

## ***Summary of conclusions, lessons learned, and recommendations***

### **Conclusions**

The Suriname Coastal Protected Area Management Project was highly pertinent and relevant for the country. Not only because it dealt with protected areas' management and financing but, more generally, because it attempted to confront coastal management issues and challenges in a country where these are crucial for development. The Project was, overall, able to achieve the completion of several products and to generate a certain level of engagement from relevant stakeholders. This engagement dealt with the need for coastal protected areas management instruments that take into account the multiple roles and uses that these systems play in the development of Suriname and its sustainable use of natural resources. The SCPAM Project, however, has not been successful regarding results and effects at the expected levels. The Project, although medium sized for UNDP / GEF, it was a large project within the Surinamese context. Therefore, there were expectations of capacity building, of proactive integration of district / local – level institutions in coastal and protected areas management, of generation of financial resources to promote MUMAs management, and in general of coastal and protected areas improved management. The Project produced a series of instruments and products (such as management plans, mangrove education site, economic valuation studies, biodiversity monitoring protocols) that, potentially, could be implemented and used for management of MUMAs if improved institutional capacity accompanies implementation. This institutional capacity should be accompanied by enhanced institutional and regulatory frameworks and improved links between district – level and national stakeholders. Some of these products and instruments, also, could have a broader potential for use and implementation in Suriname beyond protected area management and could, conceivably, have a catalytic effect concerning sustainable use of natural resources.

### **Summary Lessons Learned**

In order to seek results, a project such as SCPAM needs to interweave results-based approach and management from the very beginning.

Projects need constant monitoring by all parties involved (implementing and executing agencies, project governance bodies).

Rigorous monitoring and evaluation throughout the life span of a project accompanied by adaptive management and modifications when issues arise are imperative to achieve results.

The capacity of the implementing partner needs to be assessed from project inception / design onward.

Gender mainstream needs to be clearly imbedded from project design onward, in order for mainstreaming to be achieved within project's ambits.

Governance structures and responsibilities (of board, steering committee, and implementing agency) within a project need to be clearly laid out from the very beginning of a project.

Downstream results, effects and eventually impacts need to be generated with the proper inclusion, participation of, and relation with local and district level actors and institutions.

The heavy reliance on consultancies to generate products is detrimental to institutional capacity building and ownership of a project's products and eventual results.

### **Summary Recommendations**

#### ***Recommendations for SCPAM Project:***

Convene a workshop or final wrap up meeting to inform and communicate what has been achieved within the Project and make information and products generated available to all stakeholders.

In order to generate or drive catalytic effects from the products generated within the SCPAM Project, there should be an impulse for these to be appropriated by other projects or institutions that could make use of them in other projects or programs.

***Recommendations for future programming at the design level:***

Beginning at design, projects need to have a clear strategic path for implementation, following a pattern of consultations, development of products, piloting and full implementation.

Progress indicators of implementation and effect should be incorporated in the design level, as a way to guide and gauge whether or not results are being generated and include a time table for action.

Projects should have, beginning from the design stage, a results – based outlook.

Projects need to be realistically designed regarding pilot areas where interventions will take place.

Interventions of this type should clearly have as an objective the generation and strengthening of national individual and institutional capacities, taking into account and appraising existing capacity but also needs within the country's institutions.

Sustainable management projects need to generate arrangements to promote implementation of outputs beyond the life – span of the project and therefore generate sustainability of outputs and outcomes.

***Recommendations for future programming at the monitoring and evaluation level***

Projects need to be closely monitored by all parties involved (implementing and executing agencies, project governance bodies).

Governance structures (boards, steering committees) within projects need to have clear proactive roles set from the outset and be realistic as to their composition.

Monitoring should also include guidance for project implementation (not only administrative but also technical) keeping to the interventions ultimate goals and expected outcomes.

An analysis of evaluations of similar implemented projects in Suriname could be generated in order to determine whether there is a pattern in issues that arise out of project implementation.

***Recommendations for future programming at the implementation level***

All relevant local /district – level actors need to be involved from the start of a project, in decision – making, gathering of data, and throughout the implementation process taking into account thoroughly local processes, participation, and inputs.

Communication within a project is an important strength and it should be promoted in order to improve implementation aspects.

Knowledge management inputs and outputs should be promoted throughout the implementation stage of a project, promoting learning not only from in – country experiences but also from regional experiences.

Implementation should follow design and adjust according to needs, identified gaps, or identified execution issues as needed throughout a project's life span.

There should be a better definition of what capacity building is and what it entails at a general level within UNDP as well as within a particular country. Additionally, to this there should be an upgrading of processes currently carried out as regards to capacity, truly promoting institutional strengthening.