. Bryan Drakenstein / Ms. Anuradha Khoenkhoen**  *UNDP Suriname*  **Ms. Haidy Malone / Ms. Jennyfer Pawiro / Mr. Gianni Wip**  *Project Management Unit GCCA+ Phase 2*  **Ms. Claudine Sakimin**  *Ministry of Land and Forest Management (GBB)* |
| **27/6** |  |  | **Arrival of International Evaluator to Home Base** |

Annex 3 Evaluation Matrix

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| Evaluation criteria | Key Questions | Specific Sub-Questions and Indicative Reviews | Data Sources | Data collection Methods / Tools | Indicators/ Success Standard | Methods for Data Analysis |
| Project Strategy | | | | | |  |
| Project Design / Relevance | How relevant is the project regarding national policies, and corporate mandates?  To what extent the objectives of this intervention are consistent with the needs and interest of the people, the needs of the country, national strategies, and relevant legislation and policies? | 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.  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 information or other resources to the process, considered during project design processes?  Review the extent to which relevant gender issues were raised in the project design.  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? | Project planning documents  Corporate documents. | Desk review of documents | Coherence of priorities and needs of Suriname included in project design, keeping with country-level context.  Alignment with national development priorities (Suriname country wide and localised planning documents) and with UN, UNMSDCF, CPD and UNDP corporate mandates as well as EU mandates and directives. | Document analysis |
| Results Framework/Log frame | Were the project’s objectives and outcomes or components clear, practical, and feasible within its time frame? | Critical analysis of the project’s log frame 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 that could have improved log frame and implementation.  Could there have been SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits  Has progress 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 have been included in the project results framework and monitored on an annual basis.  Were broader development and gender aspects of the project monitored effectively | Project planning documents  Corporate documents | Desk review of documents | Coherence of priorities and needs of Suriname included in project design, keeping with country-level context.  Inclusion of relevant indicators in the planning documents  Inclusion of indicators follow through in reporting | Document analysis |

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| Relevant evaluation criteria | Key Questions | Specific Sub-Questions | Data Sources | Data collection Methods / Tools | Indicators/ Success Standard | Methods for Data Analysis |
| Progress Towards Results | | | | | | |
| Effectiveness | To what extent have the expected outcomes and objectives of the project been achieved, or are likely to be achieved? | To what extent has project achieved objectives and targets of results framework in planning documents?  To what extent have the log frame indicators been met as compared against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the Guidance For decentralized project evaluations; 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”  How do indicators compare and a analyse vis-à-vis indicators at the Baseline Midterm Review and the one completed right before the Final Evaluation. | Monitoring reports  Evaluation reports | Desk review of documents | Key achievements  Hindering factors for achievements  Factors aiding achievements. | Document analysis  Quantitative analysis by using logical framework and related indicators as benchmarks to tally project progress in implementation.  Uptake  Field observations  Validation and triangulation |

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| Relevant evaluation criteria | Key Questions | Specific Sub-Questions | Data Sources | Data collection Methods / Tools | Indicators/ Success Standard | Methods for Data Analysis |
| Project Implementation and Adaptive Management | | | | | | |
| Efficiency  Management Arrangements  Work Planning  Finance and co-finance  Project-level monitoring and evaluation systems  Stakeholder Engagement  Social and Environmental Standards (Safeguards)  *Reporting*  Communications & Knowledge Management | To what extent resources/inputs (funds, time, human resources, etc.) have been turned into results and the results have been delivered with the least costly way possible? | What has been the overall efficiency of project management as outlined in the Project Document.  Have changes been made throughout implementation and were they effective?  What has been the quality of execution of the Executing Agency/Implementing Partner(s) and (recommend future areas for improvement for subsequent interventions)?  What has been the gender balance of project staff?  What steps were taken to ensure gender balance in project staff?  What has been the gender balance of the Project Board?  What steps were taken to ensure gender balance in the Project Board?  To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?  Extent to which the application of the rights-based approach and gender mainstreaming are integrated within design, planning, and implementation of the project  To what extent has the project promoted positive changes in gender equality and the empowerment of women?  To what extent has the differential impact of CC and the differential needs of women and other groups been taken into consideration in the development of project outputs and outcomes?  Has sex disaggregated data been harnessed?  Were there delays in start-up and implementation? What were the causes, were they resolved, how?  Were work-planning processes results-based? What suggestions could be made for future programming to suggest ways to re-orientate work planning to focus on results?  Was the project’s results framework/ log frame as a management tool?  Were there changes made to it since project start?  To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?  What type of (administrative, financial, and managerial) obstacles did the project face and to what extent have they affected its efficiency?  What unplanned externalities arose and how did they affect efficiency?  What have been the contributing and what have been the hindering factors in achieving or not achieving results efficiently?  Considering the financial management of the project, what specific reference to the cost-effectiveness of interventions can be made? Have there been changes to fund allocations because of budget revisions and assess the appropriateness and relevance of such revisions?  Did the project have the appropriate financial controls, including reporting and planning, that allowed 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, has there been a proper level of co-financing: and was co-financing used strategically to help achieve objectives? Is the Project Team meeting with all co-financing partners regularly to align financing priorities and annual work plans?  What are 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?  What has been 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?  To what extent have relevant gender issues were incorporated in monitoring systems?  Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?  Has participation been country-driven? 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 implementation?  Has participation been linked to 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?  Are risks identified in most current SESP validated, and those risks’ ratings; are any revisions needed?  Have there been updated risks analysis, in project’s overall safeguards risk categorization; as identified types of risks (in the SESP); in individual risk ratings (in the SESP).  How and what progress has been made in the implementation of the project’s social and environmental management measures as outlined in the SESP (and prepared during implementation, if any), including any revisions to those measures. [Management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, including as relevant aspects of a project’s design; and as in Question 6 in the SESP template of the identified management measures]  How is the project assessed against the version of UNDP’s safeguards policy that was in effect at the time of the project’s approval?  How have adaptive management changes have been reported by the project management and shared with the Project board?  How well has the Project Team and partners undertaken and fulfilled reporting requirements?  How were lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.  What sort of internal project communication with stakeholders took place? as communication regular and effective?  Were there key stakeholders left out of communication?  Were there feedback mechanisms when communication was received?  Did the communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?  Were proper KM products developed?  Was there visibility of the diverse products generated? | Project Planning Documents  Monitoring Reports  Financial Reporting  Auditing reports  Stakeholders | Desk review of documents  Key informant interviews and/or focus group discussions | Document content where governance structure reporting, minutes of meetings, etc.  Content in donor reporting documents  Content in project review(s)  Documented changes effected in the project document/ work plans/ management arrangements in response to challenges  Project planning instruments  Quantitative analysis of expenditures in relevant documentation  Adaptive management  Content in financial and budget allocation documents  Key stakeholder assessments | Document analysis  Quantitative analysis by using logical framework and related indicators as benchmarks to tally project progress in implementation.  Qualitative analysis applied to the information harnessed by interviews using thematic analysis of responses  Field observations  Validation and triangulation |

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| Relevant evaluation criteria | Key Questions | Specific Sub-Questions | Data Sources | Data collection Methods / Tools | Indicators/ Success Standard | Methods for Data Analysis |

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| Relevant evaluation criteria | Key Questions | Specific Sub-Questions | Data Sources | Data collection Methods / Tools | Indicators/ Success Standard | Methods for Data Analysis |

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| Other | Key Questions | Specific Sub-Questions | Data Sources | Data collection Methods / Tools | Indicators/ Success Standard | Methods for Data Analysis |
| Future-looking concepts, lessons learned and recommendations | What can be recommended for follow up and/or future programming? | What are the possible priority interventions and general recommendations, which could further ensure sustainability of Project’s achievements?  What could be possible after-Project priority interventions and general recommendations related to policy influencing, which could further ensure sustainability and scaling up of Project’s achievements?  What general recommendations can be made, supporting the positive aspects of this project, or attempting to correct course, in further programming and future projects?  Have there been any lessons learned from design and implementation? | Stakeholders  Documents | Interviews  Document analysis | N/A | Thematic analysis of interviews  Analysis of achievements. |

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| Other | Key Questions | Specific Sub-Questions | Data Sources | Data collection Methods / Tools | Indicators/ Success Standard | Methods for Data Analysis |
| Future-looking concepts, lessons learned and recommendations | What can be recommended for follow up and/or future programming? | What are after-Project possible priority interventions and general recommendations, which could further ensure sustainability of Project’s achievements and contribute to the identification and remediation of contaminated sites with persistent organic pollutants in Türkiye and elsewhere?  What could be possible after-Project priority interventions and general recommendations related to policy influencing, which could further ensure sustainability and scaling up of Project’s achievements?  What general recommendations can be made, supporting the positive aspects of this project, or attempting to correct course, in further programming and future projects?  Have there been any lessons learned from design and implementation? | Stakeholders  Documents | Interviews  Document analysis | N/A | Thematic analysis of interviews |

Annex 4 Terms of Reference



**Final Evaluation Terms of Reference**

This is a term of reference for Final Evaluation of the 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: Suriname

Application Deadline:14 April 2024 midnight

Type of Contract: Individual Contract

Post Level: International Consultant

Languages Required: English, Dutch is advantage

Starting Date:22 April 2024

Duration of Initial Contract: 28 June 2024

Expected duration of Assignment:10 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 gold mining and Onshore Oil production.

Suriname has most recently, since 2020 also proven offshore Oil deposits, with production anticipated for 2028. Suriname has a low-lying coastline with a population estimated at 600.000 persons, with the majority residing on the coast as well as where key infrastructure for the economy is located.

**B. Project Description**

This term of reference sets out the expectations for this Final Evaluation. The Final Evaluation process must follow the guidance outlined in the document “Guidance for Conducting Final Evaluation of UNDP-supported projects” <http://web.undp.org/evaluation/guideline/documents/PDF/section-4.pdf>.

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, economic consequences, and puts 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 supported the second GCCA+ funded 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 the Project Document.

The overall objective of the 2nd GCCA+ project in Suriname is to support the country in adapting to the main effects of climate change by improving the 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 project has received approval for no-cost extension of six month, resulting in the termination of project implementation on the 31st March, 2024. 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, Hydraulic Research 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)[[28]](#footnote-29) comprised of

1. The European Union (EU) Delegation in Suriname (Donor)

2. The Ministry of Finance (MinFin)

3. The Spatial Planning and Environment (ROM)

4. The Ministry of Natural Resources (MinNH)

5. The Ministry of Spatial Planning, Land, and Forest Management (MinRGB)[[29]](#footnote-30)

6. The United Nations Development Programme (UNDP) Country Office for Suriname.

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

The Project Document was designed around the start of the global pandemic (COVID-19), which caused countries worldwide including Suriname to take unprecedented measures of prevention and mitigation. The conditionalities under which COVID-19 was incorporated in the project document were discussed and agreed with EU delegation.

The project underwent a Midterm Review in 2022. The link to the Midterm Review report is included in this report.

**C. Final Evaluation Purpose**

The Final Evaluation will assess the achievement of the project objectives and results as specified in the Project Document, including any changes in the Results and Resource Framework approved by the Project Board, Management Response per Final Evaluation, and signatories of the project document.

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

* Gender.
* South-South and Triangular Exchange.
* Knowledge Products and Visibility
* Cost Efficiency and Effectiveness
* Sustainability

**DUTIES AND RESPONSIBILITIES**

**D. Final Evaluation Approach & Methodology**

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

The Final Evaluation 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 Final Evaluation and Management Response, Annual Project Reports, 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 Final Evaluation team will review the baseline Indicators/Results and Resource Framework for the project.

The Final Evaluation team is expected to follow a collaborative and participatory approach[[30]](#footnote-31) 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 key stakeholders.

Engagement of stakeholders is vital to a successful Final Evaluation.[[31]](#footnote-32) 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, the Final Evaluation 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 .

The specific design and methodology for the Final Evaluation should emerge from consultations between the Final Evaluation team and the above-mentioned parties regarding what is appropriate and feasible for meeting the Final Evaluation purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The Final Evaluation 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 Final Evaluation report.

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

The final Final Evaluation report must describe the full Final Evaluation 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. Although rigid COVID -19 measures were lifted caution when traveling and participating in large gatherings is still advised. For the country office, ravel untill December 2021 was not possible for staff or severely restricted to only essential travel. Currently, it is possible to travel to or within the country for the Final Evaluation mission, travel to the country is a requirement for this assignment, notwithstanding the Final Evaluation team should develop a methodology that could as needed be done remotely.

**E. Detailed Scope of the FINAL EVALUATION**

The Final Evaluation consultant 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.

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 information 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.
  + 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.

1. **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 decentralized project evaluations*; 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 analyze the Indicators at the Baseline Midterm Review and the one completed right before the Final Evaluation.

1. **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?
* Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
* 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 (if any) to:
  + The project’s overall safeguards risk categorization.
  + The identified types of risks[[32]](#footnote-33) (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 (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.

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 reporting requirements
* 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.

1. **Sustainability**

* Validate whether the risks identified in the Project Document, Annual Project Reports 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 this 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 the 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 Final Evaluation consultant/team will include a section in the Final Evaluation report for evidence-based **conclusions**, in light of the findings.

Additionally, the Final Evaluation consultant/team is expected to make **recommendations** to the UNDP, project partners, and 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 Final Evaluation consultant/team should make no more than 15 recommendations in total.

**Ratings**

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

**F. Expected Outputs and Deliverables**

The Final Evaluation team shall prepare and submit:

* Final Evaluation Inception Report: Final Evaluation team clarifies objectives and methods of the Final Evaluation no later than 2 weeks before the Final Evaluation mission. To be sent to the Commissioning Unit and project management. Completion date: (10 May 2024)
* Presentation: Final Evaluation team presents initial findings to project management and the Commissioning Unit at the end of the Final Evaluation mission. Completion date: (04 June 2024)
* Draft Final Evaluation Report: Final Evaluation team submits the draft full report with annexes within 2 weeks of the Final Evaluation mission. Completion date: (14 June 2024)
* Final Report\*: Final Evaluation 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 Final Evaluation report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Completion date: (28 June)

The Final Evaluation 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 Final Evaluation resides with the Commissioning Unit. The Commissioning Unit for this project’s Final Evaluation 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 Final Evaluation team. The Project Team will be responsible for liaising with the Final Evaluation team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

**H. Duration of the Work**

The total duration of the Final Evaluation will be approximately *(30 days)* over a period of *12 weeks)* starting *(28 March 2024) and* shall not exceed 3 months from when the consultant(s) are hired. The tentative Final Evaluation timeframe is as follows:

* *(14h April):* Application closes
* *(15th April):* Selection of Final Evaluation Team
* *(22nd April):* start of assignment and handover of key project documents
* *(06 May): 3 days:* Document review and Final Evaluation Inception Report
* *(10 May): 2 days:* Finalization andValidation of Final Evaluation Inception Report
* *(21 May):15 days:* Final Evaluation mission: stakeholder meetings, interviews, field visits
* *(04 June):* Mission wrap-up meeting & presentation of initial findings- earliest end of FINAL EVALUATION mission
* *(14 June) 7 days:* Preparing draft report
* *(21 June) 2 days:* Incorporating audit trail on draft report/Finalization of FINAL EVALUATION report (note: accommodate time delay in dates for circulation and review of the draft report)
* *(21 June):* Preparation & Issue of Management Response
* *(28 June):* Expected date of full Final Evaluation completion

The date start of the contract is (15th April).

**I. Duty Station**

**Travel:**

* International travel will be required to Suriname during the Final Evaluation 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](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Ftraining.dss.un.org%2Fcourses%2Flogin%2Findex.php&data=02%7C01%7Cmargarita.arguelles%40undp.org%7Cf844bcc8bed44b9d964e08d81439040f%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637281583941862242&sdata=rxpJarejT1BkWC%2FDUq2F4MmAZf43mbRMl5fFqWWBTyY%3D&reserved=0) . 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 Final Evaluation - 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 Final Evaluation team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This Final Evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The Final Evaluation 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 the collection of data and reporting on data. The Final Evaluation team must also ensure the security of collected information before and after the Final Evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge, and data gathered in the Final Evaluation process must also be solely used for the Final Evaluation 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 Final Evaluation Inception Report and approval by the Commissioning Unit
* 40% payment upon satisfactory delivery of the draft Final Evaluation report to the Commissioning Unit
* 30% payment upon satisfactory delivery of the Final Evaluation report and approval by the Commissioning Unit and delivery of the completed Final Evaluation Audit Trail

Criteria for issuing the final payment of 30%

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

**APPLICATION PROCESS**

**M. Recommended Presentation of Offer**

1. **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)[[33]](#footnote-34) provided by UNDP;
2. **CV** and a **Personal History Form** ([P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)[[34]](#footnote-35));
3. **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)
4. **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, as per template attached to the [Letter of Confirmation of Interest template](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_%20Individual%20Contract_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default). 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](mailto:procurement.sr@undp.org) by ***(12 PM on 14 April 2024).*** 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 FINAL EVALUATION ToR**

Include Guidance for Conducting Final Evaluation 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](http://web.undp.org/evaluation/handbook/Annex3.html)

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](http://www.unevaluation.org/document/detail/100)

Annex 5: [GCCA+ phase 2 Midterm Review](https://erc.undp.org/evaluation/documents/detail/21910)

Annex 5 Documents Consulted

*Reference Documents*

* Algemeen Bureau voor de Statistiek (ABS)/ General Bureau of Statistics (GBS). 10e Milieustatistieken Publicatie. 10th Environment Statistics Publication. 2017-2021
* Algemeen Bureau voor de Statistiek (ABS)/ General Bureau of Statistics (GBS). Klimaatverandering Statistieken en Indicatoren/ Climate Change Statistics and Indicators. Augustus/August 2023
* European Union (EU) Multi-annual Indicative Programme (MIP) 2018 – 2020 of the Global Public Goods and Challenges Thematic Programme (GPGC)
* GCCA+ Phase 2 Project Document
* <https://dondru.sr/>
* <https://statistics-suriname.org/milieustatistieken-4/>
* https://www.undp.org/suriname/projects/suriname-global-climate-change-alliance-gcca
* https://press.un.org/en/2022/sgt3319.doc.htm
* 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” September 2022
* Republic of Suriname. Third National Communication to the United Nations Framework Convention on Climate Change. April 2023.
* Republic of Suriname. National Adaptation Plan (NAP). 2019 – 2029
* Republic of Suriname. Policy Development Plan 2017-2021.
* Republic of Suriname. Ministry of Home Affairs, Bureau Gender Affairs. Gender Plan of Action 2019-2020
* Republic of Suriname. Ministry of Home Affairs, Bureau Gender Affairs. Gender Vision Policy Document 2021-2035
* Terminal Evaluation Report. GCCA+ Global Climate Change Alliance Suriname adaptation project (ID 00083024). Final Report 17/01/2020
* UNDP. Country Programme Document for Suriname (2017-2021)
* UNDP. Country Programme Document for Suriname (2022-2026)
* United Nations Multi-Country Sustainable Development Framework (UNMSDF) 2017-2021.

*Documents Produced by the GCCA+ Phase 2 Project*

* Final GCCA+ 2023 ANNUAL WORK PLAN
* ANNUAL WORK PLAN 2022 v2
* ANNUAL WORK PLAN 2022 v1
* ANNUAL WORK PLAN 2021
* Multi Year Work Plan MYWP revised approved 2022
* CDR 2020 GCCA Phase 2
* CDR GCCA Phase 2 2021
* Final Annual report GCCA+ Suriname Adaptation April 2021 - March 2022
* Final Annual report GCCA+ Suriname Adaptation April 2022 - March 2023 Rev v2 Aug 2023
* Annual Work Plan\Final Annual report GCCA+ Suriname Adaptation April2020 - March 2021
* Interim report GCCA+ Suriname Adaptation 2024\_1904
* Communication and Visibility Annual report GCCA+ Suriname Adaptation April 2022 - March 2023
* PSB minutes\Final Adopted Meeting Minutes Project Steering Board 25 Jan 22
* PSB minutes\Final Adopted Minutes Project Steering Board Meeting Jan 12 2021 Inc AWP 2021
* PSB minutes\PSB meeting presentation reporting of 2020
* PSB minutes\PSB meeting presentation reporting of 2021
* PSB minutes\Final Adopted Meeting Minutes extraordinary PSB meeting 7 Dec 21
* Minutes LPAC Suriname GCCA+ project 14 April 2020 final
* Annex III Budget of the Action
* Annex VI Communication and Viz Plan

*Partner Reports*

* 1st Technical Report JSOOC
* 2nd Technical Report JSOOC
* IICA\1st Progress Report
* IICA\2nd Progress Report
* Red Cross\1st Progress Report SRK
* Red Cross\2nd Progress Report SRK
* Red Cross\Final Project Report SRK signed
* Sari\1st Progress Report Sari
* Sari\2nd Progress Report Sari
* Sari\Final REPORT FORM GCCA+Phase2 v2 Signed
* SBB\1st Progress Report SBB
* SBB\2nd Progress Report SBB
* Skrifi\2nd progress report Stichting Skrifi
* Skrifi\Final REPORT FORM\_GCCA+Phase2 (2401)\_AH\_PH
* Skrifi\Progress REPORT FORM\_GCCA Phase2 \_June 27(F)
* Stigeosu\1st Progress Report Stigeosu
* Stigeosu\2nd Progress Report Stigeosu
* Stigeosu\Final REPORT \_GCCA+Phase2\_Hydrogeological Assessment Final
* Villa Zapakara\1st Progress REPORT FORM\_GCCA+Phase2 - Villa Zapakara signed
* Villa Zapakara\2nd Progress REPORT 2 FORM\_GCCA+Phase2 17\_May\_2023-signed
* Waterforum\1st Progress Report SWF
* Waterforum\2nd Progress Report SWF
* Waterforum\FINAL REPORT FORM GCCA+PHASE 2 IWRM PROJECT WFS February 2024

Annex 6: Results Log Frame

Source: Final Project Document

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| RESULTS CHAIN | INDICATORS | DATA SOURCE | BASELINE | TARGET | DATA  COLLECTION  METHODS & RISKS | ASSUMPTIONS |
|  |  |  | Value | FINAL |  |  |
| Impact (Overall Objective):  Support  Suriname towards inclusive and sustainable solutions to the main effects of climate change | Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters (SDG  11.5.2) | National reports  (Planning Office,  National Coordination  Centre for Disaster  Management (NCCR),  Ministry of Public  Works, General  Bureau of Statistics  (ABS)) | Information not yet available | 5 % reduction in direct economic loss due to damage to critical infrastructure and number of disruptions to basic services a attributed to disasters |  |  |
| Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and  local/municipal), type of expenditure  (operating expenditure/investm ent) and type of private funding (donations in kind, private non-profit sector and sponsorship) (SDG  11.4.1) | National reports  (Planning Office,  General Bureau of  Statistics (ABS)) | Information not yet available | 5% increase in expenditures per capita spent on the preservation, protection and conservation  cultural and natural heritage that can be attributed to interventions of the project. |
| Outcome 1 /  Specific Objective 1: Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts against the threat of sea level rise | 1.a. Areas of terrestrial and freshwater  ecosystems under a) protection, b) sustainable management with EU support (ha) | National reports on the implementation of the National  Biodiversity Strategy  and Action Plan  (NBSAP) | Zero areas of terrestrial and freshwater ecosystems with EU support | CBD National Report Suriname | PMU will record information when this is made available | Project objectives remain Government  priorities        Research data generate to feed research-based and informed decision-making related to coastal zone and water resource management            Economic stability in Suriname  facilitates the national budget allocation in thematic areas relevant to the project objectives      Decision-makers are willing to take research-based advice and technical recommendations into account when making decisions related to coastal |
| 1.b. Number of jobs supported/sustained by the EU | Employment statistics of Nickerie and Coronie Districts | Zero jobs supported sustained by the EU with support of this project | PMU will monitor number of jobs supported sustained through support from the project |
| Outcome 2 /  Specific Objective 2: Improved national governance in the areas of  Integrated Water  Resource  Management  (IWRM) and  Integrated  Coastal Zone  Management  (ICZM) | National budget allocated for coordination and coordinated action in the areas of water resource and coastal zone management | National budgets and budgets of donorsupported interventions. | Information not yet available | PMU will gather information on National budgets and budgets of donor-supported interventions |
|  | Number of approved political decisions / action plans related to coastal protection  and water management  incorporating scientific evidence / recommendations  from the scientific community | Civil society reports,  National Institute for  Environment and  Development in Suriname (NIMOS) records, media. | National Mangrove  Strategy, Integrated  Water Resource  Management Action  Plan, National  Determined  Contribution 2019, | PMU will monitor number of approved political decisions / action plans related to coastal protection and  water management  incorporating scientific  evidence / recommendations from the scientific community made with support from the  project |
|  | Percentage of policy-makers  targeted with awareness | Project surveys contacted a year following the | Four Policy -makers  informed about  IWRM, ICZM | 30 % of Policy-makers |
|  | programmes  integrating latest research insights and up-to-date data in drafting relevant legislation for  Integrated Water  Resource  Management  (IWRM) and  Integrated Coastal Zone Management (ICZM). | awareness programmes |  |  |  | zone and water resource management. |
| Output 1.1: Improved regulatory framework, awareness and capacity for  sustainable management and use of mangroves and coastal ecosystems | 1.1.a  Status of the Forest Management Act revision supported by the project | Project progress and final report | The National  Mangrove Strategy (2019) highlights the need to ensure mangrove conservation by updating the Forest Management Act  (1992) article 14 in order to prohibit or restrict the felling of mangroves, and to designate  mangroves as protected forest or special protected forest by updating article 5 | By end of year two  Revision of Forest  Management Act drafted | PMU will monitor and record status of new regulations | The Government adopts additional Bigi Pan regulations, including a  financial  mechanism  allowing to cover recurrent cost for monitoring & patrolling activities |
| 1.1.b Management  Effectiveness  Tracking Tool  (METT) score of the Management Plans of the  MUMA’s | METT assessment  reports done by the project | 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 | PMU will coordinate the  METT assessment with RGB (check possible synergies  with others using  METT) |  |
|  | 1.1.c Status of regulatory framework for conservation and  sustainable use of mangroves  established with the support of the project. | DNA website  (National Mangrove Strategy); SBB website (Updated Forest Management  Act) | 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 | PMU will check with legal experts in case website updates are unclear |  |
| 1.1.d Status of updated educational programme with the support of the project on  Mangrove  Conservation linked to climate change | Report by RGB-NB; Project reporting | Current educational programme of RGBNB in Nickerie; Input material produced in previous GCCA+  project | Updated educational programme active by year 2 | PMU will control how support is used by RGB-NB education unit |  |
| 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 | Project progress and final report | 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 | PMU will keep track of people engaged and make  participants sign in when attending awareness/ education activities | Continued interest among  stakeholders for sustainable management and use of mangroves and coastal ecosystems |
| 1.1.f Number of small/micro enterprises in nature tourism and other areas related to mangrove and coastal ecosystems | Project progress and final report | In GCCA+ previous phase, at least 50 potential local small entrepreneurs trained in sustainable income alternatives. By the | At least 10 innovative small businesses developed based on sustainable income alternatives by end of project | PMU will keep track of results in terms of businesses successfully developed by | Actors of  destructive and  illegal activities in Bigi Pan and surroundings are interested in |
|  | established in the Coronie and  Nickerie districts with the support of the project |  | end of this project, ideally a percentage of these can be guided to the next phase of establishing new businesses |  | participants in capacity building | alternative livelihood options |
| 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 | Project progress and final report | None (project not started yet) | At least 20 women and 20 men from Nickerie and Coronie actively participated in vocational skills development interventions by end of project | PMU will keep track of people engaged and make  participants sign in when attending capacity building activities |  |
|  | 1.4.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 | Project progress and final report | None (project not started yet) | At least business  developed are led by women | PMU will promote engagement of women led businesses in opportunities for entrepreneurship |  |
| 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.a Number of 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 | Mangrove monitoring manuals (SBB,  CELOS) | Check mangrove monitoring reports produced in previous GCCA+  project | Mangrove monitoring expanded to include at least 3 more parameter themes (such as aquatic species, water quality, social interactions) by end of project | PMU will request manuals and field  reports from  SBB/CELOS. PMU  will ensure that multiple temporal  scales will be reached  (remeasurements), to allow for analysis of the data, instead of just collection | Increased knowledge and awareness through communication and dissemination  efforts will result in a) increased lobbying for sound political decisions  and b) preparedness of policymakers to consider scientific arguments when making decisions |
|  | 1.2.b Number of parameters added with the support of the project for hydrological measurement to monitor the effects of climate change | Project progress and final report | 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 | PMU will keep track of parameters added, in close collaboration with supported partners. PMU will ensure that multiple temporal scales will be reached (remeasurements), to allow for analysis of the data, instead of just 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 | Project reporting, research reports | None (project not started yet) | At least 4 research report by the end of project (2 on biophysical conditions, 1 on social interactions  (including infrastructure), 1 on integral dynamics) | PMU will keep track of publications |  |
| 1.2.d Degree to which researchbased recommendations made through this  project for concrete measures are  included in Multi Use management Area (MUMA) management plans | Research reports (recommendations chapters) | None (project not started yet) | Research-based recommendations to at least 3 research priorities listed in the MUMA management plans covered by the end of the project | PMU will review recommendations in research reports |  |
| 1.3.a District  Disaster Risk  Reduction Plans in  Nickerie and Coronie updated and elaborated based and current and emerging risks with the support of the project | Annual District  Development Plans for Nickerie and  Coronie | 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 Reginal 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 | PMU will follow up with Districts  Commissioner and  District Council to access District  Development Plans and disaster risk reduction strategies |  |
| Output 1.3: Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions | 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 | Annual reports of partners (NCCR,  WLA/MDS, AdeKUS,  District  Commissioner). Project progress and final reports | Reasonable coverage of hydrometric and meteorological equipment installed (automatic daily data transmission for at least 10 hydrological and 6 meteorological network stations  established in previous GCCA+  project to complement the national hydrometric and meteorological network), training in data processing and monitoring. District DRR plans developed for Nickerie and Coronie, awaiting approval from DNA. Main risks identified. | By the end of year 2, protocols for monitoring and advisories/warnings of main climate change induced risks for Nickerie  and Coronie are developed, including communication linkages between monitoring institutes.  By the end of the project, protocols for advisories/warnings for main climate change induced risks are implemented and information is accessible for the coastal community of Nickerie and Coronie | PMU will keep track of the creation of early warning systems with project support |  |
|  | 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 | District Council meeting notes/project progress reports. District Development  Plans of Nickerie and  Coronie | In the preparation phase for this GCCA+ project, a meeting was held with the Districts Council of Nickerie. The need for collaboration and consultation on the topic was expressed. | Climate change and disaster risk reduction measures have been on the agenda of the DRR  (District and ressort 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 | PMU will ask  support from the  District  Commission to know what is on the agenda for District Council meetings and preferably access meeting  notes and District Development Plans |  |
| 2.1.a Number of regulatory documents for IWRM supported by the project | Project final report | None (project not started yet) | At least 3 regulatory documents by end of project (related to: surface water legislation; sectoral policy on water governance; streamlining national policies with  IWRM) | PMU will keep track of the produced IWRM regulatory documents | The Government adopts other recently developed and proposed laws for the water sector (2019)    The Government  will adopt the implementing provisions and the regulation for the use of surface water, developed by the action |
| Output 2.1 Strengthened regulatory framework for Integrated Water Resource Management (IWRM) | 2.2.a Status of operational plan development for IWRM coordination with support from the project | Progress reports by  Partner MinNH;  Project final report | No operational plan on IWRM | Operational plan for IWRM coordination by year 3 | PMU will follow up on the presence of operational plan for IWRM, with input from MinNH and Water Forum |  |
| Output 2.2 Strengthened  institutional capacity and coordination for Integrated Water  Resource  Management  (IWRM) in  Suriname | 2.2.b Number of water professionals (disaggregated by sex) having their skills strengthened in IWRM capacity  building  programmes developed with support of the project | Project progress reports | 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. | PMU will keep track with signed participants lists and certificates of completion |  |
| 2.2.c Number of water professionals (disaggregated by sex) participating in international exchanges for capacity building on | Activity reports of exchanges, Project progress reports | None (project not started yet) | By the end of the project, at least 4 international exchanges for capacity building on IWRM (2 with regional/ international water management institutions, 1 global water organization, | PMU will oblige participants in exchanges to submit detailed  reports for documentation, and will review and approve those. |  |
| IWRM with support of the project |  |  | at least 1 transboundary exchange) | Exchanges will be based on specific needs to support other outputs of the project. Follow-up on the translation of those lessons learnt will be done |  |
|  | 2.2.d Number of transboundary collaborations on shared waters initiated and collaborations with global water organizations strengthened with support by the project | IWRM situation analysis 2019 (baseline), Project reporting (target) | No transboundary collaborations on water collaborations supported by the project. | Establishment of a multistakeholder forum for efficient and effective participation in IWRM (including indigenous and tribal peoples and other stakeholder groups): established by year 2, active by year 3 | PMU will follow up on the creation of multi-stakeholder forums and  participation in  IWRM, with input from MinNH and Water Forum |  |
| 2.3.a a Number of people  (disaggregated by sex) reached through the project with awareness raising events in Integrated Water  Resource  Management  (IWRM) and  Integrated Coastal  Zone Management  (ICZM) | Project progress reports, final project report | None (project not started yet) | At least 20 policymakers,20 media professionals reached | PMU will keep track of number of awareness sessions and make participants sign in | Increased knowledge and awareness through the  action’s communication  and dissemination  efforts will result in a) increased lobbying for sound political decisions and b) in preparedness of policy-makers to  consider scientific arguments when making decisions |
| Output 2.3 Improved knowledge base of policy-makers for integrating latest research insights and up to-date data | 2.3.b Number of institutes  contributing data to  Integrated Water  Resource  Management  (IWRM) and  Integrated Coastal Zone Management  (ICZM) | SWRIS website,  NIMOS for SMIN, Project progress reports, final project report | 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 | PMU will review available data platforms and assess  connectivity, with input from stakeholders as needed |  |
| 2.3.c Number of knowledges materials for awareness raising in Integrated Water Resource Management (IWRM) and Integrated Coastal  Zone Management (ICZM) developed with support by the project | Project Progress reports, final project reports | Zero products.  Project not started | At least 4 Knowledge products produced per year during the life of the project | Knowledge products produced in collaboration with partners through coordination and  support from the  PMU |  |
|  | 2.3.d Number of visitors to data sharing platforms for Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) | Project Progress reports, final project reports | None. Project not started | At least 500 visitors to data sharing platforms for Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) registered by the end of the project. | Number of persons will be registered by platform hosts. Information shared with MU |  |

Annex 7: Progress Towards Results Rating Scale

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| --- | --- |
| **Highly Satisfactory (HS)** | The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”. |
| **Satisfactory (S)** | The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings. |
| **Moderately Satisfactory (MS)** | The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings. |
| **Moderately Unsatisfactory (MU)** | The objective/outcome is expected to achieve its end-of-project targets with major shortcomings. |
| **Unsatisfactory (U)** | The objective/outcome is expected not to achieve most of its end-of-project targets. |
| **Highly Unsatisfactory (HU)** | The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets. |

1. Some of the guidance can be found in the UNDP’s Evaluation Resource Centre’s webpages (such as, <http://web.undp.org/evaluation/guideline/documents/PDF/section-4.pdf>). Furthermore, the ToRs indicate that this final evaluation should refer to “Guidance for Conducting Midterm Reviews of UNDP-Supported Projects” for more in-depth descriptions. Furthermore, the Terms of Reference refer to and include the following information:

   Guidance United Nations Development Programme

   http://web.undp.org/evaluation/guideline/index.shtml

   UNEG Code of Conduct for Evaluators/Midterm Review Consultants

   GCCA+ phase 2 Midterm Review. [↑](#footnote-ref-2)
2. Source: : Project Document [↑](#footnote-ref-3)
3. Source: UNDP Guidance for evaluations; Terms of Reference in Annexes (section on work planning: “Examine the use of the project’s results framework/ log frame as a management tool and review any changes made to it since the project start”). [↑](#footnote-ref-4)
4. For instance, in this CPD several key issues regarding Climate Change are present. Such as, NATIONAL PRIORITY OR GOAL: Resilience to Climate Change and other shocks, and Sustainable Natural Resources Management; COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP: UNMSDCF Outcome 5: Caribbean people, communities and institutions have enhanced their adaptive capacity for inclusive, gender-responsive disaster risk management and climate change adaptation and mitigation. [↑](#footnote-ref-5)
5. In the sections regarding implementation how or if gender equity matters were addressed will be developed. This section is restricted to analysing design. [↑](#footnote-ref-6)
6. Output 1.1 Improved regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystems; Output 1.3 Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions; Output 2.2 Strengthened institutional capacity and coordination for Integrated Water Resource Management (IWRM) in Suriname; and Output 2.3 Improved knowledge base of policymakers for integrating latest research insights and up-to-date data. The project is designed to ensure that multiple partners and stakeholders continue to work towards improving women’s empowerment and gender equality where socio-cultural traditions and practices weigh heavily on the social status of women and girls. Capacity building programmes will be provided for women and youth to ensure that economic benefits are distributed in fairness. Training and support in the preparation of business plans will be offered for the involvement of coastal communities including women in sustainable livelihood activities. [↑](#footnote-ref-7)
7. Again, this corresponds to a design analysis. In the proper sections (further along this report) an analysis will be made as to whether or if the project was implemented according to plan regarding gender equity. [↑](#footnote-ref-8)
8. This tool is used given that it indicated to do so in the Terms of Reference for the International Evaluator (see ToRs in the annexes) although the donor is not GEF. This tool is also to be used for midterm assessments not for final evaluations such as this. Therefore, some adjustments had to be made to the different analysis to fit within a terminal evaluation’s purposes and scope. [↑](#footnote-ref-9)
9. Traffic Light is as follows, where level of achievement vis-à-vis outcomes is determined:

   Green= Achieved Yellow= On target to be achieved Red= Not on target to be achieved [↑](#footnote-ref-10)
10. This is how the objective is indicated in the Results Framework in the final Project Document. In other sections of ProDoc Objective is re defined as ““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.” Yet this is not in Log Frame in Project Document. Also as explained in the section on indicators analysis in the report, second indicator is not linked conceptually to CC adaptation and improvement of management of water resources and coastal ecosystems, signalling that perhaps the second impact log frame indicator is not appropriate for this project. [↑](#footnote-ref-11)
11. Furthermore, Project Document and ensuing documentation indicates that 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). Indicators for outcomes are not specified as such, mostly they are output indicators. [↑](#footnote-ref-12)
12. Progress Towards Results Rating Scale is used for this column as indicated in *Guidance for Conducting Midterm Reviews Of UNDP-Supported, GEF-Financed Projects*. The Rating Scale is found in annexes. [↑](#footnote-ref-13)
13. No specific outcome indicator in Results Log Frame. Therefore, specific outcome analysis cannot be made for comparing achievement vis-à-vis baseline, when or if baseline indicators do exist. [↑](#footnote-ref-14)
14. Delivery, management, and adaptive management matters are developed further in the next section of the report. [↑](#footnote-ref-15)
15. OECD DAC Criteria Definitions. [↑](#footnote-ref-16)
16. Source: Mid Term Review. [↑](#footnote-ref-17)
17. https://www.undp.org/suriname/projects/suriname-global-climate-change-alliance-gcca [↑](#footnote-ref-18)
18. https://press.un.org/en/2022/sgt3319.doc.htm [↑](#footnote-ref-19)
19. In response to the Evaluation Question in the Terms of Reference where it is indicated that “Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, has there been a proper level of co-financing: and was co-financing used strategically to help achieve objectives?” [↑](#footnote-ref-20)
20. Although Project Management indicates an exit strategy plan will be prepared by the PMU by project end, even if it is generated it will likely not be effective since there is no time for discussion, appropriation and implementation by relevant parties given that the Project has virtually ended. [↑](#footnote-ref-21)
21. 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 [↑](#footnote-ref-22)
22. 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 [↑](#footnote-ref-23)
23. For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](http://www.undp.org/content/undp/en/home/librarypage/capacity-building/discussion-paper--innovations-in-monitoring---evaluating-results/), 05 Nov 2013. [↑](#footnote-ref-24)
24. For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](http://www.undg.org/docs/11653/UNDP-PME-Handbook-(2009).pdf), Chapter 3, pg. 93. [↑](#footnote-ref-25)
25. Risks are to be labeled with both the UNDP SES Principles and Standards, [↑](#footnote-ref-26)
26. <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> [↑](#footnote-ref-27)
27. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-28)
28. 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 [↑](#footnote-ref-29)
29. 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 [↑](#footnote-ref-30)
30. For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](http://www.undp.org/content/undp/en/home/librarypage/capacity-building/discussion-paper--innovations-in-monitoring---evaluating-results/), 05 Nov 2013. [↑](#footnote-ref-31)
31. For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](http://www.undg.org/docs/11653/UNDP-PME-Handbook-(2009).pdf), Chapter 3, pg. 93. [↑](#footnote-ref-32)
32. Risks are to be labeled with both the UNDP SES Principles and Standards, [↑](#footnote-ref-33)
33. <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> [↑](#footnote-ref-34)
34. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-35)