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FINAL TERMINAL EVALUATION REPORT

NBS GEF PROJECT - "Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME"

Presented to: *Conservation International*

Author: Climate and Energy (C&E) Advisory Ltd formerly Camco Advisory Services (Kenya) Ltd

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SUBMISSION FORM

25th November 2019

To: swiecks@conservation.org
Cc: anaser@conservation.org; dcarrion@conservation.org
Attention: Shannon Wiecks,
Grants Manager,
Conservation International

Dear Shannon,

REF: Submission of Final Report for the Terminal Evaluation of the NBS GEF Project

We, **Climate and Energy Advisory Limited (formerly CAMCO Advisory Services Limited)**, represented by the undersigned, hereby submit our Final Report for the Consultancy on the Terminal evaluation of the GEF Project "setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME" in accordance with our contract. All annexes are attached to this report.

We remain,

Yours sincerely,

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We are grateful to the following key informants who provided valuable feedback during face to face interviews: Gianni Wip, (Technical/Logistics Coordinator; Foundation for Forest Management and Production Control – SBB - Suriname) Jasper Feyen; (Remote Sensing Officer; Foundation for Forest Management and Production Control – SBB - Suriname.); Zojindra Arjune (Ministerial Focal point for Marine Program, Ministry of Husbandry, Fisheries and Livestock - Suriname). Joan Telgt, (Member, MAFOSUR/ Staatsolie - Suriname); Hannekke van Lavieren, (Oceans and Wildlife Coordinator, WWF – Guianas Programme); Prof. Naipal Sieuwnath, (Lecturer, Anton de Kom University Suriname and Chair, MAFOSUR); Dr. Homenauth, (Director, National Agricultural Research and Extension Institute – NAREI - Guyana); Kene Moseley and team, (Project Coordinator, NAREI Mangrove Project -Guyana); Rayner McAndrew and team (Marine Focal Point, Environmental Protection Agency – EPA - Guyana); Shuba Soamandaugh and team, (Assistant Director, Guyana Forest Commission); Jermaine Braithwaite, (Director, Ministry of Public Infrastructure - Sea Defense - Guyana); Nadia Hunte, (Project Coordinator, Protected Areas Commission – Guyana); and Toshao Phillips, (Indigenous Peoples representative, Sana Rosa Region 2, Guyana).

We also acknowledge the support from the C&E team in organizing online conferences and support in report preparation.

ABBREVIATIONS AND ACRONYMS

AFD	America's Field Division
BSI	Bare Boil Index
CBD	Convention on Biological Diversity
CCA	Causal Chain Analyses
CELOS	Centre for Agricultural Research in Suriname
CI	Conservation International
CLME+	Caribbean Large Marine Ecosystems Project
CMMC	Coastal Marine Management Committee
CMP	Conservation Measures Partnership
CSOs	Civil Society Organizations
CZTF	Coastal Zone Task Force
EMBA	Executive Master of Business Administration
EPA	Environment Protection Agency
ERM	Environmental Resources Management
GCCA+	The Global Climate Change Alliance
GEE	Google Earth Engine
GEF	Global Environment Facility
GFC	Guyana Forestry Commission
GIS	Geographical Information System
GMW	Global Mangrove Watch
ICM	Integrated Coastal Management
ICZM	Integrated Coastal Zone Management
IEO	Independent Evaluation Office
IUCN	International Union for the Conservation of Nature
IW	International Waters
LULC	Land Use Land Cover maps
LME	Large Marine Ecosystem
MAFOSUR	Mangrove Forum Suriname

MOPI	Ministry of Public Infrastructure of the Cooperative, Republic of Guyana
NAREI	National Agricultural Research & Extension Institute
NBS	North Brazil Shelf LME
NDVI	Normalized Difference Vegetation Index
NDWI	Normalized Difference Water Index
NFMS	National Forestry Mapping System
NGOs	Non-Governmental Organizations
NRAs	National Regulatory Agencies
NRTM	Near Real Time Monitoring
OFP	Operational Focal Point
PAC	Protected Areas Commission
PMU	Project Management Unit
QGIS	Quantum Geographical Information System
SAP	Strategic Action Plan
SBB	The Foundation for Forest Management and Production Control, Suriname.
SDGs	Sustainable Development Goals
TDA	Trans-boundary Diagnostic Analyses
TE	Terminal Evaluation
TOR	Terms of Reference
UCLA	The University of California, Los Angeles
UNFCCC	United Nations Framework Convention on Climate Change
WWF	World Wide Fund for Nature

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EXECUTIVE SUMMARY

The Terminal Evaluation for the GEF Medium Sized Regional Project for Suriname and Guyana on "Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf (NBS) Large Marine Ecosystem (LME)" under the International Waters Focal Area, was undertaken by Climate and Energy Advisory (Kenya).

The NBS LME project objective was to "Create the multi-disciplinary information base, regional coordination mechanism and multi-sectoral consensus required implementing elements of the Caribbean Large Marine Ecosystems Plus project (CLME+) Strategic Action Plan pertaining to the mangroves that most directly underpin human wellbeing in the North Brazil Shelf LME". The Project included coordination between Brazil (Amapá) and French Guiana.

The project sought to generate necessary baseline knowledge and technical assessments with emphasis upon the information needs of countries Guyana and Suriname. This was to support a collaborative vision and coordinated, well informed management of North Brazil Shelf (NBS) mangrove systems. The project also aimed to facilitate the development of a trans-boundary coordination mechanism between the countries of Guyana, Suriname, French Guiana and Brazil (Amapá). This was to improve integrated coastal management of the extensive, ecologically connected yet vulnerable mangrove habitat of the North Brazil Shelf (NBS) region.

The NBS Project was expected to greatly benefit from experiences in Brazil and French Guiana and the wider IW-Learn community of practice offered under the GEF-IW framework and through project partners including IUCN and Conservation International. It was anticipated that this project would contribute to the overarching GEF-IW framework and the on-going regional projects in the respective countries aimed at improving the ability to meet individual commitments to global sustainable development conventions including the Convention on Biological Diversity (CBD) and United Nations Framework Convention on Climate Change (UNFCCC) goals.

The one-year project was executed by IUCN –Regional Office for South America as the GEF Executing Agency together with the Conservation International regional and country offices while Conservation International (CI-GEF) was the Implementing Agency. The Co-financing partners were Conservation International, WWF-Guyanas, UNDP, Foundation for Forest Management and Production Control (Suriname), National Agricultural Research & Extension Institute (NAREI Guyana), Guyana Forestry Commission (GFC Guyana) and Government of Brazil. GEF contributed USD 592,202 and the Co-financing from implementing partners was in kind and estimated at USD 838,259.

This Terminal Evaluation was designed to provide a comprehensive and systematic account of the performance of the Suriname NBS LME GEF Project by assessing its design, implementation, and achievement of objectives. It is expected to promote accountability and transparency and facilitate the synthesis of lessons. The TE was conducted as the project was being wound up, between August and September 2019. As such, the assessment focused on the project design, execution, and results and could only infer progress to impact. The assessment was guided by the priorities within the framework of the GEF International Waters (IW) Programmes and based on guidance for evaluation from GEF and CI-GEF.

The evaluation was qualitative while the approach was based on the TOR provided by CI -GEF Unit. The key questions for this evaluation using the "Five evaluation criteria" were provided by Conservation International. The consultant focused on: (a) Appropriateness and

Relevance, (b) Efficiency, (c) Effectiveness and Coordination, (d) Sustainability and (e) Impact. The consultant used the Rating on the main dimensions of project performance provided by CI for assessment of outcomes, sustainability, monitoring and evaluation, quality of implementation, and quality of execution. The CI-GEF Agency also included ratings for environmental and social safeguards.

In undertaking this assignment, the consultant prepared the Zero Terminal Review Report which was submitted to the client and approved at the end of August 2019. The report provided an overview of the identification and description of the evaluation criteria, methodology, rationale for the selection of methods and data sources; data and information management; intended products and reporting procedures, potential limitations of the evaluation and work plan. Further, the consultant undertook stakeholder consultations and interviews using both online and face to face meetings as well as site visits. The lead consultant visited Suriname from 12th-18th September 2019 and Guyana from 18th -20th September 2019.

ASSESSMENT OF OUTPUTS

The Consultant noted that a Project Inception meeting was held on 28th June 2018. The meeting attendees agreed on the scope of the activities under the NBS project and reviewed the results framework including the proposed activities and indicators. The project was organized into a single component (C1) seeking to establish a multi-sectoral consensus and knowledge foundation for the development of an Integrated Coastal Zone Management (ICZM) Plan for NBS mangroves. The project had two outcomes, hence,

- **OUTCOME 1.1** sought to improve awareness and access to the biophysical, social, and economic information most relevant to the conservation and sustainable use of mangroves in Guyana and Suriname through synthesizing results of existing work and undertaking new research where gaps exist.

- **OUTCOME 1.2** aimed at reaching a broad-based multi-sectoral consensus regarding how to manage Guyana, Suriname, and Brazil's mangrove in a coordinated fashion. This was framed with the goal of achieving progress on selected Aichi Targets, UN Sustainable Development Goals (SDGs), and a zero net mangrove loss rate by 2030.

Overall, the consultant noted that the outputs for the two project outcomes were to be achieved in the one year of project implementation, which was a very ambitious timeframe. This was feasible for research related outputs, for Outcome 1.1 but untenable for policy related outputs especially in the context of Outcome 1.2. Developing a regional collaboration and mechanism was a complex undertaking dependent on negotiations and consensus building constrained by diplomatic and political factors beyond the control of the project. This was even more challenging for the project as it was managed through International Environmental Agencies, IUCN and CI. The project was not successful in establishing a Regional Mangrove coordinating Mechanism. The project was also not able to formalize government participation for Brazil and French Guiana. However, informally the country agencies endorsed the concept development for the primer project.

However, the project was very successful in achieving outputs with respect to Outcome 1.1. Updated mangrove Cover maps were developed for both Suriname and Guyana. The mapping work in Suriname was carried out by SBB through partnership with the on-going UNDP GCCA+ project. In Guyana, the mapping was undertaken by the consulting firm, EAME, working closely with the Forest Commission.

The consultant noted that a wide range of studies, consultations and trainings were carried by the project. These include:

i. A study on the local community benefits provided by the Ecosystem Services from Mangroves in the North Brazil Shelf undertaken by the consultant, Duke University, Nicholas Institute completed in June 2019.
ii. The estimation of the economic value of the climate mitigation ecosystem service provided by the mangroves in Guyana and Suriname by Silvestrum Climate Associates and presented in a report entitled "North Brazil Shelf Mangrove Project – Blue Carbon Feasibility Assessment".
iii. A study on Nature Based Solutions for flood defense in Guyana and Suriname undertaken by Silvestrum Solutions consultants completed in January 2019.
iv. A Blue Carbon Feasibility Assessment carried out as part of this project by Silvestrum Consultants in close collaboration with EMBA-UCLA group who provided the information on carbon stocks in both countries.
v. A strategic assessment of financing mechanisms potentially available to protect mangroves in the North Brazilian Shelf Large Marine Ecosystem ("NBS-LME") undertaken by Anderson School of Management at UCLA.
vi. Regional Biophysical Characterization study undertaken on the NBS by Silvestrum Climate Associates.
vii. A Regional Open Standards Training Workshop held in Guyana on 27th to 29th March 2019.
viii. A National Open Standards Training Workshop and ICM Planning/ Vision Session held in Suriname 30-31st July 2019.
ix. A Regional Red Listing of Ecosystems Training held in Guyana from 24th -25th October 2018
x. A Stakeholder Assessment Training for eleven local university students on 11th April 2019 by Duke University.
xi. Mangrove mapping and monitoring, training and capacity building workshops held in May to June 2019.
xii. Training on how to use Google earth engine (GEE), in August 2019.

The Consultant made the following observations as key factors which compromised effective delivery more so for outputs for Outcome 1.2.

(i) **Time limitation**: This project was initially planned for one year but was implemented over 18 months. The project had outputs with short delivery timelines which made it very challenging to effectively achieve the outputs, and in turn, realize the outcomes. The inception workshop was held in June 2018.By this time three of the outputs in Outcome 1.2 were supposed to have been delivered.
(ii) **Availability of information**: The project was for 1 year and it was assumed that in one-year information would be available. For example, the project could not follow up to implement red listing of ecosystems as the process needed more time, data, and information that was not readily available.
(iii) **Political realities**: It was not realistic for outcome 1.2 to be achieved in one year without political agreements and platforms/mechanisms being in place between Suriname and Guyana. Hence the assumptions were incorrect. Regional cooperation is more challenge since this is also premised on diplomatic cooperation. The plan to involve French Guiana and Brazil was very ambitious. Trans-boundary cooperation agreements were based on trust which if not already present, is impossible to build in one year.

(iv) **Limited local capacity**: The procurement plan had been predicated on using local consultants, however, there were no local technical experts and consultants for blue carbon assessments; green grey infrastructure and valuation of ecosystem services were available. The Project had to seek clearance and procure international consultants. This affected timings for the implementation.

(v) **Delay in project kick off**: Because this was a short project, GEF due diligence and contracting took more than 3 months, significantly affecting actual project kick off. The project lost 6 months lead time getting appropriate administrative and procurement procedures in place. Furthermore, the CI Guyana office underwent senior staff changes, programme redesign and office location move, at the initial phase of the project. This led to further delays in procurement and contracting. Coordination from Suriname office was a challenge and project started July – August 2018.

(vi) **Ownership**: Implementing outcome 1.2 was challenging as it is difficult for NGOs to drive such an initiative. Even though there was government endorsement for the project and OFP approval, the same support was not accorded during the implementation phase. The limited support from high level decision makers had not been considered. There were challenges in engaging the Focal points for the CLME+, GEF OFP and key line Ministries to lead the National Working Group and Steering Committee, both critical for Outcome 1.2. Limited support from the Government agencies compromised ability to progress on the regional coordination process.

(vii) **Institutional challenges**: EPA was responsible for ICM activities but there were delays due to institutional restructuring. They did not have adequate staff and time to be effectively engaged in project activities, reviews and efforts to establish the governance mechanism which needed sustained momentum.

(viii) **Human resource limitations**: There were also human resource limitations as Agencies made commitments without understanding the weight of commitment.

(ix) **Project management challenges**– Workshop had to be rescheduled and pushed ahead due to late Project kick off. The Open standards workshop was held in Guyana due to political issues. For example; the International conference was to be held in Georgetown, but it was switched to Suriname (and have red listing and open standards in Guyana); hence budget line shift brought challenges. Communication/Research - Budgets for communication was limited as at is primer phase. The Communication strategy at country level did not have budget for communication as this was not factored in effectively. Hence during project phase, main communication was through workshops/meetings

ASSESSMENT OF PROJECT OUTCOMES

The overall ratings on the outcomes of the project were based on performance under the following criteria: Relevance, Effectiveness, and Efficiency; to assess the extent to which project objectives were achieved using a six-point rating scale. In general, the project was delivered effectively and executing efficiently. The TE ratings are summarised below.

Assessment of Outcomes	Rating (Scale-1-6)
Relevance	(HS) 6
Effectiveness	(MS) 4
Efficiency	(S) 5
Overall Rating	(S) 5

ASSESSMENT OF PROJECT SUSTAINABILITY

This project aimed at addressing gaps and setting up foundation for a full-size project with an implementation time frame of 18 months. The main risk was associated with the inability to achieve outcome 1.2. The overall sustainability of project outcomes has been rated on a four-point scale (Likely to Unlikely) based on an assessment of the likelihood and magnitude of the risks to sustainability as shown below.

Sustainability	Rating (Scale: 1-4)
Financial resources	ML (3)
Socio-economic/Political	MU (2)
Institutional framework and Governance	ML (3)
Environmental	ML (3)
Overall Rating	ML(3)

ASSESSMENT OF MONITORING AND EVALUATION SYSTEMS

The consultants reviewed the M&E plan, workplan and reports. The M&E plan was practical and sufficient given the short time frame of the project and dispersed structure of the PMU. The Project M&E systems were rated on the quality of M&E design and quality of M&E implementation using a six-point scale (Highly Satisfactory to Highly Unsatisfactory) as shown below.

Monitoring and Evaluation	Rating
M&E Design at start of the project	S (5)
M&E Plan Implementation	S (5)
Overall quality of M&E Implementation	S (5)

ASSESSMENT OF IMPLEMENTATION AND EXECUTION

The implementing and executing agencies worked effectively with country and GEF agency to ensure project delivery. The key partners (WWF, NAREI, SBB, EPA, GFC) commended CI for the excellent coordination, planning, management, and communication during the project implementation phase. The project teams worked well mainly because of the good chemistry between the team members in IUCN, CI AFD, CI Suriname and CI Guyana even though there was staff turnover and change in management structure during the short project implementation phase. Initially the IUCN Office in Brazil had a coordinating role, however, two staff involved moved positions and as a result the project coordination was moved to IUCN SUR in Ecuador for field coordination and implementation. IUCN was very adaptive and ensured smooth transition.

The project initially planned to optimise use of national consultants. However, further delays were experienced due to a shift to procure international consultants caused by a lack of available national consultants. However, the solid networks and extensive contacts within both CI and IUCN became very useful in sourcing high quality international consultants. The performance of the Implementing and Executing Agencies was rated using a six-point scale (Highly Satisfactory to Highly Unsatisfactory) as shown below.

Agency	Rating
GEF Implementing Agency	HS (6)
Executing Agency	S (5)
Overall quality of project execution	S (5)

ASSESSMENT OF THE ENVIRONMENTAL AND SOCIAL SAFEGUARDS

The project screening was undertaken in September and categorization correctly classified under Category C. Being a primer project focused mainly on research and establishment of a coordination mechanism, there were no foreseen adverse social or environmental impacts. The appropriate measures were put in place for the safeguards related to Gender Mainstreaming, Indigenous Peoples, Stakeholder Engagement and Grievance Mechanism by the Project. The Project presented the Grievance Mechanism Plan including the contact information during the inception meeting. The relevant tracking was managed during the project and statistics provided in a quarterly basis. A presentation summarizing implementation of these measures was made at the International Conference in August 2019, providing all the statistics.

The consultant reviewed the other safeguard plans and noted that no other safeguard plans were triggered. The consultant assessed whether appropriate environmental and social safeguards were addressed in the project's design and implementation and rated the project as shown below.

Plan	Rating
Gender Mainstreaming Plan	HS (6)
Stakeholder Engagement Plan	S (5)
Grievance Mechanism	S (5)
Overall rating	S (5)

FINANCIAL MANAGEMENT

The Terminal Evaluation assessed the financial management provisions that were provided for in the project document. There were two grant agreements for Finance – CI and IUCN. The project had a clear procurement plan and changes were approved by GEF. The budget spent by end of September 2019 was 93%. The remaining budget was allocated for communication and M&E to be spent by end of Project in October 2019. 84% co-financing has been realised. By the end of the TE, the planned co-finance from Brazil was outstanding and there was no commitment letter from the government of Brazil. The Consultant noted the CI and IUCN plan to cover this shortfall.

RECOMMENDATIONS

The project set to establish the foundation to enable Suriname and Guyana fill gaps in knowledge and especially in the context of CLME+ priorities for mangrove conservation. The project has established a community of practice and developed elements of a road map for the next steps. It is important that the benefits from this project and momentum gained are

harnessed in order to develop the full-sized project and other similar interventions and investments.

LESSONS LEARNT

The consultants derived four main lessons learnt from this TE.

I. **Project Design:** This project was very successful in achieving outputs related to outcome 1.1 but not outcome 1.2. It is critical to develop a robust theory of change with robust assumptions especially for projects with short time frames. This is because there is no window to learn and adapt during project implementation. It is critical that all external factors are reviewed, and assumptions assessed to ensure appropriate risk analysis. It is critical that policy related outputs are not included in time constrained projects. Even though Governments approve projects, it takes a lot of time and effort to gain the level of support needed to reach decision makers and gain political support. Often technical experts from Government Agencies are involved in project design, Concept Note development, and getting approvals. However, they are not not mandated to make key policy decisions. This becomes a challenge when project outcomes are dependent on political support.

II. **Project Planning:** The project faced a delayed start. Fixing contracts with Partners took a long time. This meant that the time left for implementation was very limited. Careful planning is needed for projects with short implementation timelines. There is very limited time available for adaptive management. There were contracting delays but the networks and contacts within both CI and IUCN were very useful in sourcing quality international consultants when local consultants were not available. It is therefore very important to have robust institutional arrangements to enable timely remedial interventions.

III. **Project Management:** For an ambitious project to succeed, it is critical to have a very effective and qualified team in place. This project was successful in spite of the many hurdles because both CI and IUCN had very experienced and qualified staff both as project managers and technical leads. Further, CI and IUCN were able to use their networks to procure high quality consultants. The Project Management team operated from five different countries but effectively used online tools to plan, consult, review, and host meetings. Both the project team and their host institutions were adaptive in their management approach. The team demonstrated high levels of emotional intelligence and effectively engaged partners and stakeholders.

IV. **Project Context:** This Project was modelled on the success of a similar Project in the South America Eastern Pacific Region which developed a regional mechanism for Mangrove Conservation. However, the project was implemented within an enabling environment of an existing Political Platform for addressing policy aspects and the context for regional collaboration, decision making and consensus building. This was lacking for the NBS LME project making it difficult to deliver Outcome 1.2. Policy, political and diplomatic challenges have major impacts on project delivery of regional and transboundary projects and hence need to be considered adequately in project design and development.

1 INTRODUCTION

1.1 The NBS GEF Project General Information

Conservation International (CI) is the GEF Agency for the Medium Sized Regional Project for Suriname and Guyana on "Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME"[1] under the International Waters Focal area. The project general information is summarized in Table 1.

Table 1: NBS GEF Project General Information

GEF Project ID	**9949**
Project Name	Setting the Foundations for Zero Net Loss of the Mangroves that Underpin Human Wellbeing in the North Brazil Shelf LME.
GEF Financing	USD 592,202
Planned Co-financing	USD 838,259
Co-finance Partners	Conservation International, WWF-Guyanas, UNDP, Foundation for Forest Management and Production Control (Suriname), National Agricultural Research & Extension Institute (NAREI Guyana), Guyana Forestry Commission (GFC Guyana) and Government of Brazil.
Project Objective	*"Create the multi-disciplinary information base, regional coordination mechanism and multi-sectoral consensus required to implement elements of the CLME+ Strategic Action Plan pertaining to the mangroves that most directly underpin human wellbeing in the North Brazil Shelf LME".*
GEF Agency	Conservation International.
Project countries	Suriname and Guyana, with coordination with Brazil (Amapa) and French Guiana.
Date of project start:	Approved for implementation on 6th February 2018.
Date of project completion	30-09-2019
Name of the Project Executing Agency	International Union for the Conservation of Nature (IUCN)

IUCN as the Executing Agency (EA) co-executed the project with the CI-Americas Field Division (AFD) and the CI Country offices in Guyana and Suriname. The Project Management Unit (PMU) under IUCN-Sur was based in the regional office in Quito, Ecuador.

The Project Objective was to "*create the multi-disciplinary information base, regional coordination mechanism and multi-sectoral consensus required to implement elements of the CLME+ Strategic Action Plan pertaining to the mangroves that most directly underpin human wellbeing in the North Brazil Shelf LME".* The NBS project was organized into a single component (C1) looking to establish a multi-sectoral consensus and knowledge foundation

[1] *https://www.thegef.org/sites/default/files/*

for the development of an Integrated Coastal Zone Management (ICZM) Plan for NBS mangroves.

The project sought to generate necessary baseline knowledge and technical assessments with emphasis upon the information needs of countries Guyana and Suriname. This was to support a collaborative vision, and coordinated well informed management of North Brazil Shelf (NBS) mangrove systems. The project also aimed to facilitate the development of a trans-boundary coordination mechanism between the countries of Guyana, Suriname, French Guiana, and Brazil (Amapá). This was to improve integrated coastal management of the extensive, ecologically connected yet vulnerable mangrove habitat of the North Brazil Shelf (NBS) region.[2]

The NBS Project was expected to greatly benefit from experiences in Brazil and French Guiana and the wider IW-Learn community of practice offered under the GEF-IW framework and through project partners including IUCN and Conservation International. It was anticipated that this project would contribute to the overarching GEF-IW framework and the on-going regional projects in the respective countries aimed at improving the ability to meet individual commitments to global sustainable development conventions including the Convention on Biological Diversity (CBD) and United Nations Framework Convention on Climate Change (UNFCCC) goals.

1.2 Purpose of the NBS Project Terminal Evaluation

All Global Environment Facility (GEF) funded projects are required to complete a Terminal Evaluation. Evaluation helps the GEF to become more effective in its pursuit of global environmental benefits and has the following two overarching objectives[3]:

- Promote accountability for the achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF-financed activities; GEF results are evaluated for their contribution to global environmental benefits.
- Promote learning, feedback, and knowledge sharing on results and lessons learned among the GEF and its partners as a basis for decision making on projects, programs, program management, policies, and strategies; and to improve performance.

This Terminal Evaluation is for the GEF Medium Sized Regional Project for Suriname and Guyana on "*Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME"*[4] under the International Waters Focal Area. The Project includes coordination between Brazil (Amapá) and French Guiana.

This evaluation is designed to provide a comprehensive and systematic account of the performance of the Suriname NBS LME GEF Project by assessing its design, implementation, and achievement of objectives. It is expected to promote accountability and transparency and facilitate synthesis of lessons. It will provide feedback to allow the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio; and, contribute to GEF IEO databases for aggregation and analysis. In line with the GEF Evaluation Policy (2019), the findings of the TE will be shared with all key stakeholders to: (a) Promote learning (b) Promote the application of lessons learned to improve the performance and impact of GEF

[3] *GEF Independent Evaluation Office: The GEF Evaluation Policy 2019:Unedited version.* http://www.gefieo.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019.pdf
[4] *https://www.thegef.org/sites/default/files/project_documents/ID9949__MSP_Doc.pdf*

activities; and (c) Promote feedback to improve the development of projects and programs. Lessons from the TE will be made available to stakeholders directly involved in project and program formulation and implementation for improved effectiveness and shared with the country GEF Operational Focal Points. The TE provides feedback to allow the GEF Independent Evaluation Office (IEO) to identify recurring issues across the GEF portfolio; and, contribute to GEF IEO databases for aggregation and analysis. The key tasks as outlined in the Terms of Reference for this assignment are presented in Annex 1.

1.3 Objective of the NBS Project TE

The objective of the NBS TE was to undertake a terminal evaluation and deliver an evaluation report for the GEF Project ID 9949 on "Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME" for Suriname and Guyana.

1.4 Scope of the NBS Project TE:

This NBS Project TE was commissioned by the GEF Implementing Agency, Conservation International, at the completion of the GEF NBS Child Project implementation phase. Conservation International specified the Key Tasks for this evaluation as shown in Figure 1.

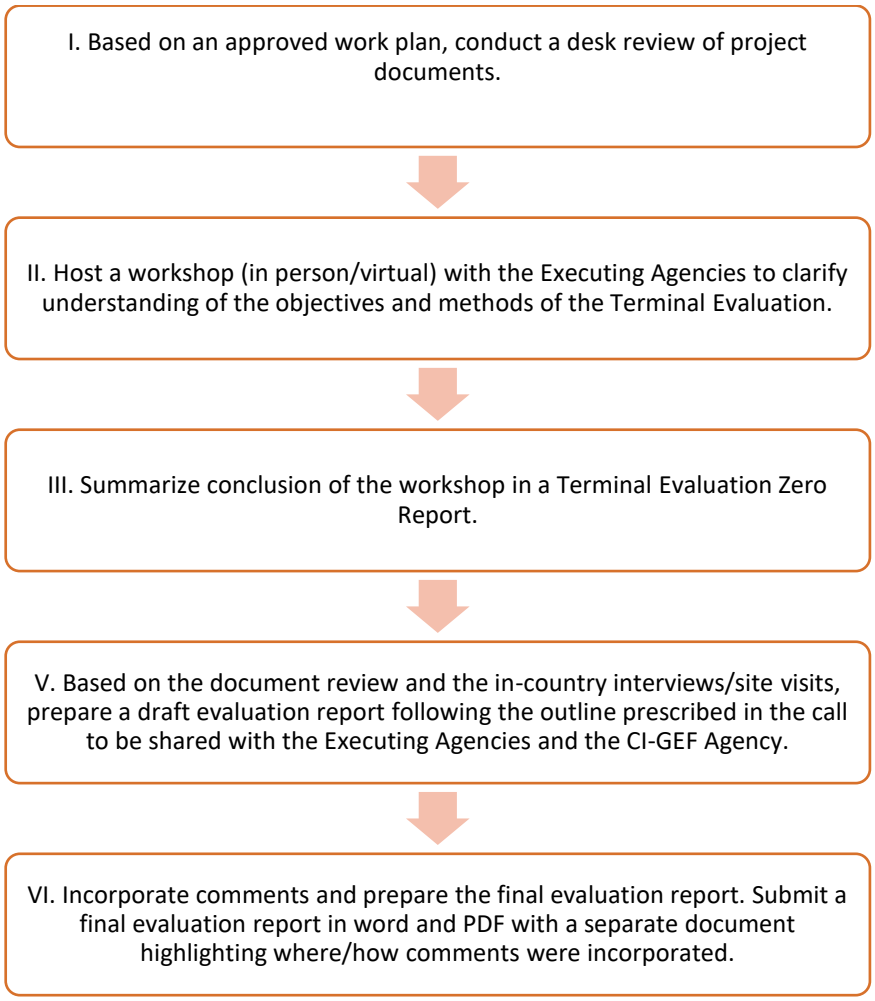

Figure 1: Key Tasks

(Source: Conservation International RFP TOR)

The key questions for this evaluation using the Five evaluation criteria were provided by Conservation International. The consultant focused on: (a) Appropriateness and Relevance, (b) Efficiency, (c) Effectiveness and Coordination, (d) Sustainability and (e) Impact. The consultant used the Ratings on the main dimensions of project performance provided for assessment of outcomes, sustainability, monitoring and evaluation, quality of implementation, and quality of execution. The CI-GEF Agency also included ratings for environmental and social safeguards. The guidance for rating is provided in Annex 2.

1.5 Limitations

The TE was conducted as the project was being wound up, between August and September 2019. As such, the assessment focused on the project design, execution, and results and could only infer progress to impact. The assessment was guided by the priorities within the framework of the GEF International Waters (IW) Programmes and based on guidance for evaluation from GEF and CI-GEF. The evaluation was qualitative with the approach was based on the TOR provided by CI -GEF Unit.

1.6 Deliverables

Conservation International provided the schedule for deliverables with the final deliverable being the Terminal Evaluation report. The guidance for the format and content of the report were elaborated in the TOR. The schedule of deliverable of the consultancy is presented in Table 2.

Table 2: Deliverables for the NBS TE

Activity	Deliverable	Due Date
Kick-off and Virtual Workshop	Host kick-off meeting and Virtual Workshop	19/8/2019
Report summary of the workshop conclusions	Terminal Evaluation Zero Report	27/9/2019
Attend Project Final Workshop and evaluation of the project by conducting field work in Paramaribo, Suriname	Field Work; Focus Group, Discussions; Interviews, Feed - back meetings.	27/8/2019 3/9/2019
Draft Evaluation Report	Draft Evaluation Report: Full report including annexes to be shared with CI-GEF, CI GCO and Executing Agencies	9/10/2019
Final Evaluation Report	Final report: Revised report incorporating comments including annexed audit detailing how all received comments have (and have not) been addressed in the final report.	15/11/2019

The Terminal evaluation kicked off as scheduled on 19th August 2019. The Field visits to Guyana and Suriname as guided by the PMU were organized and conducted in the two beneficiary countries and meetings held with respective stakeholders. Similarly, regular consultations were made through the Virtual workshop and interviews.

2 THE NBS GEF PROJECT

2.1 Context

The Global Environment Facility (GEF), through its' International Waters (IW) Focal Area, has been fostering the use of the Large Marine Ecosystems (LME) approach[5]. The GEF LME supported projects bring together coastal States with concerned international agencies, regional organisations and other key stakeholders to address issues pertaining to the marine environment[6]. Under these projects, science-based information on major trans-boundary environmental concerns are analysed and root causes of environmental degradation are identified. Based on the results of these analyses (known as Trans-boundary Diagnostic Analyses or "TDAs"), countries jointly determine and agree upon priority actions to deal with these trans-boundary concerns, through the development and political endorsement of a Strategic Action Programme (SAP).

The GEF NBS project is aligned to the UNDP/GEF Project "*CLME+: Catalysing Implementation of the Strategic Action Programme for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems"* (GEF ID 5542; 2015-2019)[7]. The CLME+ is a 5-year project that specifically aims at facilitating implementation of the 10-year politically endorsed Strategic Action Programme for the Sustainable Management of the Shared Living Marine Resources of the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+ SAP). The CLME+ SAP (2015-2025) is a key output for the first UNDP/GEF CLME Project (2009-2014) which invested in various studies in the region including the Trans-boundary Diagnostic Analysis (TDA), Causal Chain Analysis and Ecosystem valuations, and others which are available online on the project website[8].

Under the CLME Project, a series of TDAs were produced for the 3 ecosystem subtypes known to support the most important fisheries and biodiversity in the CLME region namely (a) the reef ecosystem (incl. associated habitats); (b) the pelagic ecosystem; and (c) the continental shelf ecosystem. The three priority environmental problems, highlighted through these TDAs and common to the three ecosystem subtypes, were:

(i) Unsustainable exploitation of fish and other living resources;
(ii) Habitat degradation and ecosystem community modification; and
(iii) Pollution.

Causal Chain Analyses (CCA´s) conducted under these TDAs further identified direct and root causes of these problems. The larger CLME+ project seeks to address the root causes of environmental degradation, and in particular the gaps and weaknesses in trans-boundary and cross-sectoral governance arrangements. In this same context, the project is assisting stakeholders in achieving improved coordination, collaboration and integration among the wide array of on-going and newly planned projects and initiatives that are of relevance to the wider objectives of the CLME+ SAP. Various UN agencies, global and regional institutions and

[5] https://iwlearn.net/marine/lmes
[6] https://documentcloud.adobe.com/link/track?uri=urn%3Aaaid%3Ascds%3AUS%3A04f0b219-ad5c-4a21-915d-ff1e13a2cebd
[7] *UNDP GEF 2015: CLME+ ProDOC.* https://documentcloud.adobe.com/link/track?uri=urn%3Aaaid%3Ascds%3AUS%3A04f0b219-ad5c-4a21-915d-ff1e13a2cebd

[8] https://clmeplus.org/documents-library/

organisations, and more than 22 countries from the CLME+ region contributed to the development of the SAP[9] among which are Suriname and Guyana.

2.2 Rationale and Project Theory of Change

According to the NBS GEF Project Document approved by the GEF CEO[10], the NBS GEF project presented an opportunity to develop and share a shared knowledge base between NBS countries of relevance to improved mangrove conservation. The project sought to create an information base to develop future trans-boundary opportunities and joint stakeholder commitment to improve management of the ecologically significant and functional proportion of the NBS regions' mangrove habitat.

The North Brazil Shelf Large Marine Ecosystem (NBS-LME or NBS) situated along the north-eastern coast of South America spans ~1.1 million km^2 over six countries. It is bordered by the Caribbean Sea in Central America and extends south to the Atlantic Parnaiba River delta along the margin of Maranhão and Piauí States in Brazil. The focal geography relevant to the project within the wider NBS region extends from Guyana to North Brazil (Amapá State). Of the four countries, Guyana and Suriname were prioritized as having the greatest immediate need to assess and synthesize key knowledge and policy gaps in order to best advance a regional agenda for mangrove conservation.

A shared agenda for NBS Integrated Coastal Zone Management (ICZM) as suggested by the Caribbean Large Marine Ecosystem Project (CLME+) Strategic Action Plan (SAP) would jointly work towards mangrove protection, sustainable use and management for a key and dynamic natural resource that effectively spans 1600km and the four national borders between the Amazon and Orinoco outflows. This would effectively help consolidate the status of existing reserves and help advance potential protected and managed area denominations into the future.

In order to be effective, the design of such an ICZM process was ideally to draw upon the most robust information available in each country but these were at different levels of development. The research and monitoring undertaken before the project inception phase was seen as the baseline on which the project would leverage actions to fill critical knowledge gaps and develop subsequent applications such threat analysis and conservation priority setting, based on the most robust and relevant information, to develop a coordinated and trans-boundary ICZM for the NBS region.

The project was organized into a single component (C1) seeking to establish a multi-sectoral consensus and knowledge foundation for the development of an Integrated Coastal Zone Management (ICZM) Plan for NBS mangroves. The project has two outcomes.

OUTCOME 1.1 sought to improve awareness and access to the biophysical, social and economic information most relevant to the conservation and sustainable use of mangroves in Guyana and Suriname through synthesizing results of existing work and undertaking new research where gaps exist. This was the technical foundation for building an NBS Integrated Coastal Management Plan for mangroves, as well as the baseline for future monitoring and evaluation. Recognizing that the level of research, policy framework and conservation setting concerning mangroves may differ in some areas (but not all) between Guyana and Suriname, a series of activities were proposed, each being scoped to the information needs of the two countries for improved mangrove conservation. These were:

[9] CLME+ website https://www.clmeproject.org/project-overview/ accessed on 28th August 2018.
[10] GEF NBS LME Project; https://www.conservation.org/docs/default-source/gef-documents/nbs-mangroves/9949-nbs-mangroves-ceo-approval-endorsement.pdf?sfvrsn=16241ea_2

i. Mapping and systematic estimation of current mangrove extent and condition.
ii. Targeted research on underlying biophysical processes necessary for informed management.
iii. Dimensioning of the ecosystem goods and services mangroves provide at the local, national and global level.
iv. A comparable review of relevant policy, tenure rights and potential conservation initiatives between the two countries and in reference to best practice in other regions.
v. Threat analysis and an IUCN habitat red listing exercise which will use the generated information to help summarize and qualify the current state of mangrove habitat, goods and services in the NBS region relevant to future sustainable development and conservation planning.

OUTCOME 1.2 aimed at reaching a broad-based multi-sectoral consensus regarding how to manage Guyana, Suriname and Brazil's mangrove in a coordinated fashion. This was framed with the goal of achieving progress on six Aichi Targets, UN Sustainable Development Goals (SDGs) and a zero net mangrove loss rate by 2030. The project sought to initiate an inclusive stakeholder process to support a multi-disciplinary information base. Further it would help instigate a regional coordination mechanism beyond the one-year project that would work towards multi-sectoral consensus for a wider integrated coastal management within and between countries. This goal was to be achieved by building upon and supporting the body of on-going initiatives and actions underway by NBS country governments and NBS based CSOs and NGOs**.**

Working with Governments, NGO and CSO counterparts, formative steps towards an inclusive mechanism for information sharing and regional coordination were envisaged. The project was to explore challenges and options for a future trans-boundary Integrated Coastal Management (ICM) Plan (by 2021). The Plan would provide an appropriate scientific knowledge base for decision making towards sustainable development of mangrove systems in the NBS countries of Guyana Suriname, Brazil (Amapá) and French Guiana. The activities under Outcome 1.1 were designed as catalyst and prerequisite for further effective national planning and steps towards improved regional planning and coordination in the wider region under Outcome 1.2. National coordination is a fundamental pre-condition for effective regional coordination. The Expected outputs are presented in Figure 2.

OUTCOME 1.1The biophysical, social and economic information most relevant to the conservation and sustainable use of mangroves in Guyana and Suriname is obtained from synthesizing results of existing work and undertaking new research where gaps exist as the technical foundation for building an NBS Integrated Coastal Management Plan for mangroves.

Output 1.1.1: Update of national mangrove coverage maps showing the extent of loss since the 1980 baseline.

Output 1.1.2: By December 2018 ecosystem valuation of main ecosystem services provided by mangroves improved in Guyana and Suriname where this is lacking.

Output 1.1.3: By December 2018 biophysical characterization and threat assessments for mangroves for each country where this is lacking.

Output 1.1.4. By July 2018 policy analyses for each country that identify spatial management, use regulations and tenure arrangements relating to mangroves.

Output 1.1.5. By July 2018 mapping and other relevant outputs from the project shared with the larger regional process of CLME+.

OUTCOME 1.2: Broad-based multi-sectoral consensus is reached regarding how to manage Guyana, Suriname and Brazil's mangrove in a coordinated fashion and with the goal of achieving progress on six Aichi Targets, UN Sustainable Development Goals (SDGs) and a zero net loss rate by 2030 and contributing to the achievement of the relevant SDGs and Aichi Targets.

Output 1.2.1: By Apr. 2018 NBS regional mangrove coordination body (as considered in the CLME+ SAP) is created and operational.

Output 1.2.2 : By Mar. 2018 French Guiana and Brazil become participating members in the NBS regional mangrove coordination body.

Output 1.2.3: By May 2018, the NBS regional mangrove coordination body agrees on internal operational arrangements, a work-plan and a timeline to produce the information base required for generating a framework for how to generate a three-country ICZM plan for mangroves and share the mapping and other relevant outputs with complementary programs such as the CLME+ regional process.

Output 1.2.4: By Dec. 2018, a framework charting the scope, content, process and institutional arrangements required for creating a transboundary Integrated Coastal Management (ICM) plan by 2021 developed and approved by the 3 countries (ministerial level).

Figure 2: Project Outcomes and Outputs

2.3 Project Baseline

The consultant reviewed the process used to establish the baseline for the NBS Project and noted that existing research, monitoring, policy and development initiatives that were relevant to such an ICZM scheme in the pre-project phase were used as the baseline. These were used to help establish a knowledge baseline, including:

i. Monitoring and evaluation of NBS-LME mangrove condition and extent;
ii. Valuation of ecosystem goods and services provided by mangroves;
iii. Mangrove relevant policy and management initiatives between the two countries;
iv. Proof of concept of EbA mangrove measures for protection of coastal zones;
v. Mangrove habitat threat analysis following recognized international standards; and
vi. Progress in trans-boundary coordination, information sharing and strategic planning.

The scoping exercise for this project was undertaken at a meeting in Paramaribo, Suriname, 15-16th June 2017. The stakeholders included representatives from government agencies, NGOs and CSOs. The meeting agreed that in order to achieve an adequate and comparable knowledge base between the four NBS countries (including Brazil (Amapá) and French Guiana), targeted research was first required to fill knowledge gaps in the countries of Guyana and Suriname. This process would then generate and share prioritized information of immediate relevance for national and wider NBS regional planning. This information would be critical in enabling informed decision making and constructing technical and coordination space between NBS countries. Ultimately, this would result in a range of wider global environmental benefits such as protection of diverse natural heritage, provision of services, sequestered (above and below ground) carbon and strengthened capacity of the low lying NBS countries to mitigate climate impacts including that of sea level rise as a legacy for future generations.

2.4 Institutional Arrangements

The Project document outlined the Institutional arrangements with IUCN-Sur (IUCN regional office for South America based in Quito, Ecuador) as Executing Agency. IUCN-Brazil based in Brasilia was to coordinate the project as lead executing partner, bringing regional expertise in the Ecosystem Red Listing Process. Further, IUCN- Brazil had experience working in Northern Brazil (Amapá State) and would support the project's commitment for close collaboration with the Brazilian authorities as the southerly extension of the NBS region. IUCN-Brazil would work directly with the CI-NBS team represented by the CI project lead in CI-Suriname and CI-Guyana for the implementation of activities in the NBS region.

Initial activities in the preparatory phase included the following:

a) Development of working arrangements for the Project Management Unit between IUCN Sur and the Conservation International Programs associated with the Project (CI-Guyana, CI-Suriname national offices and the Americas Field Division Program).
b) Preparation and signing of respective grant agreements by CI and IUCN.
c) Establishment of the Project Steering Committee at the Inception Meeting held on 28th June 2018, with membership as shown in Table 3.

The role of the Project Steering Committee was:

a) Provide guidance, responsibility and backstopping on project implementation issues;
b) Ensure that the project aligns with national and stakeholder requirements in partner countries;
c) Ensure effort and expenditure are appropriate to partner and stakeholder expectations;
d) Ensure strategies to address potential threats to project success are identified, ratified and regularly assessed;
e) Address any issue with major implications for the project and ensure focus during adaptive project management;
f) Reconcile any differences in opinion and help resolve any potential disputes; and
g) Report on project progress to higher tier representatives such as Heads of Agency or Cabinet

Table 3: NBS Project Steering Committee

Active members	Chair: • **IUCN-Sur (Executing Agency and Project Sponsor)** PSC Members: • **Government of Guyana Operational Focal Point (OFP);** • **Government of Suriname Operational Focal Point (OFP);** • **IUCN-Sur Regional Executive Director;** • **Conservation International (CI) -Americas Field Division**
Passive Members:	**Secretary:** • CI- Suriname Project Management
Observers:	• NAREI representative • SBB representative • RGB • CI-Guyana • IUCN Project Director (Quito, Ecuador) • ADEKSUR University of Anton de Kom, Suriname. • CELOS • WWF Guyanas • UNDP GCCA+ • PMU-REDD+ • NAREI • SBB

3 DESCRIPTION OF THE NBS GEF EVALUATION

3.1 Evaluation team and composition

The consultant team comprised of Ms. Stella Simiyu, a biodiversity and project management expert, as the lead evaluator. She was supported by Dr. Samuel Gichere, an economist policy and institutional expert, and Ms. Irine Jeptum, a water engineer with broad GIS experience.

3.2 Evaluation Plan

The approach to the Terminal Evaluation involved six stages. These included a desk review of project documents; hosting a virtual workshop with Executing Agency; preparation of the Terminal Review Zero Report; carrying out stakeholder consultations, interviews, site visits and related assessments; preparation of the TE Draft Report and review of comments from CI and GEF on the draft report and incorporating them into the Final TE Report.

The approach is summarized in Figure 3.

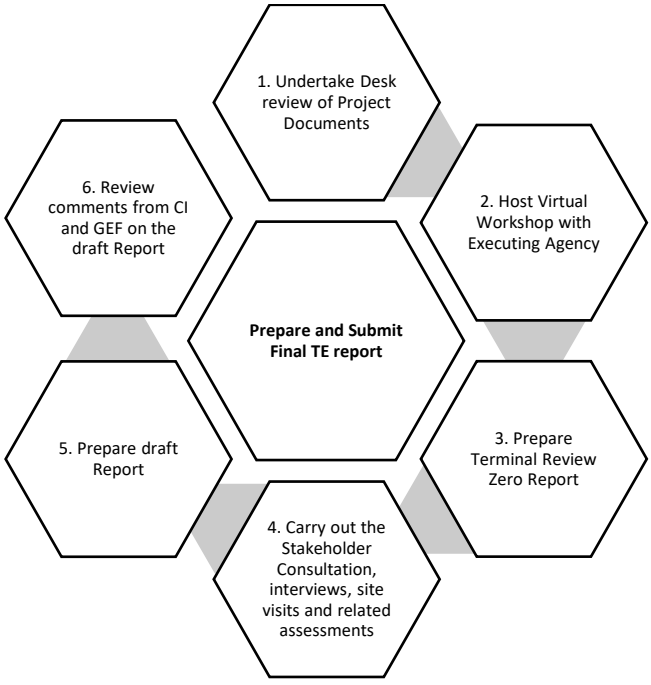

Figure 3: The approach to the NBS TE

The consultant applied participatory techniques in carrying out the Terminal Evaluation and worked closely with the CI-Suriname Project Management Team, CI- Guyana and supported by the IUCN – Sur and CI-AFD. Co-finance Partners, Key stakeholders and Government Agencies were consulted in undertaking the TE. The consultant used a combination of desk reviews, online meetings and interviews, site visits, stakeholder/ project team face to face meetings; and key informant interviews.

a. Project Kick off Meeting

The consultant held a kick-off virtual meeting on 20th August 2018 with the project team. The purpose of the kick-off virtual meeting was to clarify the NBS TE scope, objectives,

communication channels, and plan for field visits and interviews. The meeting details were presented in Zero Draft Report.

The TE consultants had planned to attend the NBS project ICZM international conference in Paramaribo from 27-28 August 2019, but due to limited time to apply for visas, this was not possible. A follow up online briefing and planning meeting was held on 29th August 2019 to agree on revised dates and logistics for the field visits which were set for 11th to 22nd September 2019. The TOR for the Technical Evaluation provided for a field visit to Suriname only and left out Guyana. During the kick-off meeting discussions and consultations, there was consensus that both Guyana and Suriname were to be visited. Following further consultations with CI GEF, and the project team, field visits for both countries were planned and executed.

b. Desk Review

The consultant undertook desk review of key project documents. These included the PIF, Project Document, plans related to the Environmental and Social Safeguards [including Gender and Stakeholder Engagement], work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, Project Outputs documentation, Finalized GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, among others. A Google Drive folder with all project outputs, administrative, and related documentation was prepared and provided by the CI-Suriname Office for the Technical Evaluation. (see https://drive.google.com/open?id=1hcMqt_QrqxoN83xuc2n8NIQqvtUjADm0)

c. Zero Terminal Review Report

The Consultant prepared the Zero Terminal Review Report which was submitted to the client and approved at end of August 2019. The report provided an overview of the identification and description of the evaluation criteria, methodology, rationale for the selection of methods and data sources; data and information management; intended products and reporting procedures, potential limitations of the evaluation and workplan.

d. Consultations, Interviews and field visits

The consultant undertook stakeholder consultations and interviews using both online and face to face meetings as well as site visits. The lead consultant visited Suriname from 12th-18th September 2019 and Guyana from 18th -20th September 2019. Both CI Suriname and CI Guyana project offices facilitated the field visits and made appointments for meetings and interviews for the consultant. The itinerary for Interviews with Key Partners and Stakeholders for Guyana presented in Annex 3. The list of persons interviewed is presented in Annex 4. Online interviews and meetings were held with key project team members not resident in Suriname and Guyana also as shown in Annex 3, specifically IUCN Sur in Quito, Ecuador; the Finance team in Bolivia and CI AFD in Galapagos Islands.

Efforts were made to interview as many stakeholders as possible but change of travel itinerary occasioned by duration required for processing the visa online made it impossible to attend the already scheduled ICZM conference. The consultant missed an important opportunity to access a wide range of stakeholders. The consultant appreciated that efforts were made to book appointments before and during the visit, but some key stakeholders were not available, especially the GEF Operational Focal Points and the UNDP team, as shown in Annex 4. The evaluation plan used semi-structured questionnaire for face to face and online interviews as presented in Annex 5. The field notes from the visits were summarized and presented in Annex 6. Samples of recorded interviews are available on request.

3.3 Tools and Instruments used

The Key questions for the assignment were based on guidance provided by CI GEF and are summarized in Annex 7. Extensive expert knowledge and information was also used to arrive at the outcome and output ratings for the assessments.

a. Assessment of Project Theory of change

The consultant reviewed the theory of change designed to deliver the project objective outcomes and assessed the Results Framework in terms of Outputs, Outcomes, Sustainability and progress to impacts as shown in Figure 4.

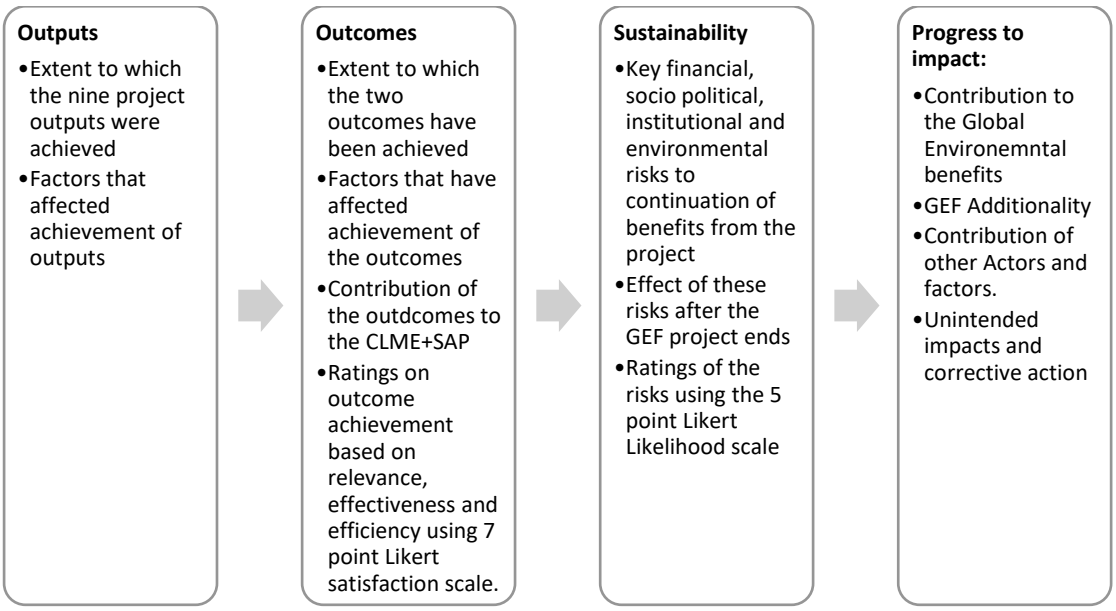

Figure 4: Elements for the evaluation of the NBS Results Framework

b. Assessment of Project Outcomes

The consultant sought to determine and rate the extent to which the project objectives – as stated in the documents submitted at the CEO Approval stage – have been achieved; and indicate if there were any changes in project design and/or expected results after start of implementation. The evaluation framework and criteria for the Outcomes are presented in Table 4. The outcome ratings, presented in Annex 2, considered the outcome achievements of the projects against the expected targets. Project outcomes were rated on three dimensions: relevance; effectiveness and efficiency as per CI GEF guidance in the TOR.

Table 4: The NBS Project TE Evaluation Framework

Criteria	Evaluation Questions	Data Sources	Methodology
Efficiency	To what extent was the project implemented within the planned resources?	Project documentation, Interview notes	Desk review, online interviews, key informant interviews
	To what extent was the project implemented within the planned timelines?	Project documentation,	
Effectiveness	To what extent did the project achieve the project objectives?	Project documentation, field visit notes, survey results	Desk review, field visits, Focus group discussions
	What were the project outcomes?	Project documentation; field visits notes	Desk review, focus group discussion; project team reflection; beneficiary interviews.
	Were the project outcomes achieved in line with expectations and project plan?	Project documentation, Focus group discussions notes; field visit noted	
	Was the theory of change robust enough?	Project documentation, focus group discussion noted notes, interview notes	
Relevance	To what extent were the project outcomes congruent with the GEF focal areas/operational program strategies, country priorities, and mandates of the Agencies?	Project documentation, interview notes	Desk review, Project team reflection; site visits, beneficiary and key informant interviews
	To what extent was the project design appropriate for delivering the expected outcomes?	Project documentation, interview notes	
	To what extent did the project address the real needs within the NBS, Suriname, Guyana and CMLE+?	Project documentation, field visits notes; Interview notes.	Desk review, Field visit; online and key informant interviews.

c. Ratings

The Terminal Evaluation of the project was based on the assessment of achievement of the project strategy. The first aspect of project strategy rated was the progress made towards achievement of results. The project had two outcomes and hence an overall achievement rating for each outcome was made based on a six-point scale as provided in the evaluation guidelines. The second aspect assessed was the project implementation and adaptive management strategy. This was also rated on a six-point scale. The third project measure was on sustainability and a four-point scale was used for rating. The TE rating system was summarized as shown in Table 5.

Table 5: Summary of Ratings & Achievement

	Measure	Terminal Evaluation Rating
1	Project Strategy	Achievement Rating
2	Progress Towards Results	Overall Achievement Rating: (rate 6 pt. scale)
		Outcome 1 Achievement Rating: (rate 6 pt. scale) Outcome 2 Achievement Rating: (rate 6 pt. scale)
3	Project Implementation & Adaptive Management	(rate 6 pt. scale)
4	Sustainability	(rate 4 pt. scale)

3.4 Project Implementation and Adaptive Management

The consultant reviewed project delivery in terms of monitoring and evaluation systems, project implementation and execution, environmental and social safeguards. Other assessments including need for follow up, lessons learnt and recommendations. The aspects assessed are shown in Figure 5.

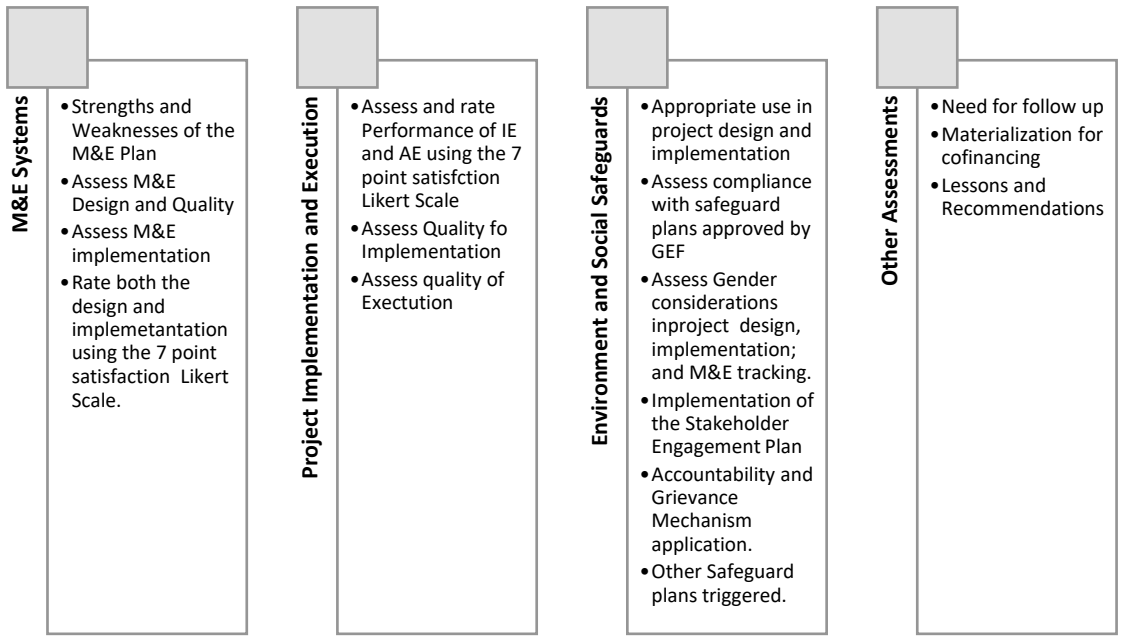

Figure 5: Elements for Assessing NBS Project Delivery

4 FINDINGS FROM THE EVALUATION

4.1 Overview

The NBS LME GEF project was developed based on the previous work which had raised the level of understanding and public awareness of role of mangroves for climate mitigation potential, national production and food security and important coastal defense against flooding. The aspiration was that a shared agenda for Integrated Coastal Zone Management (ICZM) as suggested by the Caribbean Large Marine Ecosystem Project (CLME+) Strategic Action Plan (SAP) would jointly work towards mangrove protection, sustainable use and management for this key and dynamic natural resource.

In order to be effective, it was desired that the design of the ICZM process would draw upon the most robust information available in each country. The project would synthesize these baseline studies, fill critical knowledge gaps and develop subsequent applications (threat analysis and conservation priority setting etc.) based on the more robust and relevant information for a coordinated and trans-boundary ICZM development in the NBS region. The Project Objective was to "*create the multi-disciplinary information base, regional coordination mechanism and multi-sectoral consensus required to implement elements of the CLME+ Strategic Action Plan pertaining to the mangroves that most directly underpin human wellbeing in the North Brazil Shelf LME".* The NBS project was therefore formulated with two outcomes, clear baselines, targets and indicators as shown in Table 6.

Table 6: Project outcomes for the NBS Project.

Outcome 1.1: The biophysical, social and economic information most relevant to the conservation and sustainable use of mangroves in Guyana and Suriname is obtained from synthesizing results of existing work and undertaking new research where gaps exist as the technical foundation for building an NBS Integrated Coastal Management Plan for mangroves		
Baseline 1.1 • ***A first assessment of state of NBS region mangrove knowledge was prepared by CI as part of project development in 2017 and is a starting point for knowledge gap analysis.*** • ***Existing research for the most part is not synthesized in a format to support decision making.*** • ***New research will be instigated during the project.***	***Target 1.1*** • A comprehensive gap analysis underpins a shared research agenda for ICZM development. • Mangrove mapping, understanding of biophysical regimes, EGS valuation studies and threat analysis for the NBS region are underway and significantly advanced as a result of the project.	***Indicators 1.1.:*** *# Knowledge gap analysis for decision making (priority and thematic) (completed).* *# studies, (synthesis of existing work and new research) planned, initiated and published to address critical knowledge gaps.*
Outcome 1.2: Broad-based multi-sectoral consensus is reached regarding how to manage Guyana, Suriname and Brazil's mangrove in a coordinated fashion and with the goal of achieving progress on six Aichi Targets, UN Sustainable Development Goals (SDGs) and a zero net loss rate by 2030 and contributing to the achievement of the relevant SDGs and Aichi Targets.		
Baseline 1.2 • ***Although there are national commitments to the CLME+ SAP, to date NBS countries have yet to engage in a shared ICZM development plan for the region.***	**Target 1.2** • Suriname, Guyana and Brazil (with invitation to French Guiana) agree upon a shared plan for ICZM development in the region.	***Indicator 1.2.:*** *# Consensus agreement achieved committing to multi-sectoral coordination for future NBS mangrove conservation.*

The consultant therefore assessed the projects results to determine and rate the extent to which the project objectives – as stated in the documents submitted at the CEO Approval

stage – have been achieved. Secondly, the consultant sought to establish if there were any changes in project design and/or expected results after start of implementation.

The consultant noted that the Project Inception meeting held on 28th June 2018 agreed the scope of the activities under the NBS project and reviewed the results framework including the proposed activities and indicators. Further, the project team put in place the Technical Working Group which was to support and be responsible for the delivery of Outcome 1.1.

A summary of the progress in achievement of the outputs is presented in Table 7.

Table 7: Summary of the NBS project Achievements

SUMMARY OF PROGRESS IN ACHIEVEMENT OF OUTPUTS		
Output 1.1.1: Update of national mangrove coverage maps showing the extent of loss since the 1980 baseline		
Indicator 1.1.1. ***2 updated national mangrove maps/ country (Guyana and Suriname).***	***Suriname*** • Mangrove mapping undertaken by SBB under the GCCA+ Suriname Adaptation Project. • *Mangrove monitoring System set up* • *Mangrove Cover Map 2018 with Monitoring system prepared*	***Suriname*** • Mangrove mapping undertaken by SBB under the GCCA+ Suriname Adaptation Project, *Setting up a mangrove biodiversity Monitoring System as part of the UNDP co-finance.* • *Mangrove monitoring System set up* • *Mangrove biodiversity studies undertaken* • *Mangrove Cover Map 2018 with Monitoring system prepared*
	Guyana: • *Mangrove Cover Analysis Consultant procured – EAME consultants Guyana.* • *Mangrove Cover Exchange workshop –* • *Presentation from SBB and EAME consultancies to agencies in Guyana* • *Guyana Mangrove Restoration Project review was also completed*	***Guyana*** • *EAME Proposal June 2018* • *EAME Inception Report August 2018* • *Interview Meeting with CI Guyana* • *Interview Meeting with Guyana Forest Commission*
Output 1.1.2: By December 2018 ecosystem valuation of main ecosystem services provided by mangroves improved in Guyana and Suriname where this is lacking.		
Indicator 1.1.2.: 3 ecosystem valuation assessments completed (local, national and global level) for both Guyana and Suriname.	1.1.2.1. A study on Valuation studies on the services of mangroves at local level was undertaken	Bollini, C., Millar, E., Vegh, T., and Virdin, J. (2019) Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME: Local community benefits from ecosystem services provided by mangroves on the North Brazil Shelf. Report by Conservation International and the Research Team at the Nicholas Institute for Environmental Policy Solutions, Duke University.
	1.1.2.2. A study on Valuation Studies at national level and contribution at regional and global level was undertaken	*Mak, M., May, C., Beers, L., and Crooks, S. 2019. Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME: Nature Based Solutions. Report by*

		Conservation International and Silvestrum Climate Associates.
	1.1.2.3 A study on Blue carbon Assessment was undertaken	*Beers, L., Crooks, S., May, C., and Mak, M. (2019) Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME: Blue Carbon Feasibility Assessment. Report by Conservation International and Silvestrum Climate Associates.*
	A study on Green solutions for adapting to climate change was undertaken	*UCLA Anderson – School of Management – May 31 2019: Strategic assessment of financing mechanisms potentially available for NBS Field Report and Final Report*
Output 1.1.3: By December 2018 biophysical characterization and threat assessments for mangroves for each country where this is lacking.		
Indicator 1.1.3.: At least** one biophysical characterization study **improved**; one threat assessment completed **for both Guyana and Suriname;** one IUCN ecosystem red listing process for the NBS **region completed.	(a) Biophysical characterization study undertaken; Regional Biophysical Review presented to stakeholders for review and comment.	Crooks, S., Beers L., Mak, M. and May, C. (2019) North Brazil Shelf Mangrove Project: Regional Biophysical Review. Report by Conservation International and Silvestrum Climate Associates. *For Guyana:* Status of Guyana's Coastal Landscape - A Rapid Assessment Report
	(b) Regional Open Standards Training Workshop held on 27-29th March 2019.	*Open Standards Mangrove Conservation & ICZM Planning Workshop report – May 17 2019:* Key Informant Interviews SBB, WWF, EPA, GFC, NAREI, MAFOSUR
	(c) IUCN red List of Ecosystems in the Guyanas Workshop was held from 24-25 October 2018 *Training done but no red listing undertaken.*	*IUCN Red List of Ecosystems Report* Key Informant Interviews SBB, EPA, GFC, MAFOSUR, NAREI, WWF
Output 1.1.4. By July 2018 policy analyses for each country that identify spatial management, use regulations and tenure arrangements relating to mangroves.		
Indicator 1.1.4.: One policy assessment completed for both Guyana and Suriname.	*Policy analysis was done in Guyana and the product shared with stakeholders* *Under the UNDP GCCA project, UNDP worked with the Govt. of Suriname on the National Mangrove Strategy. This had a component on legal and policy analysis.*	*Policy and stakeholder analysis reports for Guyana* Draft Strategy report for Suriname under UNDP GCCA+ output for Activity 2.1b: Regulatory framework and supporting operational guidelines developed including a Draft Code of Practice for mangrove conservation and sustainable land use development "Coastal Development and Environmental Policy Guidelines" for Suriname.
Output 1.1.5. By July 2018 mapping and other relevant outputs from the project shared with the larger regional process of CLME+.		

Indicator 1.1.5.: At least one technical space identified and/or generated by project as a clearing house for information relevant to regional NBS ICZM planning and in support of the CLME+ process.	*Maps Shared at the International conference.* *CLME+ team represented at the Conference* *Project team confirmed will share as part of the Communication Strategy of the Project end of October 2019.*	*Completed by 31st October 2019*
Output 1.2.1: By Apr. 2018 NBS regional mangrove coordination body (as considered in the CLME+ SAP) is created and operational.		
Indicator 1.2.1.: One established NBS coordination group or forum.	*Guyana - Coastal Marine Management Committee* *International Conference on ICZM*	*TOR - EAP CMMC* *Key Informant Interviews*
Output 1.2.2: By Mar. 2018 French Guiana and Brazil become participating members in the NBS regional mangrove coordination body.		
Indicator 1.2.2.: French Guiana and Brazil are represented along with Guyana and Suriname in the NBS coordination body.	*Attempts made, not achieved.*	
Output 1.2.3: By May 2018, the NBS regional mangrove coordination body agrees on internal operational arrangements, a work-plan and a timeline to produce the information base required for generating a framework for how to generate a three-country ICZM plan for mangroves and share the mapping and other relevant outputs with complementary programs such as the CLME+ regional process.		
Indicator 1.2.3.: Operational guidelines, work plan and timeline produced and ratified by participating countries.	*Progress at national but Not achieved at regional level.*	
Output 1.2.4: By Dec. 2018, a framework charting the scope, content, process and institutional arrangements required for creating a transboundary Integrated Coastal Management (ICM) plan by 2021 developed and approved by the 3 countries (ministerial level).		
Indicator 1.2.4: At least three NBS counties support a regional coordination mechanism and road map that will enable further integrated coastal zone management beyond the one year project.	Not achieved but Consensus on Strengthening a regional ICM Community of Practice and Shared Strategy at the International Conference.	

A detailed analysis of the achievement of the outputs is presented below.

4.2 ASSESSMENT OF OUTPUTS

4.2.1 OUTCOME 1.1

The biophysical, social and economic information most relevant to the conservation and sustainable use of mangroves in Guyana and Suriname is obtained from synthesizing results of existing work and undertaking new research where gaps exist as the technical foundation for building an NBS Integrated Coastal Management Plan for mangroves.

4.2.1.1 Output 1.1.1: Update of national mangrove coverage maps showing the extent of loss since the 1980 baseline

The mapping work was undertaken in Suriname through Partnership with the ongoing UNDP GCCA+ project by SBB while in Guyana by the Forest Commission. In Suriname, the SBB project coordinator was responsible for financial responsibility, accountability, expenditure and financial documentation for this component of the project. Supported by the Project Manager, they undertook quality control in execution and stakeholder engagement for the CI-UNDP GCCA+ scope of the project. The project had the remote sensing officer responsible for developing the cover map and field validation for the maps. In Guyana, this task was undertaken by a consulting firm, EAME, working closely with the Forest Commission.

Suriname

A participatory mapping process was used with stakeholders drawn from national regulatory agencies (NRAs), Governmental organizations (GOs), civil society organizations (CSOs) including the 5 fishermen cooperatives, hydrocarbon industry, industrial fisheries, and from the private sector. The stakeholders were well chosen, informed and guided to ensure ground truthing of the information provided. The literature review relating to mangroves in Suriname and the final state of mangroves was well presented using recent and relevant studies[11]. The historical analysis[12] showing the historical background for Suriname was well researched and explained citing references used. Open topics for further research and improvements were also highlighted for follow on studies. Further, the technical proposal outlined for delineating mangrove map for Suriname was well presented[13] to capture the introduction, objectives, definition of Land Use Land Cover (LULC) classes, overview of the data used, software's used (GEE), pre-processing and core processing of the images obtained as well as post processing (filtering).

A review of the documentation showed that the field trips for Suriname were well organized and successfully executed[14]. The strategy for flight routes were first set and a total of 19 flights successfully executed in Nickerie, Coronie and Saramacca in November 2018. This process was for validation and verification of satellite-based imagery. The work by SBB depicts a well thought and transparent method of carrying out the assignment. The methods for field verification for occurrence of difference mangroves types, data collection and processing and presentation of actual field maps was presented[15] and well outlined. The field visits were relevant for ground truthing and verification as well as collect information for training and capacity building. The method for ground truthing using drones for capturing drone imagery within a radius of 5 km was very effective and efficient.

[11] *Final state of mangroves in Suriname synthesis report (Sept – Dec 2018)*
[12] *Historical analysis v1 (Sept – Dec 2018)*
[13] *Technical report v3 (Sept – Dec 2018)*
[14] *Report prospection drone flights (Sept – Dec 2018)*
[15] *Field protocol for the verification of occurrence of different mangroves types (Sept – Dec 2018)*

Classification and Validation Level 1 LULC classification[16] involved classification of the land uses into mangrove forest, other forest, bare land/construction, vegetation, water and dead mangrove cover areas classes. The assumptions and consideration for classification has been well laid for clarity purposes when delineating and developing the mangrove cover map. The final mangrove map for Suriname was presented for level classification with all accompanying information both in the legend and visual. Validation of mangrove cover map for level 1 classification presented in section 3.6[17] and from the error matrix Table, matching of the criterion of producer's and user's accuracy highly satisfied the level 1 classification process and output.

Level 2 classified the mangroves stages (young, mature and dying mangroves) the photos (sentinel, drone and field) for each are shown for comparison, insights and ground truthing. Level 3 classifies the species of the mangroves. Both level 2 and 3 classifications were under development in collaboration with CELOS[18] hence results presented for Nickerie, Coronie and Saramaca by March 2019, with compiled final results of the LULC classification presented on the website at www.gonini.org.

The processing steps for Near Real Time Monitoring (NRTM) involved contrast, enhancement and monitoring (visual and automatic-under development in (GEE). The progress was tracked and in the final draft results indicated monitoring of mangroves change using sentinel -1 SAR program was successful. A script in GEE was generated in order to visualize changes over three consecutive years, months and days by creating a 3-image color composite and extracting possible areas of loss in the two periods. Other software's such as QGIS made it easy for integration to the current NRTM process that was used at SBB. The range between two Sentinel 1 images with similar sensor characteristics was remapped to a new image which made it possible to map and calculate the loss of mangrove for the period of investigation.

Loss between 2017-18 has been calculated and estimated to be 333ha over the whole coastline of Suriname Fig 16[19]. The QA/QC of mangrove monitoring was done progressively and by June 2019 there was a good progress[20] leading to the adoption of using sentinel 1 SAR imagery for calculating mangroves' loss.

Training and capacity building workshops were held in May to June 2019[21]. Training materials were developed and used for training during training workshops. Other trainings included training on how to use Google Earth Engine (GEE), presentation carried out in August 2019 in Suriname during project stakeholder workshop.

The consultant noted that all the deliverables and objectives intended for the mapping exercise in Suriname were achieved. Progress and results were presented within the stipulated time frame. The method adopted using GEE, data acquisition and processing, ground truthing and verification were appropriate. The final presentation of the Suriname mangrove cover map was delivered successfully and effectively.

[16] *Land Use Land Cover (LULC) classification Level 1 (Sept – Dec 2018)*
[17] Progress report (April – July 2019)
[18] Deliverables as outlined by Jasper
[19] Draft results
[20] Qa/Qc of mangrove monitoring (Sept 2018 – June 2019)
[21] Progress report April – July 2019

Guyana

In Guyana, the stakeholders Guyana included the key agencies NAREI, EPA, PAC, GFC and MOPI. The introduction and objectives of the mapping exercise for Guyana cover map was well outlined. The data for preprocessing was acquired from sentinel 2 imagery and trained using up to date Global Mangrove Watch (GMW) data. The field data used was accessed from Environmental Resources Management (ERM) who carried out field data collection in 2017. The software used for processing data included SNAP sentinel toolbox, QGIS and Microsoft excel. Most appropriate sentinel 2 satellite imagery were used and processed to remove coastal cloud. The accuracy assessment using Cohen's Kappa statistical test was adopted for each study area and Kappa's coefficient were beyond the 0.75[22] showing perfect agreement of the results.

To develop the mangrove cover map, the coastline was divided into 6 regions separated by administrative boundaries. Image classification using SNAP sentinel toolbox (random forest classifier) and indices such as NDVI, BSI and NDWI were used to aid development of most appropriate training data for region of interest. Manual refinement and manipulation were done in QGIS using vector shapefile of classified results by visual interpretation. Adjustment was made using in country experience, professional, CI-Guyana and partner agency (GFC and NAREI) knowledge. The regional results were well presented detailing loss and gain of mangroves. The link to the resulting shapefiles was shared and verified in ArcGIS software. However only areas covered by mangroves were presented and other information on other land use not included.

Ground truthing to verify the results of the extent of mangroves was carried out after analysis of results in September 2019. The areas over classified or under classified were reclassified[23]. The result pointed to the need for more ground truthing exercises in the follow-on study as earlier indicated in the study limitations and reiterated in the mapping report. This is highly recommended to ensure accurate updates on the mangrove cover map including land use classes, age and species as per level 1, 2 and 3 classification procedures.

The change analysis was carried out using GMW data for 2009 to 2016 and 2016 to 2018 to develop assessment of temporal change regionally and locally. The mangrove monitoring change was not well documented or carried out, because when monitoring change, shorter periodic intervals such as months, years would give better results under the period of investigation.

Training materials for use in workshop and for future use were developed. The question and answer (Q/A) sessions on the training topics to facilitate understanding of the trainees was carried on and response results tabulated for workshops. The consultant noted that for this study, the methodologies adopted for Guyana and Suriname had similarities and the possibility of pooling resources[24]. The need to get higher resolution maps was also discussed for follow on study. This is highly encouraged to ensure availability of high-quality maps and access to both maps.

[22] *Guyana – mangrove cover analysis final report (Sept 2019)*
[23] *Guyana – mangrove cover analysis final report (Sept 2019)*
[24] *Mangrove cover training exercise report (Sept 2019)*

4.2.1.2 Output 1.1.2: By December 2018 ecosystem valuation of main ecosystem services provided by mangroves improved in Guyana and Suriname where this is lacking

The project planned that by December 2018, an ecosystem valuation of main ecosystem services provided by mangroves in each country where this is lacking was to be undertaken. The four studies that were planned for in the Project Document #9949 and carried out included:

i. A study on Valuation studies on the services of mangroves at local level.
ii. A study on Valuation Studies at national level and contribution at regional and global level.
iii. A study on Blue carbon Assessment.
iv. A study on Green solutions for adapting to climate change.

The studies were reviewed by the consultant is elaborated below.

(a) Valuation Studies on the Services of Mangroves

A study on the local community benefits provided by the Ecosystem Services from Mangroves in the North Brazil Shelf was undertaken by the consultant, Duke University, Nicholas Institute[25]. Mangrove contributions to economy and HWB at the community level (local EGS value) in Guyana and Suriname was undertaken and completed by June 2019. The responsible parties were FEES, DoFish, NAREI (Guyana); Consultant and AdKUS (Suriname).

The study evaluated the size and distribution of the services the mangrove ecosystem is providing to local communities in Suriname and Guyana. It involved three components:

i. the description, from the scientific and grey literatures, of the mangrove ecosystem
ii. services specific to local communities in Guyana and Suriname;
iii. identification of methods that could be used to estimate the economic values of these services, and estimation of the economic values for mangrove forests' fisheries support ecosystem service; and identification of local beneficiaries of these services.

The Duke University consultant field visits in Guyana and Suriname undertaken in March – April 2019 were successful. The initial results were submitted to project partners and the national working group in Suriname for review and comment. Stakeholders workshops were both in Guyana and Suriname to present the findings and receive feedback. Further, with Duke University the project held the Stakeholder Assessment Training for eleven local university students on 11th April 2019. The findings of the study were also presented at the International Conference on Coastal Zone Management held in August 2019.

As part of the NBS-LME project, the estimation of the economic value of the climate mitigation ecosystem service provided by the mangroves in Guyana and Suriname was undertaken by Silvestrum Climate Associates and presented in a report entitled "North Brazil Shelf Mangrove Project – Blue Carbon Feasibility Assessment" (Beers et al. 2019)[26].

[25] NBS Project Suggested citation: Bollini, C., Millar, E., Vegh, T., and Virdin, J. (2019) Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME: Local community benefits from ecosystem services provided by mangroves on the North Brazil Shelf. Report by Conservation International and the Research Team at the Nicholas Institute for Environmental Policy Solutions, Duke University.
[26] Beers, L., Crooks, S., May, C., and Mak, M. (2019) Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME: Blue Carbon Feasibility Assessment. Report by Conservation International and Silvestrum Climate Associates

(b) Nature Based Solutions: national level and contribution at regional and global level was undertaken

A second activity under this output was a study on Nature Based Solutions for flood defence in Guyana and Suriname). The responsible parties were FEES, DoFish, NAREI (G); Consultant+ AdKUS (S). The study was undertaken by Silvestrum Solutions consultants in January 2019.

The outcome of this study was a Coastal Vulnerability and Adaptation Framework, a tool to identify shoreline segments vulnerable to coastal hazards and the potential consequences to communities and the built environment from these hazards. The Framework provides for a Coastal Vulnerability-Consequence Index that aggregates information and allows for a deep analysis of the vulnerability and consequence of each shoreline segment. It also highlights potential regional scale vulnerabilities that may require cross-jurisdiction adaptation strategy planning[27].

The results of this study were shared and presented in an on-line session with project partners in April 2019. The consultant also noted that IUCN has supported this process by developing Nature Based Solution guidelines, as well as assistance from a US based green-grey engineering expert and workgroup based in CI. Equally important is that the consultancy collaborated with the local research assistants.

(c) Blue Carbon Study

A Blue Carbon Feasibility Assessment was carried out as part of the NBS project by Silvestrum Consultants. The study sought to evaluate the potential of Guyana and Suriname's mangrove ecosystems to contribute to climate change mitigation by exploiting their ability to sequester carbon and their role as important national carbon sinks. It provided a review of NBS mangrove ecological structure, function, and key environmental factors regarding carbon sequestration and storage potential; dimensioning NBS mangrove potential as carbon sinks; and dimensioning NBS mangrove carbon value. This study provided NBS Carbon mitigation potential (global EGS value) in Guyana and Suriname. The responsible parties were FEES, DoFish, NAREI (G); Consultant, and SBB (S) with support from CI-Blue Carbon Initiative.

The study by Silvestrum Solutions consultants' and SBB (Suriname) was completed and presented to the stakeholders for review and comment. Among other recommendations, the study recommended that coastal wetlands be included in a future phase given their high relevance for carbon storage and relationship with the mangrove fringe. Based on the findings of this study, the two countries are working on improving national Blue Carbon Inventories with NAREI/ GFC (Guyana) and SBB (Suriname) agencies. Noteworthy too was the fact that Silvestrum consultants worked in close collaboration with EMBA-UCLA group providing them information about carbon stocks in both countries. It is also important to take note that MBA-UCLA group have shown interest in considering to the potential of blue carbon sequestration to fund mangrove conservation.

[27] *Project Report: Suggested citation - Mak, M., May, C., Beers, L., and Crooks, S. 2019. Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME: Nature Based Solutions. Report by Conservation International and Silvestrum Climate Associates*

(d) Financing Study

As a follow up on the valuation studies, the Project procured consultancy services to undertake a strategic assessment of financing mechanisms potentially available to protect mangroves in the North Brazilian Shelf Large Marine Ecosystem ("NBS-LME"). While the protection and sustainable management of mangroves provides co-benefits for various stakeholders throughout the NBS-LME and across the planet by providing a range of ecosystem services (e.g., carbon sequestration combating global climate change), the initial focus was identifying a financial strategy for the conservation and restoration of mangroves to improve coastal resilience in Guyana and Suriname through the development of symbiotic green-grey infrastructure.

To further optimise this study, the consultants took note that CI in collaboration with the Anderson School of Management at UCLA, has a student group of the Executive MBA Program working on a financial strategy to support green-grey coastal protection solutions and blue carbon enhancing. This study served also as a thesis project for the group of EMBA students.

4.2.1.3 Output 1.1.3: By December 2018 biophysical characterization and threat assessments for mangroves for each country where this is lacking

Under this specific output, three studies on regional biophysical characterization study, threat assessments and Red list of ecosystems were undertaken and are summarized below.

a) Regional Biophysical Characterization Study

The consultant has taken note that a Regional Biophysical Characterization[28] study was undertaken for the NBS by Silvestrum Climate Associates. The objectives of the study were to assess the factors that shape hydrodynamic and physical processes essential to mangrove environments and feedback processes that maintain these environments. The focal area was Guyana and Suriname, with reference to the neighbouring and connected mangrove systems of Brazil (Amapá State) and French Guiana. Among others, the report brought out the relevance of the findings of the study for NBS, the data gaps and recommendations for the next steps. Presentations were made to the stakeholders for review and also at the International Conference.

In April 2018, the Department of the Environment (DoE) in Guyana was tasked with examining existing studies on coastal zone management and, to provide a status report[29] . Working with the NBS project team, the DoE established a Coastal Zone Task Force (CZTF), which consisted of seventeen senior technical officials from nine agencies, to examine existing studies on coastal zone management. The EPA prepared the report with submissions on Guyana's coastal resources; specific emphasis on the priority areas identified in the Presidential directive, and the Status of Guyana's Coastal Landscape - A Rapid Assessment Report.[30]

[28] Crooks, S., Beers L., Mak, M. and May, C. (2019) North Brazil Shelf Mangrove Project: Regional Biophysical Review. Report by Conservation International and Silvestrum Climate Associates.

*[29] On March 31, 2018, His Excellency President David Granger flew over sections of the coast in the Demerara-Mahaica (No. 4), Mahaica-Berbice (No. 5) and East Berbice-Corentyne (No. 6) Regions and recorded observations in the areas of **Wildlife, Mangroves, Tourism, Crime and Economic Activities, Solid Waste, Erosion and Siltation, and Sea Defence**. He asked for a status report on matters identified above, which is intended to determine whether the government has provided for the matters raised to preserve this unique geographical feature.*

[30] Ministry of the Presidency. Department of Environment. April 2018. State of Guyana's coastal landscape. A Rapid Assessment

b) Threat Assessments

A Regional Open Standards Training Workshop[31] was held in Guyana from 27th to 29th March 2019. Twenty-three persons representing twelve Government and eleven Non-Governmental Organizations participated in exploring and documenting three visions for North Brazil Shelf coastal conservation. This led to the generation of inputs towards a future stakeholder-driven process for Integrated Coastal Management of mangroves and coastal ecosystems in the region. The Open Standards planning framework was presented as a tool to help structure, develop and evaluate national and regional strategies and a conceptual model proposed as basis for ICM roadmap planning. The methodology helped to enrich the conversation and understanding of the biophysical characterization and threat assessments for coastal ecosystems for Guyana and Suriname.

The Open Standards Planning methodology was developed to aid the biodiversity conservation community with tackling large, complex, and urgent environmental problems. The Conservation Measures Partnership (CMP) has worked over the past fifteen years to combine principles and best practices in adaptive management and results-based management from conservation and other fields to create the Open Standards for the Practice of Conservation. The Open Standards bring together common concepts, approaches, and terminology in conservation project design, management, and monitoring in order to help practitioners improve the practice of conservation.[32] The understanding was that the key stakeholders could use these tools for robust planning and assessment for Phase 2 interventions of the NBS project.

Since this training was held in Guyana, some key stakeholders from Suriname could not attend and so a second national training was held in Suriname on 30.7.2019.

c) Red List of Ecosystems

It was anticipated that the project would use the IUCN Red Listing of Ecosystems tool to assess the conservation status of at least one site in the NBS region. A Regional Red Listing of Ecosystems Training was held in Guyana from 24th -25th October 2018[33]. The objectives of the workshop were:

i. to build the capacity and potential of agencies to use the IUCN RLE assessment protocol with the overall goal of identifying and assessing ecosystems most at risk of biodiversity loss in Guyana coastal marine ecosystems, and
ii. outline the applicability, challenges related to knowledge gaps and opportunities for the development of a Mangrove RLE in the Guyanas.

The training was attended by fourteen participants. They discussed data needs and gaps which were the main constraints in progressing to the next level of red list assessment. The consultant observed that no red listing was undertaken for NBS ecosystems beyond the training that was undertaken.

[31] NBS Project Workshop Report. Open Standards Mangrove Conservation & ICZM Planning Workshop 27-29 March 2019. Report dated May 17, 2019
[32] Conservation Measures Partnership (CMP), 'About Open Standards' http://cmp-openstandards.org/about-os/ (accessed 01/05/2019)
[33] NBS Project Workshop Report. Red List of Ecosystems in the Guianas Training Workshop held 24-25 Octber 2019. Report dated November 30th 2018.

4.2.1.4 Output 1.1.4. By July 2018 policy analyses for each country that identify spatial management, use regulations and tenure arrangements relating to mangroves

This activity was undertaken by UNDP as co-finance contribution under the UNDP GCCA+ Project[34]. Under the UNDP project, Output 2.1 aims to 'Develop a National Mangrove Strategy'. This includes an activity on Policy review, hence, "Activity 2.1b: Regulatory framework and supporting operational guidelines developed including a Draft Code of Practice for mangrove conservation and sustainable land use development "Coastal Development and Environmental Policy Guidelines)".

The consultant's follow up with the UNDP indicated that the draft strategy is under development. Unfortunately, the TE team were not able to meet with the UNDP team during the country visit due to transitions of staff that was taking place. In addition, the UNDP Resident Representative has since left and a new one was in the process of taking office. This transition resulted in some delay in the process as the UNDP await the handing over. Meanwhile UNDP-Suriname was not in a position to share the outputs before submitting the strategy to the respective Cabinet Minister. Other complementary policy assessment studies were undertaken through the WWF Oceans, Governance Programme which were availed to the Project as part of the reference resources.

4.2.1.5 Output 1.1.5. By July 2018 mapping and other relevant outputs from the project shared with the larger regional process of CLME+

The Project developed a communication Strategy that was used for outreach at local, national and regional level. This included Technical Working Group Meetings, Partner Meetings, Workshops, and the International Conference where all these outputs were shared. Further, short three-minute videos were shared online, as well 1 minute one for social media platforms. Social campaigns were hosted using various tools such as 1-2 messages per week, depending on audience response; three mini blogs proper context for campaign; Facebook and Instagram posts.

The Project team intends to share the technical publications, maps and other outputs with CLME+ Project. The CLME+ team were invited to the International ICZM Conference and made presentation on their project. The necessary linkages have been made between the teams on the NBS and CLME+ project for follow up. The intention was to share with all Partners and CLME+ all project results by end of October 2019. However, given that the communication tools and products are mainly in English language platforms, while the official language in Suriname is Dutch, French (French Guiana) and Portuguese (Brazil); it is vital that translations are made into these languages for wider reach, engagement and impact. it is also noteworthy that the project outputs have been shared recently in Cartagena IW Conference end of September 2019 with other LME and GEF IW stakeholders.

4.2.2 OUTCOME 1.2:

Reach a broad-based multi-sectoral consensus regarding how to manage Guyana, Suriname and Brazil's mangrove in a coordinated fashion

[34] UNDP GCCA+ Project Document. https://reliefweb.int/sites/reliefweb.int/files/resources/UNDP-RBLAC-ClimateAdaptationActionsSR.pdf reviewed after Key Informant Interviews with CI Suriname Project Coordinator.

At the project planning phase, it was envisaged that a broad-based multi-sectoral consensus would be reached on how to manage Guyana, Suriname and Brazil's mangrove ecosystems in a coordinated fashion. This would be with the goal of achieving progress on six Aichi Targets, UN Sustainable Development Goals (SDGs); and a zero net loss rate by 2030. The target set was that Suriname, Guyana and Brazil (with invitation to French Guiana) would agree upon a shared plan for ICM development in the region. This was to be achieved in the one year of project implementation.

The consultant team has established that this was an ambitious target to have been achieved within that short one-year period based on a review of available documentation and interviews with key stakeholders in both countries. In addition, although there are national commitments to the CLME+ SAP in both countries, they have not engaged in a shared ICM development plan for the region.

4.2.2.1 Output 1.2.1: By Apr. 2018 NBS regional mangrove coordination body (as considered in the CLME+ SAP) is created and operational.

The NBS Project aimed to support and coordinate with national technical mangrove group(s) to determine the most appropriate platform(s) for the periodic review of the state of current knowledge, knowledge sharing and research/ conservation prioritization exercises. It was also to facilitate stakeholder participation and the creation of a Regional Mangrove Action Committee with NBS-LME partners. The NBS regional mangrove coordination body as considered in the larger CLME+ SAP was to have been created and operational by April 2018. The project aimed to develop National Working Groups and a Regional Mangrove Action Committee. The evaluation assessed the progress made for each target as summarized below.

a) National working groups

IUCN was responsible for the delivery of Outcome 1.2 working closely with CI-Suriname and CI-Guyana. The consultant noted that at the inception workshop held on June 28th, 2018, a technical working group was formed to provide technical oversight for the project and undertake periodic review of the state of current knowledge, knowledge sharing and research/ conservation prioritization exercises.

The consultant established that the first national working group was organized with the Ministry of Foreign Affairs, the Ministry of Regional & Spatial Planning represented by SBB in Suriname. The Cabinet of the President did not attend as envisaged as they had a conflicting meeting on the same day. A separate catch up meeting was held with the Policy Associate of the Coordination Unit for Environment at the Cabinet of the President to discuss the outcomes of the first national working group. Two other meetings were planned with the technical working group and partners and the national working group to discuss the vehicle for Mangrove Management Suriname and the ICM roadmap. The Suriname Technical Working Group met four times[35]. The Inception Meeting also established the National Project Steering Committee, but this was less effective in Suriname. Two National Working Group Meeting focused on ICM were held[36] in Suriname. In addition, a National Integrated Coastal Zone Conference was held on 10th June 2019. The Conference brought together key stakeholders.

[3535] National Working Group Meeting Minutes 5/12/2018; 16/4/2019 and 22/7/2019 and Partners Meeting 30.7.2019.
[36] Minutes of the National Working Group 22/3/2019 and 20/6/2019

There were challenges in Suriname in engaging the respective Government Ministries and getting them to steer the process. The aspiration was that a government agency or the OFP would chair the NWG. However, only the Ministry of Spatial Planning and Foreign Affairs made official commitment. The technical working group worked well and all the civil society agencies were actively involved. As a result, the Technical Working Group and the National Working Group were merged. SBB participated on behalf of Ministry of Spatial Planning. The representatives from Foreign Affairs were not able to attend consistently. Since the Ministry of Spatial Planning is the focal agency for the mangroves and forestry, the project maintained links with them as the key Government Partner

In Guyana, there was support from Government and especially from NAREI and EPA. During the preparation of the Status Report on the Status of Coastal Resources of Guyana (2018) by EPA, recommendations garnered from discussions of the Coastal Zone Taskforce reflected a need for greater inter-agency collaboration, to better coordinate the development within the coastal zone. This formed the basis of the establishment of the Coastal Marine Management Committee. The Terms of reference of the Committee define nine core government agency members, with ten affiliated agencies as observers and six private and NGO group observers. The Environmental Protection Agency in collaboration with the DoE and other stakeholders envisions the establishment of the CMMC as a means of successfully implementing the proposed Action Plan for ICZM as well as the establishment of management strategies to drive development and sustainability of the coastal and marine environments[37]. In Guyana, the first multi-sectoral national ICM meeting was held in January 2019. The meeting provided an opportunity to present shared regional issues. It is important to take note of the fact that the Environment Protection Agency (EPA) in Guyana is currently being restructured, so no Coastal Marine Management Committee (CMMC) meeting has been held since then, but all implementing agencies are looking forward to re-engage. Further discussions were held at the International ICZM conference held in August 2018 and proposals made to strengthen “the community of practice”.

Due to the reasons above, including challenges to garner strong commitment from government agencies in Suriname, the NBS regional forum in turn comprised a non-binding community of practice primarily for knowledge sharing. This was meant to help avoid confusion over jurisdictions or country commitments while establishing a technical basis for further discussions on the NBS regional agenda.

b) Regional Mangrove Action Committee

This activity was to be undertaken by IUCN. A first conceptual model for NBS mangrove development was produced by stakeholders in the NBS Mangrove Operational Strategy Planning Workshop held in March 2019 in Guyana. A follow up Operational Strategy workshop was planned for Suriname to help complement such a joint strategy for a regional mangrove body.

The key stakeholders identified the bottlenecks in achieving targets related to Outcome 1.2 in a meeting held in July 2019. The International ICZM conference in August 2019 in one of the sessions reviewed the challenges in developing the NBS forum and in general, Outcome 1.2. These included political, technical and process challenges. There was consensus to strengthen the Open Community of Practice, non-binding platform to harness the benefits of trans-boundary collaboration but avoid political bottlenecks.

The creation of a regional mechanism for knowledge exchange and trans-boundary cooperation was discussed at the end of March 2019 between project partners. In practice

[37] *Environment Protection Agency. 2018. Terms of Reference. Coastal Marine Management Committee.*

this is being advanced through presentations of technical results to the national working groups. The CLME+ SOMEE (state of marine ecosystems regional Caribbean + NBS LME report) is also proposed as a mechanism to share results.

4.2.2.2 Output 1.2.2: By Mar. 2018 French Guiana and Brazil become participating members in the NBS regional mangrove coordination body.

For Output 1.2.2 the project sought to bring on board French Guiana and Brazil as participating members in the NBS regional mangrove coordination body by May 2018. This responsibility was allocated to IUCN-Sur and CI-AFD. The process involved meetings to engage and formalize French Guiana and Brazil's participation. It was however difficult to engage French Guiana directly since it is part of the political and administration of France. The project team made effort to contact the relevant French Ministries and agencies through contact established through IUCN offices in Europe. Further, the political situation in Brazil changed since the project preparation phase leading to limitations in possibilities of having physical engagements. Ultimately, IUCN approached and engaged the French Guiana and Brazil Amapá officials for designation of a focal point to address the trans-boundary issues.

The second activity under this output was also to plan and have consensus building meetings between French Guiana, Brazil, Guyana and Suriname on the roles, scope, and sustainability mechanism for a Regional mangrove Coordination Body. The initiative is initially framed as part of the CLME+ Strategic Action Plan (SAP) – an existing intergovernmental mechanism/ agreement. Given the challenges noted above, this was not achieved.

4.2.2.3 Output 1.2.3: By May 2018, the NBS regional mangrove coordination body agrees on internal operational arrangements, a work-plan and a timeline to produce the information base required for generating a framework for how to generate a three-country ICZM plan for mangroves and share the mapping and other relevant outputs with complementary programs such as the CLME+ regional process.

It was envisaged under Output 1.2.3, that the NBS regional mangrove coordination body would agree internal operational arrangements and a work plan by May 2018. This would incorporate a timeline to produce the information base required for generating a three-country ICM plan for mangroves. The coordination body was also to outline how the mapping and other relevant outputs would be shared with complementary programs such as the CLME+ regional process. Meetings on NBS ICM scoping were to have been integrated into the CLME+ SAP implementation process. This was not achieved since the regional body was not established. Further, in both Suriname and Guyana, collaboration with the GEF OFP and CLME+ focal points were critical but this did not work well. In Suriname, the OFP is under the Department of Environment under the Presidency. The CI team reached out to the OFP in order to form the National Working Group but there was no official feedback received for the case of Suriname. Therefore, the National Working Group never picked up, but instead the Technical Working Group morphed to play both roles in Suriname. In Guyana, EPA is the Focal point for CLME+ Environment Component and this linkage worked well for Guyana.

Developing a regional process was therefore difficult. The plan to involve French Guiana and Brazil was very ambitious because trans-boundary cooperation agreements often tend to be complex and are based on trust which is impossible to build in one year. Further sovereignty issues arise which require multi-stakeholder and multi-level negotiations and consensus building within a political and diplomatic context.

4.2.2.4 Output 1.2.4: By Dec. 2018, a framework charting the scope, content, process and institutional arrangements required for creating a trans-boundary Integrated Coastal Management (ICM) plan by 2021 developed and approved by the 3 countries (ministerial level).

The NBS Project aimed to develop a road map ratified by 3 countries. This was not realistic given the short project time frame. The International Conference held in August 2019 sought to build consensus on the next steps as a non-binding community of practice on mangroves in the NBS. Key government agencies such as Presidents Cabinet in Suriname attended and expressed interest. It was agreed at the International conference to for the community of practice to consolidate better how science supports governments in planning and decision making. Gaps have been identified which can be addressed in a full-size project or second phase. It was agreed to Involve French Guiana in discussions for future phase and through other initiatives such as the IUCN/WWF Shared Resources Project. There was consensus on the need to prepare second Phase of the Project and not lose momentum.

4.3 ASSESSMENT OF OUTCOMES

The overall ratings on the outcomes of the project were based on performance using the following criteria: Relevance, Effectiveness, and Efficiency and rated based on the extent to which project objectives were achieved using a six-point rating scale presented in Annex 2.

4.3.1 Relevance

The project focus as reflected in the title "Setting the foundations for zero net loss of the mangroves that underpin human wellbeing in the North Brazil Shelf LME" was well aligned to the above-mentioned thematic areas and contributed to each one of them. These priorities are also in line with national commitments to global Multilateral Environmental Agreements.

Based on the key informant interviews with the government agencies especially SBB, NAREI, GFA and EPA, the project was noted as very relevant. Suriname and Guyana are very vulnerable to climate change hence this investment was of high priority. This was the first-time mangroves were evaluated on a regional level in the NBS region.

The project provided the road map for establishing the National Forest Monitoring System for the Mangroves component in both countries. This was a critical step in establishing the overall monitoring system and practice. The project provided an opportunity to validate data as well as bring together data sets which were previously scattered. Further, the project put together historical maps and brought different key stakeholders together. The overall data set used was broader focusing on biodiversity not just forestry. This required expertise from various institutions and put in place a protocol to satisfy urgent data needs. This was the first together to bring together key institutions to bring data together such as the National Herbarium and the Zoological Collection in Suriname.

The NBS Project provided necessary baseline information on mangrove ecosystems and trends, build the case for financing mangrove conservation and restoration, build the foundations for the formation of the Mangrove Action Committees and generated very useful data sets for both SBB, NAREI, and GFC Monitoring and GIS offices. It generated updated information on Mangroves contribution to carbon sequestration in moving to green economy. Further, the mapping exercise provided opportunity for very useful collaboration and developed the baseline for updating mangrove forest cover maps generated. There was

capacity building for key government agency staff and with the methodology used by consultants adopted for future use.

The updated information generated from the project will be used when reporting to the respective Conventions and Agreements. For example, EPA has consultants working on the CBD 6th national report and will include the outputs of the NBS project. The project has built the foundation for the coordination and communication at national and trans-boundary level.

According to EPA, this work could not have been funded with current resources in Guyana. It has addressed a vital gap as it covered the coastal area which is poorly studied. There were links to the WWF Marine Spatial Planning Project and hence there is an opportunity to progress some activities further under this Project. For GFC, the knowledge products are useful for the monitoring officers and for planning. The mangrove map will form part of the national forest comprehensive mapping program. The results from the studies were relevant to update MRV especially with respect to Carbon, forest area change, and as a basis for Payment for Environmental Services (PES) scheme. The mangrove cover map was also useful to Protected Areas Commission. The Basis for paying for Blue carbon will be refined as the country is Country trying to mainstream Rio conventions

Overall, this project will in the long run contribute to global environmental benefits namely:

a) Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society;
b) Sustainable land management in production systems (agriculture, rangelands, and forest landscapes);
c) Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services;
d) Support to transformational shifts towards a low-emission and resilient development path;
e) Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern; and
f) Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks

4.3.2 Effectiveness

The TE consultant is aware that the one-year project was designed as a base for a bigger programme linked with the larger regional programs, especially CLME+. While good progress was in made to realize Outcome 1.1, the project faced challenges in achieving outcome 1.2. The Consultant made the following observations as key factors which compromised effective delivery more so for Outcome 1.2.

(i) **Time limitation**: This project was initially planned for one year but implemented over 18 months. The project had outputs with short delivery timelines which made it very challenging to effectively achieve the outputs and in turn realize the outcomes. The inception workshop was held in June 2018, and by this time three of the outputs in Outcome 1.2 were supposed to have been delivered.

(ii) **Availability of information**: The project was for 1 year and it was assumed that in one-year information would be available. For example, the project could not follow up to implement red listing of ecosystems as the process needed longer time and more data and information which were not readily available.

(iii) **Political realities**: It was not realistic for outcome 1.2 to be achieved in one year without political agreements and platforms/mechanisms being in place between Suriname and Guyana. Hence the assumptions were not correct. Regional cooperation is more challenge since this is also premised on diplomatic cooperation. The plan to involve French Guiana and Brazil was very ambitious. Trans-boundary cooperation agreements based on trust which if not already present, is impossible to build in one year.

(iv) **Limited local capacity**: The procurement plan had been predicated on using local consultants, however, no local technical experts and consultants for blue carbon assessments; green grey infrastructure, and valuation of ecosystem services were available. The Project had to seek clearance and procure international consultants. This affected timings for the implementation.

(v) **Delay in project kick off**: Because this was a short project, GEF due diligence and contracting took more than 3 months significantly affecting actual project kick off. Due diligence for GEF projects can be very complicated and the project lost 6 months lead time getting administrative and procurement. Further it took time to get the approvals as CI Guyana office team was in transition with change of Directors, programmes, moving offices. Coordination from Suriname office was a bit of challenge and project started July – August 2018.

(vi) **Ownership**: Implementing outcome 1.2 was challenging as it is difficult for NGOs to drive such an initiative. Even though there was government endorsement for the project and OFP approval, the same support was not accorded during the implementation phase. The limited support from high level decision makers had not been considered. There were challenges in engaging the Focal points for the CLME+, GEF OFP and key line Ministries to lead the National Working Group and Steering Committee, both critical for Outcome 1.2. Limited support from the Government agencies compromised ability to progress on the regional coordination process.

(vii) **Institutional challenges**: Timing was a challenge for some Partners. In Guyana, the project was late in getting started but NAREI had already the programme running and CI built on this. EPA had a challenge to get time to get involved, contribute to the review, and efforts to put in governance mechanism needed momentum. EPA was responsible for ICM activities but there were delays due to institutional restructuring.

(viii) **Human resource limitations**: There were also human resource limitations as Agencies make commitments without understanding the weight of commitment.

(ix) **Project management challenges**– Workshop had to be rescheduled and pushed ahead due to late Project kick off. The Open standards workshop was held in Guyana due to political issues. For example; International conference was to be in Georgetown but was switched to Suriname (and have red listing and open standards in Guyana); hence budget line shift brought challenges. Communication/Research - Budgets for communication was limited as at is primer phase. The Communication strategy at country level did not have budget for communication as this was not factored in effectively. Hence during project phase, main communication was through workshops/meetings.

4.3.3 Efficiency

The project procured very experienced and high- quality consultants. Duke University were procured competitively by the project to undertake the valuation and biophysical studies. The University had previously worked extensively in the valuation studies. Silverstrum Climate Associates, who are IPCC authors on Blue carbon while UCLA are experts on alternative financing mechanisms to support long term sustainability were also contracted by the project. These studies also leveraged on other CI Programmes. Further, the Project Co-finance

Partners delivered on their commitments and contribution to the delivery of project outcomes, especially with respect to Outcome 1. 1. In Suriname, this was mainly the contribution and input by SBB, UNDP, GEF, AdKOM and MAFOSUR while in Guyana, EPA, NAREI and GFC. The project team made every effort to maximize efficiency. Online Platforms were used for most meetings, planning and review work. Activities were distributed between CI offices to enhance efficiency such as communication materials produced in Guyana but printed in Suriname as it was cheaper to print there.

The budget and expenditure reports detailed to the activity level were availed to the TE consultants. The accuracy of reporting and the closeness of actual expenditure to the planned budget depicted very high management discipline and accounting procedures. The commitment from IUCN, CI and UNDP to bridge the small financing gap left by non-contribution of co-financing resources by Brazil are telling signs of ownership of the project and the desire to succeed in the overall commitment as envisaged in the project design.

4.3.4 Overall Outcome ratings

The overall Rating Scale for Outcomes was based on feedback from the interviews, site visits, level and quality of outputs, and documentation. These are presented in Table 8.

Table 8: Overall Outcome ratings[38]

Assessment of Outcomes	Rating (Scale-1-6)
Relevance	HS (6)
Effectiveness	MS (4)
Efficiency	S (5)
Overall Rating	S (5)

Note: HS = Highly Satisfactory (6); S = Satisfactory (5); MS = Moderately Satisfactory (4); MU = Moderately Unsatisfactory (3); U= Unsatisfactory (2); HU = Highly Unsatisfactory (1 ; UA = Unable to assess.

4.4 Sustainability.

4.4.1 Assessment of project sustainability

The project was implemented within 18 months. It is therefore important to note that this GEF Child Project was designed as a preparatory phase and not the full-sized project. The discussion on sustainability should therefore be viewed in within this context.

Overall, the main risk is associated with the inability to achieve outcome 1.2. However, there are indications and commitments to ensure benefits from this phase of this project will sustained beyond end of project in October 2019. Some measures to enhance sustainability have been put in place and include the following:

[38] Highly satisfactory (HS): Level of outcomes achieved clearly exceeds expectations and/or there were no short comings.; Satisfactory (S): Level of outcomes achieved was as expected and/or there were no or minor short comings.; Moderately Satisfactory (MS): Level of outcomes achieved more or less as expected and/or there were moderate short comings.; Moderately Unsatisfactory (MU): Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings.; Unsatisfactory (U): Level of outcomes achieved substantially lower than expected and/or there were major short comings; Highly Unsatisfactory (HU): Only a negligible level of outcomes achieved and/or there were severe short comings; Unable to Assess (UA): The available information does not allow an assessment of the level of outcome achievements.

i. For Suriname;
    a. the mangrove map will be mainstreamed into the National Forestry Mapping System (NFMS) by SBB. The maps will be used to define the hotspots, support monitoring and use of satellite images to continue validating and updating the data. There will be inventories every 6 years based on the trees and locations tagged. Next year, more plots will be established and sampled to improve the analyses.
    b. For satellite processing, new tools were used, mainly Google Earth, which makes it much easier to repeat, update, and create new maps. These will be included in the New Forest Monitoring System. The project sought to identify and use tools that simple and sustainable. The project provided opportunity for capacity building to support the broader NFMS. A team is in place now with new technologies. This is the first time to use this system in the broader monitoring framework
    c. MAFOSUR started in 2013 and has been seeking to address collaboration and coordination in mangrove conservation and restoration in Suriname. This was initially an informal association, but it became clear that that this is not optimal hence need for establishment of a formal framework. The Mangrove Forum is well placed to sustain the work started by the project. CI will collaborate with MAFOSUR in the next steps.

ii. For Guyana,
    a. the benefits are linked to the Aichi targets and to national processes – national reporting by EPA for CBD, UNFCC, NAP and NBSAP. NAREI will continuously monitor accumulation and erosion, accretion in the coastal ecosystems. Information management has been strengthened and now possible to share with other key players. As a result, information will be available and accessible to key stakeholders.
    b. GFC will continue to work with Partners on the issue of mud banks movements. Under the FRM, GFC has committed to next steps on the Mangrove Plan, more reporting, mangrove carbon measurements, National Forest Inventory in region 1 and mangrove restoration from seedling, soil sampling and wildlife survey. GFC collaboration will build on work with NAREI, EPA and Ministry of Public Infrastructure.

iii. At regional level, WWF is working on tackling illegal fishing bringing together French Guiana, Guyana and Suriname. Enforcement in French Guiana is very effective hence a model. A Regional workshop on illegal fishing already brought together fishermen, Defense, Foreign Affairs in the three countries. The Workshop was open with the main focus on the efforts to find sustainable solutions. The meeting led to an action plan on tackling Illegal Unreported and Unregulated Fishing (IUU) in 4years, with focal points and national action plans which feed into regional action plan. The next phase of the NBS project could learn from this experience.

4.4.1.1 Financial sustainability

The financing of the project was US$592,202 while the co-financing from the project partners was US$838,259. At the end of the project, all the co-financing for the project except for Brazil was received for use as planned. The non-contribution of Brazil is attributed to the general political policy shift in external relations. IUCN and CI have committed to cover the shortfall in co-finance contributions.

The evaluation team took note that the regional project team provided oversight for CI project financial management and monitoring, effectively using financial management systems in place. The financial system provided all information on expenditure, procurement, outputs, co-finance and tracking to prevent overspending. The review and clearance of financial reports by GEF was also noted. Similarly, all co-financing letters except from Brazil were provided. Most of the co-finance was in kind through expert time input, provision of services and technical support. The Consultant noted no cash contributions were made by key Partners and stakeholders.

This project was implemented within a short time frame and was aimed at addressing gaps and setting up foundation for a full-size project. It was not designed to ensure financial sustainability through clear budget plans post project phase. It is anticipated that a full-size project will be developed building on the outcomes of this phase as agreed at the International Conference hosted by the project in August 2019. However, the key Partners and stakeholders put in place measures to enhance sustainability.

The key Stakeholders within the community of practice are building on the outputs from this phase for follow on activities especially under the UNDP GCCA+ project for Suriname; the WWF MSP project for both Guyana and Suriname; SBB for Mangrove Mapping and Monitoring and MAFOSUR in Suriname. In Guyana, the NAREI already has budget allocations for the Mangrove Conservation Project as an ongoing initiative; EPA will potentially support the Mangrove Conservation Committee and GFC will continue with the Mangrove mapping and monitoring. Already 100,000 million Guyana USD has been allocated to Mangrove work and collaboration was strengthened with Sea Defence and National Drainage and Irrigation agencies.

Based on this analysis, the Consultant rated the project financial sustainability as Moderately Likely (ML), noting that there is moderate risk to sustainability. It anticipated that the full-size project will address this issue in the project design.

4.4.1.2 Socio-political sustainability

The political and social context presented a unique set of challenges for the project and in turn for socio-political sustainability. These are elaborated below.

i. Political and diplomatic issues between Guyana and Suriname limited options to negotiate a regional mechanism. The Ministry of Foreign Affairs only attended the first meeting in Suriname. Since their role was significant in engaging a transboundary process, this constrained engagement at policy level. Due to limited time for project implementation, there was little flexibility for adaptive planning.
ii. There are differences in political history, legal frameworks, as well as languages between the two countries necessitating more robust approaches in transboundary planning. This is even more so in the wider NBS with four national/official languages in use - Dutch, English, French and Portuguese.
iii. Weak linkages with the key government agencies in Suriname led to weaker support and buy in. Guyana however had high level political support. It was necessary for Suriname to garner government buy in before a regional process could be established. This could be the focus for the next phase of the project.

Based on this assessment, the Consultant rated the socio-political sustainability for this project as Moderately Unlikely (MU): there are significant risks to sustainability. While the project has established a community of practice, this is an informal mechanism. It will be vital to incorporate

interventions to address the challenges and bottlenecks identified during this NBS project phase for the next phase.

4.4.2 Institutional sustainability

The Project document outlined the Institutional arrangements with IUCN-Sur (IUCN regional office for South America based in Quito, Ecuador) as Executing Agency. IUCN Sur and CI national offices in Guyana and Suriname worked effectively with country partners to ensure project delivery. The key partners were WWF, UNDP, NAREI, SBB, EPA, GFC.

However, at the beginning of the project, there were expectations for budget allocation by some government agencies though the budgets were under CI and IUCN. Further, while there was government endorsement for the project and OFP approval, the same support was not accorded during the implementation phase. In Suriname the Environment agenda is managed at the Presidency level. This made it difficult to engage due to many competing priorities. They were limited interactions with the focal point of the CLME+ and the linkage was weak. In general, in Suriname a lot of effort was needed to engage the government. The National Working Group never picked up, but instead the Technical Working Group morphed to play both roles including as the Steering Committee. It is likely that MAFOSUR will play the Convenor role in the interim after end of the NBS project.

While Guyana had adequate support from the government for the project. This was occasioned by the fact that NAREI had already been implementing a mangrove conservation project. Guyana EPA is linking the outcomes of this project to CLME+ as they are the focal point for Environment. The Coastal Marine management committee has been established and EPA has committed to revive the process, hopeful by end of October 2019. They plan to have the second meeting and to agree interim work plan. The Ad Hoc Coastal Zone Task Force was established in 2017 and all stakeholders to this committee were part of NBS project, including NAREI.

At the regional level, as indicated, the International ICZM conference in August 2019 in one of the sessions reviewed the challenges in developing the NBS forum and in general, Outcome 1.2. These included political, technical and process challenges. There was consensus to strengthen the Open Community of Practice, non-binding platform to harness the benefits of trans-boundary collaboration but avoid political bottlenecks.

The Consultant rated the institutional sustainability of this project as Moderately Likely (ML): there are moderate risks to sustainability. Guyana has formalized the institutional framework however more work is needed to formalize MAFOSUR and strengthen the government support in Suriname.

4.4.3 Environmental sustainability.

The risks of attaining the outcomes of this project were at the design stage and were categorized into those related to climate change and potential social and environmental future risks that might prevent the project objectives from being realized. The project also outlined appropriate mitigation measures against these risks. The risks associated with attainment of outcome 1.1 were emanating from the short implementation period. It was estimated that a one-year project limits results from new research relevant to a coastal planning exercise. Social impacts were considered minimal. It was also estimated that climate conditions can affect data collection and application. The risk was rated at 25%.

As part of the mitigation, the project was designed to draw on a body of information that already exists to underpin the project and through gap analysis, complement that baseline

investment with targeted research. This TE considered the risks as identified under this outcome as very appropriate and reasonable.

The risk assessment relating to outcome 1.2 was rated at between 25-50% during the project preparation stage. It was observed that stakeholder involvement (including indigenous people) was not representative during the ICZM planning process. Secondly, it was estimated that the multi-sectoral consensus for future planning measures may not be achievable in the short term and Government agencies may not be in condition to participate fully in the planning process. Towards mitigation of these risks, proactive convening and reasonable disclosure timeframes for project events were designed. Efforts were made for identification of key sector representatives at the earliest opportunity to encourage representation. Thirdly, the project planning provided for a quarterly monitoring engagement by the PMU to allow for timely corrective measures if warranted with government partners and the ICZM planning taskforce. Although there were no guarantees for collaboration between countries and agencies, the project provided an opportunity and platform to develop and advance dialogue as the cornerstone for a shared agenda.

In general terms, the project provided an opportunity to document project benefits based around improved well-being for coastal societies. However, the risks for Outcome 1.2 exceeded the 25-50% expected level. On this basis, the Consultant reviewed the environmental sustainability for this project and rated it as Moderately Likely (ML): there are moderate risks to sustainability.

4.4.4 Sustainability Rating

The overall sustainability of project outcomes has been rated on a four-point scale (Likely to Unlikely) based on an assessment of the likelihood and magnitude of the risks to sustainability. Higher levels of risks and magnitudes of effect imply lower likelihood of sustainability. Annex 2 describes the rating scale for sustainability. The ratings are presented in Table 9.

Table 9: Sustainability Ratings[39]

Sustainability	Rating (Scale: 1-4)
Financial sustainability	ML (3)
Socio-economic/Political sustainability	MU (2)
Institutional sustainability	ML (3)
Environmental sustainability	ML (3)
Overall Rating	ML (3)

Note: L = Likely (4); ML= Moderately Likely (3); MU = Moderately Unlikely (2); UL = Unlikely (1) UA = Unable to assess

- [39] Likely (L): There is little or no risk to sustainability; Moderately Likely (ML): There are moderate risks to sustainability; Moderately Unlikely (MU): There are significant risks to sustainability; Unlikely (U): There are severe risks to sustainability; Unable to Assess (UA): Unable to assess the expected incidence and magnitude of risks to sustainability.

4.5 Progress to Impact

4.5.1 Progress

This project was a primer project to set foundations for more work and investments hence not ideal for impact assessment. However, the initial foundation has been set for further investment including as a basis of GEF International Waters investments to support trans-boundary cooperation in shared marine and freshwater ecosystems. A community of practice has been established, knowledge generated and capacity build with tools to facilitate the next steps to deliver impact with respect to environmental stress reduction and status change through a second phase.

4.5.2 Contribution

(a) Suriname

The TE consultant notes that the project has since 2018 established a reasonable baseline for monitoring. The validation process was robust while various trainings were undertaken. The project not only used satellite images but insisted on a protocol based on regional focus, benchmarking with Peru, Colombia and Brazil. This was to incorporate best practice and allow for regional compatibility to minimize data deviation. The sampling units were also aligned to existing regional processes. The Knowledge gaps in Suriname with respect to mangrove conservation were addressed. More collaboration between institutions established working on mangrove issues in Suriname was achieved including opportunity for engagement with government agencies. The National Workshop held from 12-13th June was used to enhance stakeholder engagement, share information and engage local community and private sector.

A specific workshop on Google earth and field work was very beneficial in supporting the preparation of the Mangrove cover maps. Training was also held for the Nature Conservation department for the staff of the Education Unit. The Unit is expected to help in expanding the curriculum when engaging the students. Free-lance staff on the project and University students also received training.

The training and capacity building especially Open Standards Conference was set to share information and define critical areas. The Minister of Trade and Industry attended the training. Though the Open Standards training was planned for one day, the stakeholders asked for a three-day training similar to that which was held in Guyana. High interest and willingness to participate was noted. There was no budget and so a smaller workshop was held later but not everyone could attend. The training was very successful as it had very good engagement and has set the stage for the next phase.

The project has worked to produce the cover map for Mangroves working mainly with SBB for Suriname. There is great interest for a next phase and good relationships have been built. Previously agencies worked in silos, but this project brought key players together e.g. CELOS Centre for Agricultural Research and NARENA to look at Coastal Resources Management. They are now undertaking studies that fit in with Red Listing Tool and could built on this. Partnerships with CELOS and Nature Conservation department of the Ministry were established. Further, now there are carbon estimates based on sufficient sampling units. There are 11 sampling units with identified sites and location which will be useful for further and future research. Researchers can now go to these areas and expand on existing data sets e.g. fish studies and intermediate phases of monitoring can be planned.

(b) Guyana

In Guyana, the NBS project was building on previous work and experience by NAREI who managed Mangrove Restoration project 2011-2013 by NAREI. This was integrated into NAREL after the project ended. However, the NBS was a larger project with focus on research. The information document generated were very useful in identification of gaps for research. The areas for interventions were very clear, with data very up to date. Some recommendations have been already identified for implementation especially for short and medium-term priorities. The project also worked closely with students studying agriculture and forestry. Staff participated in visits to Suriname on exchange visits. The staff indicated that they learnt a lot on mud banks and their influence on restoration activities from the French Guiana experience. NAREI now have a lot of information on restoration which will be used for updating the mangrove management plan.

The Trainings on Red listing and Open standards were new, and they brought together experts on coastal systems focusing on the ecosystem approach. This has generated wide appreciation with other agencies included. The Gap analysis, Carbon studies; field carbon testing and Valuation of ecosystem services studies were new. They had been talked about, but not actualized, hence were very useful in clarifying understanding how different communities and stakeholders see mangroves.

The mangrove forest cover MAP is now more robust and accurate. The training on new software for remote sensing which is open source software will ensure sustainability.

The ICM International Conference held in August 2019 brought together about 100 participants from Suriname, Guyana, Brazil, USA, and Ecuador to deliberate on the outputs of the NBS project and propose some ideas for the next steps. This set the scene for further investments in mangrove conservation in the NBS region. The last session was dedicated to group work to capture some specific ideas about how, and what issues in particular, were priorities and feasible for the second phase project for the NBS region.

4.5.3 Change description

This was not relevant for this assessment given the project design and short time frame of the project.

4.5.4 Attribution

This project builds on previous work by NAREI in Guyana while in Suriname, WWF and UNDP are implementing very similar projects. However, efforts were made to avoid duplication and increase synergy by having them as Co-finance Partners. The project therefore established a community of practice bringing in trans-boundary approach and enhancing complementarity and collaboration.

4.5.5 Unintended Impacts

No negative un-unintended impacts were noted by the consultant. The trainings and conferences such as training of local students by Duke University and Open Standards have potential for impact in developing the technical capacity in both Suriname and Guyana.

4.5.6 Progress to impact ratings

The consultants did not assign ratings for progress to impact because of the nature and duration of the project as a primer project aimed at setting foundations for a full-sized project.

4.6 Assessment of Monitoring and Evaluation Systems

4.6.1 M&E Design

The consultants reviewed the M&E plan, workplans and reports. The M&E plan was practical and sufficient given the short time frame of the project and dispersed structure of the PMU. The baseline was defined during the project preparation phase. The M&E Plan was well designed to track the environmental, gender and socio-economic results. The budget was adequate for the M&E activities. However, a budget for a mid-term internal review and two additional supervision visits would have been useful to support the country offices to address the challenges and develop adaptive measures. This would have helped address the challenges associated with Outcome 1.2 earlier in the project and design mitigation measures.

4.6.2 M&E Implementation

The Inception meeting was held in June 2019, followed by regular in country stakeholder meetings. The PMU meetings as well as Quarterly Project Planning meetings were online bringing together IUCN Sur, CI AFD, CI Suriname and CI Guyana. The Supervision mission with GEF Agency was held in September 2019 after the International Conference. The MSP was for one year. IUCN as the Executing agency held supervision missions during technical assignments complemented by remote calls and one visit for supervision. The reporting worked well and the reports were of good quality and on time. However, the consultant observed that Quarterly supervision visits would have been ideal for this short-term project given that the Executing Agency was not based in the two project countries.

4.6.3 M&E Rating

The Project M&E systems were rated based on the quality of M&E design and quality of M&E implementation using a six-point scale (Highly Satisfactory to Highly Unsatisfactory) as presented in Table 10.

Table 10: M&E Ratings[40]

Monitoring and Evaluation	Rating
M&E Design at start of the project	S (5)
M&E Plan Implementation	S (5)
Overall quality of M&E Implementation	S (5)

Highly satisfactory (HS): There were no short comings and quality of M&E design /implementation exceeded expectations; Satisfactory (S): There were no or minor short comings and quality of M&E design / implementation meets expectations.

[40] *Highly satisfactory (HS): There were no short comings and quality of M&E design /implementation exceeded expectations; Satisfactory (S): There were no or minor short comings and quality of M&E design / implementation meets expectations; Moderately Satisfactory (MS): There were some short comings and quality of M&E design/implementation more or less meets expectations; Moderately Unsatisfactory (MU): There were significant shortcomings and quality of M&E design/implementation somewhat lower than expected; Unsatisfactory (U): There were major short comings and quality of M&E design/implementation substantially lower than expected; Highly Unsatisfactory (HU): There were severe short comings in M&E design/ implementation. Unable to Assess (UA): The available information does not allow an assessment of the quality of M&E design/implementation.*

4.7 Assessment of Implementation and Execution

From a point of independent evaluation, the roles played by both IUCN and Conservation International were critical in building a solid foundation for this project. The project has benefited immensely from the technical and project management capacity of these organizations. Their commitment to bridge the financing gap left by the non -contribution of co-finances by Brazil and standing in the gap to mediate over French Guiana are innovative readjustments. This cooperation is not typical. It is therefore prudent to conclude that the implementation arrangements were well designed and appropriate. This gave room to beneficiary organizations to engage and build appropriate institutional structures to manage the project. The project was professionally executed bringing on board the international and versatile capacity and systems of the two organizations.

In terms of reporting CI-GEF made provisions for technical and financial Quarter reports, Annual report (PIR), Co-financing reporting, an Annual Supervision Visit from the CI-GEF Implementation Agency and a Final Evaluation. The template of the workplan was already accorded and approved. There was a template too for the quarterly report and the annual report of the project.

4.7.1 Quality of Implementation:

The inception Meeting was held on 28th June 2019[41], with Guyana and CI GEF attending by Skype. The meeting established working arrangements for the Project Steering Committee, workplans, key actors, and results framework. At this meeting plans to establish a shared calendar and on-line repository for relevant mangrove literature were put in place and modalities to work towards a national and regional working group for a coordinated and integrated implementation of the Project.

CI GEF played a very active in providing guidance at the inception workshop, during the project implementation phase and at the international conference. This was in addition to the CI GEF supervision visit. The CI GEF office maintained an open-door policy for consultation both formally and informally to ensure that the project met all the required GEF requirements.

The executing agencies worked effectively with country and GEF implementing agency to ensure project delivery. The key partners (WWF, NAREI, SBB, EPA, GFC) commended CI for the excellent coordination, planning, management and communication during the project implementation phase. The project has worked well mainly because of the good chemistry between the team members in IUCN, CI AFD, CI Suri name and CI Guyana even though there were many changes in the project. Initially Office in Brazil had coordinating role. But two staff involved moved positions and so the project coordination was moved to IUCN SUR in Ecuador for field coordination and implementation. IUCN was very adaptive and ensured smooth transition.

The Project has good agency participation international agency participation – UNDP, CI, WWF, and CI AFD. There was transparency and openness in working together. Overall the project had a very good team and good project managers. CI AFD were open and available to provide support to the Executing Agencies and had regular meetings with the team.

The project faced a delayed start. Fixing contracts with Partners took a long time. This meant that the time left for implementation was very limited. It took 5-6 months to sign the contract from June 2017 to 15th January 2018. The project then had a June 2019 deadline but this was extended to September 2019. There were contracting delays but the networks and contacts

[41] *Minutes of the NBS Inception Meeting held at the Hotel Torarica, Paramaribo, June 28.2019. Project Document.*

within both CI and IUCN were very useful in sourcing quality international consultants when local consultants were not available.

4.7.2 Quality of Execution:

The consultant reviewed the financial systems, went through figures to verify expenditures and verified pending payments. The budgets on track for closure by end September 2019 which is the end of the 6 months no cost extension.

There were two grant agreements for Finance – CI and IUCN. The project had a clear procurement plan which was implemented accordingly. Approvals and changes were made following laid down procedures. The project spent the budget allocated as planned and with the requisite approvals. 84% co-financing had been realised. The shortfall was attributed to the inability of Brazil to contribute co-financing for this project due to internal policy shift. By the time of this TE evaluation, the commitment letter from the government of Brazil was still anticipated as it had been promised. However, IUCN and CI ensured that all activities were covered.

The project benefited from the support of the CI AFD team based in Bolivia who provided financial management support. Their regional mandate includes multi-country project finance management and monitoring support and hence they provided these services to the NBS project. The project experienced low execution at the beginning. The 1st year procurement plan had a lag phase, however, this led to high demand on finance teams towards the end of the project.

4.7.3 Overall rating for Quality of Implementation and Execution

The performance of the Implementing and Executing Agencies has been be rated using a six-point scale (Highly Satisfactory to Highly Unsatisfactory) as shown in table 11.

Table 11: Rating for the Quality of Implementation and Execution[42]

Agency	Rating
GEF Implementing Agency	HS (6)
Executing Agency	S (5)
Overall quality of project execution	S (5)

Highly satisfactory (HS): There were no short comings and quality of implementation / execution exceeded expectations.; Satisfactory (S): There were no or minor short comings and quality of implementation / execution meets expectations.

[42] Highly satisfactory (HS): There were no short comings and quality of implementation / execution exceeded expectations.; Satisfactory (S): There were no or minor short comings and quality of implementation / execution meets expectations.; Moderately Satisfactory (MS): There were some short comings and quality of implementation / execution more or less meets expectations.; Moderately Unsatisfactory (MU): There were significant shortcomings and quality of implementation / execution somewhat lower than expected.; Unsatisfactory (U): There were major short comings and quality of implementation / execution substantially lower than expected.; Highly Unsatisfactory (HU): There were severe short comings in quality of implementation / execution.; Unable to Assess (UA): The available information does not allow an assessment of the quality of implementation / execution.

4.8 Assessment of the Environmental and Social Safeguards

The Environmental and Social Safeguards were presented to the stakeholders during the Inception meeting. Nine policies were presented with emphasis on responsibilities particularly on Indigenous Peoples, Accountability and Grievance Mechanism, Gender Mainstreaming and Stakeholder Engagement.

4.8.1 Categorization of the Project

The project screening was undertaken in September 2017 and categorization correctly classified under Category C. Being a primer project focused mainly on research and establishment of a coordination mechanism, there were no foreseen adverse social or environmental impacts.

The appropriate measures were put in place for the safeguards related to Gender Mainstreaming, Indigenous Peoples, Stakeholder Engagement and Grievance Mechanism by the Project. The relevant tracking was managed during the project and statistics provided on a quarterly basis. A presentation summarizing implementation of these measures was made at the International Conference providing all the statistics. The project operated under the Indigenous Peoples Policies of IUCN and CI.

4.8.2 Gender:

The project developed and agreed Gender mainstreaming indicators.

- *GSM 1: At least 30% of men or women participate in project activities (e.g. meetings, workshops, consultations subject to situational context)*
- *GSM 2: Number of men and women that received benefits (e.g. employment, income generating activities, training, access to natural resources, land tenure or resource rights, equipment, leadership roles) from the project*
- *GSM 3: Number of strategies, plans (e.g. management plans and land use plans) and policies derived from the project that include gender considerations*

Both CI and IUCN operate under and implement Rights Based Gender Policies. The GSM indicators were tracked as part of the M&E and disaggregated data was gathered and reported on. The results are presented in the quarterly reports of the Project[43]. For example, reporting for attendance of the International conference is presented in table 12 below.

Table 12: Attendance of the International Conference.

Source: NBS Project reports.

Male	Female	Type of meeting	Location	Source	Date
36	45	International ICZM conference	Suriname	Attendance Sheet	27/8/2019
27	38	International ICZM conference	Suriname	Attendance Sheet	28/8/2019

4.8.3 Stakeholder Engagement:

The Project developed Stakeholder Engagement Plans through consultants procured at the beginning of the project for both countries. These were reviewed and approved by the stakeholders. Further the project developed and agreed Stakeholder Engagement Indicators

[43] *See Presentation on Safeguards made to the International Conference on ICZM August 2019.*

shown in table 13. These were monitored as part of the M&E framework and reports presented quarterly.

Table 13: Stakeholder Engagement Indicators

Indicator SEP 1	Number of government agencies, civil society organizations, private sector, indigenous peoples and other stakeholder groups that have been involved in the project implementation phase on an annual basis
Indicator SEP 2:	Number persons (sex disaggregated) that have been involved in project implementation phase (on an annual basis)
Indicator SEP 3:	Number of engagements (e.g. meeting, workshops, consultations) with stakeholders during the project implementation phase (on an annual basis)
Indicator SEP 4:	Percentage of stakeholders who rate as satisfactory the level at which their views and concerns are taken into account by the project (undertaken by independent terminal evaluation consultancy at end of project).

(Source: NBS Project documents)

During the Project implementation, stakeholders were engaged effectively. They included Government agencies, Civil Society, Indigenous Communities, Academia and research Institutions, Private Sector and Local NGOs. The National Working groups and Technical Working Groups provided opportunities for stakeholders to be involved in planning and decision making, validation of project outputs and capacity building. Training events and outreach events were also used as well as a variety of communication tools. The project had a dedicated email and Facebook page for the project to facilitate stakeholder engagement. The measures used and results were elaborated in detail in the project reports.

4.8.4 Accountability and Grievance Mechanism:

The Project presented the Grievance Mechanism Plan including the contact information during the inception meeting. Two indicators were developed and tracked. These are:

- *Number of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism*
- *Percentage of conflict and complaint cases reported to the project's Accountability and Grievance Mechanism that have been resolved*

The contact information included CI, IUCN and independent contacts. The consultants from the key informant interviews confirmed that the project stakeholders were aware of these contact details. However, being predominantly a research project, the project did not receive any complaints during the implementation Phase.

4.8.5 Indigenous Peoples Plan.

The project operated under the Indigenous Peoples Policies of IUCN and CI. Both agencies have a long history and vast experience of working with indigenous communities and applying the requisite safeguards. This project was implemented accordingly.

4.8.6 Safeguard Plans triggered

The consultant reviewed the other safeguard plans and noted that no other safeguard plans that were triggered.

4.8.7 Overall rating for Environmental and Social safeguards

The consultant assessed whether appropriate environmental and social safeguards were addressed in the project's design and implementation and rated the project as shown in table 14.

Table 14: Environmental and Safeguards Rating[44]

Plan	Rating
Gender Mainstreaming Plan	HS (6)
Stakeholder Engagement Plan	S (5)
Grievance Mechanism	S (5)
Indigenous People Plan	S (5)
Overall rating	S (5)

Highly satisfactory (HS): There were no short comings and quality of environmental and social safeguard plans design/implementation exceeded expectations.; Satisfactory (S): There were no or minor short comings and quality of environmental and social safeguard plans design/execution met expectations.

4.9 Other Assessments

4.9.1 Need for follow-up

The NBS Project was a primer project. It is anticipated that the main project will be developed to build on the foundations set up by this primer project.

4.9.2 Co-financing

This Terminal evaluation has noted that this was a one-year GEF project preparation project. The financing of the project was US$592,202 while the co-financing from the project partners was US$838,259. The lead executing agency was IUCN-Suriname while Conservation International was the executing partner.

As expected, the Project Financial Management Team has carried out a budget analysis based on outcomes, outputs and activities. This analysis was carried out for both the GEF funding and the co-financing aspects It is important to note that at the end of the project, all the co-financing for the project except for Brazil was received for use as planned. The non-contribution of Brazil is attributed to the general political policy shift in external relations.

The co-financing and status by the time of this evaluation, International Union for the Conservation of Nature (IUCN) Regional office in Quito with coordination via from the Brazil Country Office had made a full contribution in kind worth US$60,000 and thus 100% as planned at the beginning of the project. Conservation International (CI) had committed to

[44] Highly satisfactory (HS): There were no short comings and quality of environmental and social safeguard plans design/implementation exceeded expectations.; Satisfactory (S): There were no or minor short comings and quality of environmental and social safeguard plans design/execution met expectations.; Moderately Satisfactory (MS): There were some short comings and quality of environmental and social safeguard plans design/implementation more or less met expectations.; Moderately Unsatisfactory (MU): There were significant shortcomings and quality of environmental and social safeguard plans design/implementation somewhat lower than expected.; Unsatisfactory (U): There were major short comings and quality of environmental and social safeguard plans design/implementation substantially lower than expected.; Highly Unsatisfactory (HU): There were severe short comings in quality of environmental and social safeguard plans design/implementation; Unable to Assess (UA): The available information does not allow an assessment of the quality of environmental and social safeguard plans design/implementation

US$80,000 but contributed US$ 81,480(102%). The World Wildlife Fund Guianas had committed to US$ 89,750 but contributed US$81,247 and thus a balance of US$8,503 Other contributions in co-financing were from the United Nations Development Programme (UNDP) through the Global Climate Change Alliance Program (GCCA+) that planned and utilized US$249,155. The Foundation for Forest Management and Production Control (SBB Suriname) planned had a contribution in kind of US$152,000. According to the project document, the recipient Government institutions namely the National Agricultural Research & Extension Institute (NAREI Guyana) and Guyana Forestry Commission (GFC Guyana) contributed US$39,000 and US$ 41,000 respectively. Due to changes in policy as mentioned earlier, Government of Brazil as a recipient was expected to commit US$127,354 but had made no contribution by end of the project. The total expected co -financing was US $838,259 but the total amount received by the time of project terminal evaluation was US$703,882 (i.e. 84%). The CI and IUCN are reportedly working towards increasing their contribution towards covering the shortfall.

5 CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNT

5.1 Conclusions

Overall, the consultants noted that the NBS project was a very relevant project for both Guyana and Suriname. The project was well implemented and executed. Both CI and IUCN ensured that the outputs were delivered effectively and efficiently. However, the project faced various challenges and achieved the Outcome 1.1 but did not achieve Outcome 1.2. The stakeholders were effectively engaged, and gender mainstreaming targets were met. Appropriate environmental and social safeguards were addressed in the project's design and implementation and no safeguard plans were triggered. Further the project did not receive any complaints from the Grievance Mechanism. The project mobilized the required co-finance and spent the allocated budgets with the requisite approvals and systems in place.

5.2 Recommendations

The project set to establish the foundation to enable Suriname and Guyana fill gaps in knowledge and especially in the context of CLME+ priorities for mangrove conservation. The project has established a community of practice and developed elements of a road map for the next steps. It is important that the benefits from this project and momentum gained are harnessed in order to develop the full-sized project and other similar interventions and investments.

5.3 Lessons Learnt

The consultants derived four main lessons learnt from this TE.

I. **Project Design:** This project was very successful in achieving outputs related to outcome 1.1 but not outcome 1.2. It is critical to develop a robust theory of change with robust assumptions especially for projects with short time frames. This is because there is no window to learn and adapt during project implementation. It is critical that all external factors are reviewed, and assumptions assessed to ensure appropriate risk analysis. It is critical that policy related outputs are not included in time constrained projects. Even though Governments approve projects, it takes a lot of time and effort to gain the level of support needed to reach decision makers and gain political support. Often technical experts from Government Agencies are involved in project design, Concept Note development and getting approvals. They are however not mandated to make key policy decisions. This becomes a challenge when project outcomes are dependent on political support.

II. **Project Planning:** The project faced a delayed start. Fixing contracts with Partners took a long time. This meant that the time left for implementation was very limited. Careful planning is needed for projects with short implementation timelines. There is very limited time available for adaptive management. There were contracting delays but the networks and contacts within both CI and IUCN were very useful in sourcing quality international consultants when local consultants were not available. It is therefore very important to have robust institutional arrangements to enable timely remedial interventions.

III. **Project Management:** For an ambitious project to succeed, it is critical to have a very effective and qualified team in place. This project was successful in spite of the many hurdles because both CI and IUCN had very experienced and qualified staff both as project managers and technical leads. Further, CI and IUCN were able to use their networks to

procure high quality consultants. The Project Management team operated from five different countries but effectively used online tools to plan, consult, review and host meetings. Both the project team and their host institutions were adaptive in their management approach. The team demonstrated high levels of emotional intelligence and effectively engaged partners and stakeholders.

IV. **Project Context:** This Project was modelled on the success of a similar Project in the South America Eastern Pacific Region which developed a regional mechanism for Mangrove Conservation. However, the project was implemented within an enabling environment of an existing Political Platform for addressing policy aspects and the context for regional collaboration, decision making and consensus building. This was lacking for the NBS LME project making it difficult to deliver Outcome 1.2. Policy, political and diplomatic challenges have major impacts on project delivery of regional and transboundary projects and hence need to be considered adequately in project design and development.

6 RESOURCES USED FOR THE TERMINAL EVALUATION

A. Key sources of Information for project delivery reviewed by the Consultant.

1. Project Inception report
2. Project Financial documentation and reports
3. Evidence of Approved and Disbursed Co-finance commitments
4. Stakeholder analysis, and Stakeholder Management Plan.
5. Steering Committee Minutes
6. Monitoring and Evaluation Plan and reports
7. Environmental and Social Management Plan (ESMP)
8. Gender Plan
9. Communication and Outreach Strategy
10. Project progress reports
11. Project Theory of Change
12. Approved Results Framework and Budget by the Steering Committee
13. Approvals for any changes in the Budgets and Results Framework by the Steering Committee
14. Grievance Mechanism of available
15. Private Sector Engagement Plan if available

B. List of documents provided by CI and reviewed by Consultant

Over 30 documents were provided by the CI-Suriname Office for the Technical Evaluation. (see https://drive.google.com/open?id=1hcMqt_QrqxoN83xuc2n8NIQqvtUjADm0) and reviewed by the Consultant.

These include:

1. Consultancy Reports for Outcome 1.1 as outlined in table 7.
2. Project Reports, Communications and Minutes
3. Project Financial Reports
4. Workshop and Training reports
5. Presentations for the Workshops and trainings
6. Presentations from the ICZM Conference 27-28th August 2019.

C. Face to face Interviews in Suriname and Guyana

See Annex 3,4,5 and 7,8.

Recordings available on request.

D. Site Visits in Suriname and Guyana

Photos available on requests.

E. Online conferences and meetings

Zoom online Conference recordings available on request.

7 LIST OF ANNEXES

Annex 1: KEY TASKS FOR THE CONSULTANT

1. Based on an approved work plan, the evaluator will conduct a desk review of project documents (i.e. PIF, Project Document, plans related to the Environmental and Social Safeguards [including Gender and Stakeholder Engagement], Work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, documents with project results, Finalized GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals and Systems, etc.).
2. The evaluator will host a workshop (in person/virtual) with the Executing Agencies to clarify understanding of the objectives and methods of the Terminal Evaluation.
3. The conclusion of the workshop will be summarized in a Terminal Evaluation Zero Report with the following information:
    a) Identification of the subject of the review, and relevant context
    b) Purpose of the evaluation: why is the evaluation being conducted at this time, who needs the information and why?
    c) Objectives of the evaluation: What the evaluation aims to achieve (e.g. assessment of the results of the project, etc.).
    d) Scope: What aspects of the project will be covered, and not covered, by the evaluation.
    e) Identification and description of the evaluation criteria (including relevance, effectiveness, results, efficiency, and sustainability).
    f) Key evaluation questions.
    g) Methodology including approach for data collection and analysis, and stakeholder engagement.
    h) Rationale for selection of the methods, and selection of data sources (i.e. sites to be visited, stakeholders to be interviewed).
    i) System for data management and maintenance of records.
    j) Intended products and reporting procedures
    k) Potential limitations of the evaluation
4. The evaluator will undertake the evaluation of the project, including any interviews and in country site visits.
5. Based on the document review and the in-country interviews/site visits, the evaluator will prepare a draft evaluation report following the outline prescribed. The report will be shared with the Executing Agencies and the CI-GEF Agency. Each party can provide a management response, documenting questions or comments on the draft evaluation report.
6. The evaluator will incorporate comments and will prepare the final evaluation report. The evaluator will submit a final evaluation report in word and PDF and will include a separate document highlighting where/how comments were incorporated.

Annex 2: RATING SCALE

The main dimensions of project performance on which ratings are provided in the terminal evaluation are: outcomes, sustainability, quality of monitoring and evaluation, quality of implementation, and quality of execution. The CI-GEF Agency also includes ratings for environmental and social safeguards.

7.1.1 Outcome Ratings

The overall ratings on the outcomes of the project will be based on performance on the following criteria: Relevance, Effectiveness, and Efficiency. The Project outcomes will be rated based on the extent to which project objectives were achieved. A six-point rating scale is used to assess overall outcomes:

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

The calculation of the overall outcomes rating of projects will consider all the three criteria, of which relevance and effectiveness are critical. The rating on relevance will determine whether the overall outcome rating will be in the unsatisfactory range (MU to HU = unsatisfactory range).
If the relevance rating is in the unsatisfactory range, then the overall outcome will be in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (HS to MS), the overall outcome rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range.

The second constraint applied is that the overall outcome achievement rating may not be higher than the effectiveness rating. During project implementation, the results framework of some projects may have been modified. In cases where modifications in the project impact, outcomes and outputs have not scaled down their overall scope, the evaluator should assess outcome achievements based on the revised results framework. In instances where the scope of the project objectives and outcomes has been scaled down, the magnitude of and necessity for downscaling is taken into account and despite achievement of results as per the revised results framework, where appropriate, a lower outcome effectiveness rating may be given.

7.1.2 Sustainability Ratings

The sustainability will be assessed taking into account the risks related to financial, Socio-political, institutional, and environmental sustainability of project outcomes. The evaluator may also take other risks into account that may affect sustainability. The overall sustainability will be assessed using a four-point scale.

- Likely (L): There is little or no risk to sustainability.
- Moderately Likely (ML): There are moderate risks to sustainability.
- Moderately Unlikely (MU): There are significant risks to sustainability.
- Unlikely (U): There are severe risks to sustainability.
- Unable to Assess (UA): Unable to assess the expected incidence and magnitude of risks to sustainability.

7.1.3 Project M&E Ratings

Quality of project M&E will be assessed in terms of:

- Design
- Implementation

Quality of M&E on these two dimensions will be assessed on a six-point scale:

- Highly satisfactory (HS): There were no short comings and quality of M&E design /implementation exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of M&E design / implementation meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of M&E design/implementation more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of M&E design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of M&E design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in M&E design/ implementation.
- Unable to Assess (UA): The available information does not allow an assessment of the quality of M&E design/implementation.

7.1.4 Implementation and Execution Rating

Quality of implementation and of execution will be rated separately. Quality of implementation pertains to the role and responsibilities discharged by the GEF Agencies that have direct access to GEF resources.

Quality of Execution pertains to the roles and responsibilities discharged by the country or regional counterparts that received GEF funds from the GEF Agencies and executed the funded activities on ground.

The performance will be rated on a six-point scale.

- Highly satisfactory (HS): There were no short comings and quality of implementation / execution exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of implementation / execution meets expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of
- implementation / execution more or less meets expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of implementation / execution somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of implementation / execution substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of implementation / execution.

- Unable to Assess (UA): The available information does not allow an assessment of the quality of implementation / execution.
-

7.1.5 Environmental and Social Safeguards

The approved environmental and social safeguard plans will be rated according to the following scale.

- Highly satisfactory (HS): There were no short comings and quality of environmental and social safeguard plans design/implementation exceeded expectations.
- Satisfactory (S): There were no or minor short comings and quality of environmental and social safeguard plans design/execution met expectations.
- Moderately Satisfactory (MS): There were some short comings and quality of environmental and social safeguard plans design/implementation more or less met expectations.
- Moderately Unsatisfactory (MU): There were significant shortcomings and quality of environmental and social safeguard plans design/implementation somewhat lower than expected.
- Unsatisfactory (U): There were major short comings and quality of environmental and social safeguard plans design/implementation substantially lower than expected.
- Highly Unsatisfactory (HU): There were severe short comings in quality of environmental and social safeguard plans design/implementation
- Unable to Assess (UA): The available information does not allow an assessment of the quality of environmental and social safeguard plans design/implementation

ANNEX 3: MEETING SCHEDULE GUYANA

September 19-20, 2019

Georgetown, Guyana

AGENDA

Thursday - September 19, 2019		
8:30 – 9:30 hrs	National Agricultural Research and Extension Institute	Dr. Homenauth
10:30 - 12:00 hrs	Environmental Protection Agency Guyana	Rayner McAndrew
13:30 – 14:30 hrs	Guyana Forestry Commission	Shuba Soamandaugh
15:00 – 16:30 hrs	Ministry of Public Infrastructure	Jermaine Braithwaite
Friday - September 20, 2019		
09:00 – 12:00 hrs	Meeting with CI Guyana and NAREI	Kerry Anne Kansinally, Kene Moseley, Curtis Bernard
13:00 - 14:00 hrs	Protected Areas Commission	Nadia Hunte
14:00 – 15:00 hrs	Open for individual calls.	Toshao Phillips, Region 1

ANNEX 4: LIST OF PERSONS INTERVIEWED BY CONSULTANT

	Person	Position	Institution	Contact details	Location	Date
1.	Emilio Cobo	Program Officer	IUCN-SUR	Emilio.COBO@iucn.org	Quito, Ecuador (Online)	1/10/2019
2.	Carmen Delgadillo	Senior Operations Director	CI AFD - Finance	cdelgadillo@conservation.org	La Paz, Bolivia (Online)	4/10/2019
3.	Jaime Rivera	Gerente Regional de Operaciones	CI AFD - Finance	jrivera@conservation.org	La Paz, Bolivia (Online)	4/10/2019
4.	Stuart Banks	Science Marine Manager	CI – AFD Technical	sbanks@conservation.org	Gapalagos Islands (Online)	1/10/2019
5.	Daniela Carrion	Regional CI-GEF Coordinator	CI AFD	Dcarrion@conservation.org	Ecuador (Online)	3.10.2019
6.	Eunike Misiekaba	Technical Manager-Suriname	CI- Suriname	emisiekaba@conservation.org	CI, Suriname	13.9.2019
7.	Ivor Balsemhof	Technical Officer	CI-Suriname	ibalsemhof@conservation.org	CI, Suriname	17.9.2019
8.	Gianni Wip	Technical/Logistics Coordinator	Foundation for Forest management and production control (SBB.)		CI, Suriname	13.9.2019
9.	Jasper Feyen	Remote Sensing Officer	Foundation for Forest management and production control (SBB.)		CI, Suriname	13.9.2019
10.	Zojindra Arjune	Ministerial Focal point for Marine Program	Ministry of Husbandry, Fisheries and Livestock		CI, Suriname	16.9.2019
11.	Joan Telgt	Member	MAFOSUR/ Staatsolie	jtelgt1965@gmail.com	CI, Suriname	16..9.2019
12.	Hannekke van Lavieren	Oceans and Wildlife Coordinator	WWF – Guianas Programme	hvanlavieren@wwf.sr	CI, Suriname	17.9.2019
13.	Prof. Naipal Sieuwnath	Lecturer, Anton de Kom University		naipalsieuwnath@gmail.com	Suriname (Field on site)	18.9.2019

	Person	Position	Institution	Contact details	Location	Date
		Suriname and Chair, MAFOSUR				
14.	Dr. Homenauth	Director	National Agricultural Research and Extension Institute (NAREI)		NAREI, Guyana	19.9.2019
15.	Kene Moseley, and team	Project Coordinator	NAREI Mangrove Project			19.9.2019
16.	Rayner McAndrew and team	Marine Focal Point	Environmental Protection Agency Guyana (EPA)			19.9.2019
17.	Shuba Soamandaugh	Assistant Director	Shuba Soamandaugh			19.9.2019
18.	Jermaine Braithwaite	Director	Ministry of Public Infrastructure (Sea Defense)			19.9.2019
18.	Kerry Anne Kansinally,	Project Coordinator				20.9.2019
19.	Nadia Hunte	Project Coordinator	Protected Areas Commission			20.9.2019
20.			NAREI Mangrove Project			
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ANNEX 5: LIST OF APPOINTMENTS BOOKED BUT NOT AVAILABLE FOR INTERVIEW

Appointments booked but not available				
Suriname	UNDP	bryan.drakenstein@undp.org		
	GEF-OFP			
		gaushpoeran@gmail.com		
	Ministry of Foreign Affairs			
	Ministry of Trade, Industry and Tourism	rachel.tsieafoeng@minhi.gov.sr		
	Ministry of Public Works			
Guyana	Indigenous Peoples representative		Toshao Phillips, Sana Rosa Region 2	Called twice – on boat, promised to call back then phone battery died.
	OFP			

ANNEX 6: EVALUATION PLAN

Desk Review:

As prescribed under the Terms of Reference, the consultant is undertaking the desk review of project documents. Among them are the PIF, Project Document, plans related to the Environmental and Social Safeguards [including Gender and Stakeholder Engagement]. The Work plans, Budgets, Project Inception Report, Quarterly Reports, PIRs, documents with project results, Finalized GEF Focal Area Tracking Tools, policies and guidelines used by the Executing Agency, CI-GEF Evaluation Policy, GEF Evaluation Policy, Project Operational Guidelines, Manuals and Systems will all form part of the desk review. The consultant has requested documents as shown in Annex 3 from the project team. The focus of our desk review is outlined below:

a. Project Strategy

(i) For Project Design, the consultant will:

- 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 program's results as outlined in the Log Frame.
- Review the relevance of the program strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from previous activities or other relevant programs properly incorporated into the program design?
- 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 strategy design processes?

The key sources of information in addition to the presentations from the *International ICM Conference held from 27-28th August 2019,* are listed in Table 3:

Table 15: Key sources of information

Project Delivery	a) Project Inception report b) Project Financial documentation and reports c) Evidence of Approved and Disbursed Co-finance commitments d) Stakeholder analysis, and Stakeholder Management Plan. e) Steering Committee Minutes f) M&E Plan and reports g) ESMP h) Gender Plan i) Communication and Outreach Strategy j) Project progress reports k) Project Theory of Change l) Approved Results Framework and Budget by the Steering Committee m) Approvals for any changes in the Budgets and Results Framework by the Steering Committee n) Grievance Mechanism of available o) Private Sector Engagement Plan if available

ii. For Results Framework/Log frame:

- The consultant will undertake a critical analysis of the project's log frame indicators and targets, assess how "SMART" (Specific, Measurable, Attainable, Relevant, Time-bound).
- Are the strategy'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 GEB and Sustainable Development effects.

The Assessment matrix for the Results Framework is presented in Annex 4.

b. Progress Towards Results

i. In reviewing the Progress Towards Outcomes Analysis*, the consultant will:*

- Review the log frame indicators against progress made towards the end-of-program targets using the Progress Towards Results Matrix.
- Use the Likert rating scale proposed by CI in the RFP to assess progress in achieving outputs and outcomes.

ii. In addition to the progress towards outcomes analysis:

- Identify main barriers to achieving the program objectives.
- Review and document successes and benefits.

C. Project Implementation and Adaptive Management

The consultant will review the following components:

i. Management Arrangements*:*

- Review overall effectiveness of program management as outlined in the Strategic Plan. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner.
- Review the quality of execution by AE and IE.
- Review the quality of support provided by partners and recommend areas for improvement.

ii. Work Planning:

- Will review any delays in activities start-up and implementation, identify the causes and examine if they have been resolved.
- Were work-planning processes results-based?
- Review the use of the program's results framework/ log frame as a management tool and review any changes made to it since project start.

iii. Finance and Co-finance:

- Review the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review any changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Did the project have the appropriate financial controls, including reporting and planning, management to make informed decisions regarding the budget and allow for timely flow of funds?
- Were all co-financing commitments made?
- Were co-financing partners effectively engaged?

***iv. Project-level Monitoring and Evaluation Systems*:**

- Review the M&E Plan. Was it used? Was information collected relevant? Were key stakeholders involved? Was monitoring cost-effective? Were additional tools required? Were they participatory and inclusive?
- Will review the financial management of the project monitoring and evaluation budget. Were sufficient resources allocated to monitoring and evaluation effectively?

v. Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation: Did local and national government stakeholders support the objectives of the project? Are they empowered to further project objectives post GEF funding?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

vi. Reporting:

- Will assess reporting arrangements as per GEF requirements.
- Assess how well the Project Team and partners undertook and fulfilled reporting requirements.
- Will assess how lessons derived from the adaptive management process have been documented.

vii. Communications:

- Will review project communication strategy including internal project communication with stakeholders: was the communication regular and effective? Were there key stakeholders left out of communication? Were there feedback mechanisms when communication is received? Did this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?

Field Visits and stakeholder consultations.

Following the desk review, the consultant will undertake field visits in Suriname and Guyana from 11th -18th September 2019. We are working with the CI AFD and Suriname and Guyana Offices to draw up the itinerary, list of stakeholders to be interviewed and timelines. The consultant had planned earlier to meet key stakeholders and the project team during the ICZM International Conference held in Suriname 27-28 August 2019, but this was not feasible due to length of time required for visa processing. The consultant will use a variety of tools below.

Table 16: A sample of some tools that will be used for the TE

Method	Audience	Tools
Group reflection	CI and IUCN Project Managers, Stakeholders, implementers Assess progress in implementation, success, challenges, constraints, Review theory of change	Problem analysis, 5 whys, causality chains, Gap Analysis,
Focus Group Discussions	Local communities and other stakeholders	Matrix raking, Case Studies, Most Significant Change, SWOT
Key informant surveys	Government Agencies; CSOs, PMU	Open ended Questions
Interviews	CI GEF team, PMU, Management; Government Agencies, Policy and Strategic Partners	Semi – structured questionnaires and open questions.

ANNEX 7: NOTES FROM THE FIELD VISIT BY THE CONSLULTANT

Field Notes: KEY INFORMANT INTERVIEWS

Institution	Question	Response
CI Suriname Project Manager	Overview of the Project	• Eunike the Project manager came on board at the beginning of the Project. She was not involved in the Project preparatory phase. Ivor, the technical officer has been on the project for 6 months. • The Key stakeholders have been SBB who are the focal agency in forest management. They have received funding from the Project through their Mangrove Monitoring Department for the National Mangrove Inventory. They are a grantee in this project and have received equipment as well as a cash grant for capacity building in mangrove monitoring. • The project team has a good understanding of the project, a trans-boundary initiative seeking to also develop a trans-boundary mechanism to address the challenge of mangrove monitoring given the need or multi-country coastal trans-boundary management.

	Progress in Implementation	• The project has worked to produce the cover map for Mangroves working mainly with SBB for Suriname.
		• The project has undertaken four studies:
		  ○ Valuation studies on the services of mangroves at local level
		  ○ Valuation Studies at national level and contribution at regional and global level.
		  ○ Blue carbon Assessment
		  ○ Green solutions for adapting to climate change

		• The NBS project had links to the CI Building with Nature Programme. • The Project also worked with Prof. Naipul form the University of Suriname. The project supported him in his work on innovations in Green Solutions for mudbanks vs. quick mana made solutions to protect the coastline and mangroves. • This Partnership was strategic as he is the chair of the Mangrove Forum. He has also received support from UNDP GCCA. • Even though stakeholder consultations were limited on this project, the literature review was extensive and in-depth. • The project sought to engage stakeholders to the best ability and used the wider CI network to review documents. • The biophysical review was undertaken by a consultant. • In turn the project had a technical/national working group. • Consultant outputs were validated by this group. •

	Policy Assessment	• With co-financing from UNDP, the project worked on this. • Under the UNDP GCCA project, UNDP worked with the Government of Suriname on the National Mangrove Strategy. This had a component on legal analysis. • This was managed from Guyana. • The NBS project will use input from UNDP to accredit to this project. • UNDP, however, is not in a position to share the output before submitting the strategy to the Minister. • There is also now a new UNDP Resident REP so in transition hence some delay in the process as they await transition. • Other studies were undertaken e.g. WWF have oceans, governance and govt. programme running through which they undertook a policy assessment.
	Stakeholder engagement	• WWF were also co-financing partners working marine spatial planning and ocean governance. • The Stakeholders meeting identified these Partners (UNDP and WWF) to build sustainability. • The challenge was how to align the work in the filed after agreeing co-financing. • Sharing information was a challenge. • Donor interests were a challenge as many donors were going for work on mangroves leading to a coordination challenge. There was competition in the field sometimes and this was stressful. • WWF were critical in focusing on mangroves. However, there was a challenge of scale and feasibility. • The project was for 1year and it was assumed that in one-year information would be available. • The second component was not realistic for outputs to be achieved in one year. • The assumptions for the second component were not robust. • Engagement with the government has been a challenge and regional cooperation more challenge since this is also premised in diplomatic cooperation. • There is a sensitive issue with conflict on borders. This was an issue the project had to be cognizant of. • May be the second outcomes should have been formulated differently.
	CLME+	• There is intention to share results with CLME+ • They attended the international conference and made a presentation. • The intention is to share the results in the next 2 weeks with all Partners and CLME+
	Component 2	• The NBS sought to develop a road map ratified by 3 countries. This was very ambitious. • IUCN was leading this, while CI focused on delivering the national level activities. • Suriname collaboration with the GEF OFP was critical but this did not work well.

		• The OFP is under the Department of Environment under the Presidency. The CI team reached out to the OFP in order to form the National Working Group. No official response back was received. Hence the National Working Group never picked up. Instead the Technical Working Group morphed to play both roles. • The aspiration was that a government agency or the OFP would chair the NWG. Only the Ministry of Spatial Planning and Foreign Affairs hence two government agencies made official commitment. • The technical working group worked well. All the civil society agencies were actively involved. • The Technical Working Group and the National Working Group were merged. SBB participated on behalf of Ministry of Spatial Planning. Foreign Affairs were not able to attend consistently. • Since the Ministry of Spatial Planning is the focal agency for the mangroves and forestry, the project was able to proceed.
	Outreach	• There was TOR for such cooperation. However, they were too ambitious to meet. • In the beginning the concerns were on budgets, expectation for budget allocation for government agencies. The budgets were under CI and IUCN. • Managing the second component was challenging as it is difficult for NGOs to drive such an initiative. • Even though there was government endorsement for the project and OFP approval the same support was not accorded during the implementation phase.
	Emerging issues	• It is about getting the right people from the key institutions. In some agencies, the staff turnover Is a challenge. • The Environment agenda is managed at the Presidency level. Sometimes difficult to engage due to many other priorities. • They are also the focal point of the CLME+. But there was limited interaction. • UNDP is more engaged with the CLME+ process and agenda. • There were challenges in implementation due to operational and project design issues.
	BIG WINS	• Knowledge gaps in Suriname with respect to mangrove conservation addressed • More collaboration between institutions established working on mangrove issues in Suriname • Engagement with government agencies • The 12-13th June conference was used to enhance stakeholder engagement, share information and engage local community and private sector • The International Conference was used to create a national theory of change for ICZM on mangrove management • The training and capacity building especially Open Standards Conference. Used to share information and define critical areas. The Minister of Trade and Industry attended. While they planned the Open Standards training for one day, the stakeholders asked for a 3-day training similar to that which was held in Guyana. High interest and willingness to participate was noted. There was no budget and so a smaller workshop was held later but not everyone could attend. This was very successful. This training had very good engagement and has set the stage for the next phase.

		• There is great interest for a next phase and good relationships have been built • Previously agencies worked in Silos but this project brought key players together..e..g CELOS Centre for Agricultural Research, NARENAa to look at Coastal Resources Management. They are undertaking studies that fit in with Red Listing Tool and could built on this.
Main	Challenges	• Main challenge was working on Component 2. IUCN did not have a national presence. • The national effort has been worthwhile.
	Next steps	• The Foundation has been set. This is not supposed to stop. There is need to formulate the next steps. • There is need for national buy in. • Challenge in engaging with Brazil due to political context change. • Ratification in one year not possible. • Guyana and Surimane have a language barrier. For communication products in English, it is important for them to be translated into Dutch for local communities as well as policy level communication. • All research is in English but University of Suriname would benefit from Dutch versions of products.
Feedback from IVOR	Logistics/ Operation/ Conferences/ Meetings	• The project engaged many people. • There was a lot of willingness from government. agencies and local communities e.g. fishermen to be engaged in the meetings and project activities. • Collaboration with government. Needs to be strengthened. • In international conference, interest was high as everyone including govt. agencies stayed late.
	Communication	• Very strong communication element • Sponsored Ads were used for social media and Facebook with very good impact. • People are now talking about mangroves. • Increased awareness • Reduction in degradation • Fishermen now positive
	Budgeting	• Compared open standards methodology, robust budgeting was not used in this proposal. • However, efforts were made to manage the budgets and funds were released in a timely manner. • The theory of change approach was not used • The context changed affecting budgets.
	Overall comments	• Elections are due in May 2020. Guyana too has election in 2020. The elections cycle affects government planning and engagement. Collaboration between governments therefore a challenge.

		• The project did not have a clear theory of change. • The project will engage partners to disseminate final outputs. So next steps will focus on information sharing and scaling this up. • Maintain communication will be the focus thereafter.
	Exit Strategy	• The Mangrove Forum is will placed so sustain the work started by the project. • CI will collaborate with MAFOSUR in the next steps • Next steps – send out official letters to all participants giving feedback. • For policy makers a fact sheet will be produced. Details of key documentation and where to find it will be provided. • Communication with key Ministries and CLME+ • SBB has new Director but anticipating results from their grant by 26th September and all expenditures by end September as well as all printing. • Engagement with the University by CI is strong. • The Green Heritage Fund is also another partner to engage. • Others include ACT (Amazon Conservation Trust)
	Finance (sat in team skype finance meeting: Stuart (CI), Lancelot, Emilio (IUCN) Eunike (Suriname) Kerry Anne (Guyana) and others.	• Focus on Sound closure • Went through figures to verify expenditures • Suriname managed consultancies so ensuring closure • Pending payments clarified • With a few confirmations, budgets on track for closure by end September 2019 which is the end of the 6 months no cost extension.

SBB		
	Context	• This project was implemented with the UNDP GCCA+ project. • The SBB project coordinator was responsible for financial responsibility, accountability, expenditure and financial documentation.

		• Supported by the Project Manager, they undertook quality control in execution and stakeholder engagement for the CI-UNDP GCCA+ scope of the project. • The project had the remote sensing officer responsible for developing the cover map and field validation for the maps,
	Relevance	• The project provided the road map for establishing the National Forest Monitoring System for the Mangroves component. This was a critical step in establishing the overall system. • It provided opportunity to validate data as well as bring together data sets which were previously scattered. • The project put together historical maps and brought different key stakeholders together. • The overall data set used was broader focusing on biodiversity not just forestry. This required expertise from various institutions and put in place a protocol to satisfy urgent data needs. • This was the first together to bring together key institutions to bring data together such as the National Herbarium and the Zoological Collection.
	Exit Strategy	• This project outputs will be mainstreamed into the National Forestry Mapping System (NFMS) • The maps will be used to define the hotspot, support monitoring and use of satellite images to continue validating and updating the data. • There will be inventories every 6 years based on the trees and locations tagged. • Next year, more plots will be established and sampled to improve the analyses. • For satellite processing, new tools were used, mainly Google Earth, which makes it much easier to repeat, update, and create new maps. • These will be included in the New Forest Monitoring System • This is the first time to use this system in the broader monitoring framework.
	Lessons learnt	• It is important to identify and use tools that simple and sustainable • The project provided opportunity for capacity building to support the broader NFMS. A team is in place now with new technologies • There were partnerships with CELOS and Nature Conservation department of the Ministry.
	Challenges	• There were challenges in establishing protocols for field work. Getting input from stakeholders was a challenge given lack of integration of annual workplans. This could have been done better. • There is need to integrate workplans for the different Partners to ensure availability for field work and avoid conflicts in planning field work form department to individual level. • Fixing contracts with Partners took a long time. This meant that the time left for implementation was very limited. • It took 5-6 months to sign the contract. From June 2017 to 15th January 2018. The project then got June 2019 deadline and this was extended to September 2019.

		• There was an over estimation of capacity needed for field work – Reconnaissance for 2 days and inventory for 6 days. The actual execution was fast but gaps in between field visits were long due to unavailability of teams. • Most of the plots were near the road, had they been further away, more time would have been needed.
	Stakeholder engagement	• Working with local communities was not a challenge as the project focused on the urban and suburban areas. • The government has laid out clear structures and it was easy to implement the project based on this. It was easy to follow up with local communities using this system and local offices. • SBB already has an engagement plan and so it was easy to use this. • SBB already has a network so it was easy to implement field work. • Three main engagement meetings were held with stakeholders and local authorities. This allowed for participatory planning, mapping and data validation. • A mangrove education center was established in Eastern region. • In some cases, the sampling units were adjusted depending on the guidance from the local communities.
	Project management by CI	• This project had overall good management and execution. • SBB is very grateful to GEF and CI for addressing the data gaps. Without this project there would have been serious data gaps for mangrove monitoring. • SBB is very grateful for the equipment and looks forward to the next phase of the Project

	Benefits	• The specific workshop on Google Earth and field work were very beneficial in supporting the preparation of the cover maps.
		• For the Nature Conservation dept. training was held for the staff of the Education unit which will help in expanding the curriculum when engaging the students.
		• Free-lance staff on the project also received training. These included university students.
		• MAPS
		  ○ A good baseline from 2018 has been established for monitoring.
		  ○ The validation process was very robust
		  ○ A lot of training undertaken
		  ○ Data used not just satellite imagery
		• The management insisted on a protocol based on regional focus, benchmarking with Peru, Colombia and Brazil. This was to incorporate best practice and allow for regional compatibility. So that data does not deviate.
		• Sampling units were also aligned to existing regional processes.

	Biggest wins	• Cooperation between partners and bringing different stakeholders together. • Now there are carbon estimates based on sufficient sampling units. • There are 11 sampling units with identified sites and location and useful for further and future research. • Researchers can now go to these areas and expand on existing data sets e.g. fish studies • Intermediate phases of monitoring can be planned • The project purchased drones for monitoring • In Guyana the project identified areas for further research e.g. red listing of ecosystems. In Suriname department responsible for red listing is the Nature Conservation Department.
	Main challenges	• Integration of planning especially when working with many Partners • More time spent on project preparation phase • More research needed on mangrove succession and transition areas • In Guyana red listing identified possible areas for future research • Ministry of Nature Conservation could follow up with further red listing
MAFOSUR **Joan representing Prof. Naipul who was away in the field**		• Mangrove Forum in Suriname is in the process of formation • The focus is to bring Parties together • MAFOSUR participated in some workshops and ICZM • Prof. Was involved from the start but not Joan • Contribution to the project was on a case by case basis
	Biggest WIN	• This was the first time mangroves were evaluated on a wide base • Challenge however is that we are not sure on the concrete roadmap on the way ahead • The Parties have come together but the road map is missing • The project empowered the country to start addressing the issues of the coastline • Initiated trans-boundary efforts and work in collaboration with Guyana
	Key Issues	• Local expertise is scarce, capacity building is needed but has to be sustainable • Every new project brings new faces but no continuity and no sustainability, no sustainable use and building of experts • SO we go back and start from zero and are not able come to the right action • There is need to balance between talking (workshops) and actions • Bringing people together and consensus building but not achieving results • Specific actions are not clear

		• CF. Suriname and Guyana • Guyana have support from the government but it takes more effort and cost to engage Suriname government • More commitment needed from the government in Suriname • Policy and legislation gaps but where present there is lack of capacity for enforcement and regulation is limited as well as capacity to implement. •
	Relevance	• The project was very relevant, very good but more efforts needed to achieve desired outcome • Suriname and Guyana are very vulnerable to climate change so it is high priority • We need to avoid having another project start again with same objectives
	Gap	• The main gap was government linkage • Focus on the next level after bringing stakeholders together • MAFOSUR started in 2013 and has been seeking to address these issues – initially an informal association but learnt that this is not optimal hence need for establishment of a formal framework. • Do not have important Parties together yet and not clear how and when to bring these Parties together • Challenge of People moving from positions because of informal nature and volunteer basis
	Lessons learnt	• Many lessons learnt from Guyana and we can use for benchmarking • Challenge of ownership – who will drive the process • First start with Suriname/Guyana and then address French Guiana and North Brazil • There is still no ownership on Mangroves in Suriname • No Programming for the NAP • Information to be made available with CLME and other places but what of national and below? • Data ownership issues – management, access, dissemination • Limited commitment
	Time Frame	• The time was short to bring Parties together and align to vision • Certain level of negotiations needed • No one is working on concrete actions to go to the next step of the Project • The monitoring Plan was not clear
	Way Forward	• More work needs to be done to reach the outcome needed • There are other related projects and so there are overlaps

		• We need to move from preparatory activities to actions • The technical committee did not review all the documents • The Project should go to the next phase • Even though the work is volunteering need to cost payments for local expert inputs
Hanneke WWF		• Before the project, WWF Guyana had a mangrove component • She took over from predecessor after the project was started • CI effectively reached out to Partners to see how each could contribute • WWF project funded by IUCN Netherlands and WWF Netherlands • Building on the Project on Shared Resources by IUCN/WWF which runs for 4 years till 2020 • The mangrove work funding comes from this project • Focus is on capacity building, knowledge/research, awareness and advocacy • Work is mainly for Guyana and Suriname as French Guiana is French territory and cannot access donor funds • There is also an EU funded project till 2020 with one component on Coastal Mapping and Environmental Sensitivity Mapping (mainly oil and gas). • Focus on practical training on Mangroves •
	Implementation arrangements	• WWF has been part of the Technical and Steering Committee. • WWF hosted a few meetings. • Technical Committee brought together many people; it provided updates, who is doing what, regular updates from the Project Coordinator – Eunike and request for feedback on outputs. • WWF was invited for presentations from the consultants • Project management was very good
	Outputs	• Provide guidance on how to approach component 2 as WWF runs a regional programme (Guyana, Suriname and French Guiana) • Met with IUCN SUR Emilio on options for regional cooperation • Provide contacts at government level • Challenge of terminology -ICZM is an older word with MSP being broader as it encompasses both marine and coastal zones using an ecosystem approach. • WWF MSP Project similar to ICZM • Exploring how to go forward post MSP – bringing together ICZM GEF and MSP WWF.

		•
	Implementation	• The NBS project delayed for six months • This is usual as the EU project delayed for 8 months • Challenge mainly on getting government presence; signatures and contractual matters; challenge of getting technical expertise with experience and political challenges such as elections.
	Component 2	• For component 2 the project has done what is possible. • Held two meetings and conference • WWF tackling illegal bringing together French Guiana, Guyana and Suriname. • Enforcement in FG very effective • Regional workshop on illegal fishing bringing together fishermen, Defense, Foreign Affairs. Workshop was open and effort to find a solution. Came up with an action plan on tackling Illegal Unreported and Unregulated Fishing (IUU) in 4years, with focal points and national action plans then feed into regional action plan.
	Barriers	• Language (French, English and Dutch) • Different Political Framework • Different legal Framework
	Uses and Benefits	• Studies very useful for WWF MSP and many types of projects • Biophysical project was very detailed • Challenge is how people can access these documents • Most people do not have access to Google or email and internet • Need to print in Dutch and personally present to Key stakeholders • CLME+ is for international access and not local access • University has no online library • The benefits are linked to the Aichi targets • Linkages to national processes – national reporting for CBD and UNFCC and NAP and NBSAP •
	Overall	• Project was very relevant • Avoided duplication • Communication was very effective
	Lessons learnt	• Factor on startup phase especially given the short project time frame • Plan for delays

		• Project was well managed • Linked well to the UNDP Mangrove Strategy process esp. valuation studies

Ministry of Husbandry, Fisheries and Livestock
Zojindra Arjune**:**
Ministry focal point for Marine program
		• New Minister in place hence changes and schedules very tight.
		• Zojindra was not actually directly involved; someone else was involved earlier. She then retired. There was not a good transfer/hand over but he was to be focal point for ICZM, setting up working group under planning;
		• Focal Point for agriculture ministry. Though not yet formally appointed; but interest.
		• Did not attend ICZM. As was in Panama – for Governance structure and budget for CLME+ project.
		• Two focal points for CLME+ in Suriname
		  o Environment – Lead focal point, NIMOS; Cedric Neylon.
		  o Fisheries – Zojindra Arjune
		• Theories of change set up in the international conference, including Guyana and N. Brazil. Developed in the international conference.
		• Ratified road map for trans-boundary management – Strategy
		• Developed a task list rather than who would participate? Who would lead?
		• Using open standards methodology the meeting developed a conceptual roadmap.
		• Two colleagues attended from Fisheries attended but it was not adopted.
		• In the National working group/Technical working group – SBB participated.
		• The Why? Was defined at ICZM but for What?? How?
		• Propose to Use open standards approach in Building the case.
		• Ministry of spatial planning would be key to follow up?
		• Could follow up on Nominations.
		
		Fisheries Priorities for Suriname
		• National inter-sectoral Co-ordination mechanism for fisheries will include NIMOS, special planning; because the coastal zone has overlap with fisheries mandate.
		• Hence – with license terms, bringing order in management goals – regulation fisheries; focus to reduce pressure on fishing stock.
		• How will CLIME be managed, how will they integrate? How they will go forward.
		• How does it happen at national, sub-regional and national level, eventually it depends on the vision of the ministry at national level.
		• The CLME+ focal point will put in place mechanism to develop the SAP with engagement of the relevant Minister

		• Government structural arrangements are important.
		• Right now the minister at national scale wants to reduce pressure and have sustainable fisheries
		• It will take away many years, even decade to get to the level of efficiency and effectiveness at CLME+ level
		• Key stakeholders;
		  • RGB- Ministry of Physical Planning, Land and
		  • NIMOS – National Institute for Event and Development
		  • CELOS -Centre for Agricultural Research
		  • SBB-Foundation for Pest control and production
		  • UNDP-Strategy, Mechanism, Information management, Valuation
		  • UNDP/GEF - Suriname Coastal Protected Area Management (SCIAM 2011-2015)
		  • Nature conservation Division, Suriname forest services, Ministry of Physical planning, Land and forest management (Management and Fisheries)
		  • CELOS did mangrove carbon measurements in this study and monitoring protocols
		  • NIMOS – focal point (ATM is objected) and GEF operational focal point office of presidents – Focal point – CBD, CC, CCD etc.
		  • Ministry of Natural Resources (Water, Energy, Minerals) – Natural Resources
		  • ROGB – Interior and Coastal areas (Forest and protected areas)
		• (Forest Services ROGB has a nature conservation divisions NB) management and law enforcement mangrove forum (MAFOSUR.

GUYANA		
DIRECTOR NAREI	General	• Managed Mangrove Restoration project 2011-2013 by NAREL; • Integrated into NAREL after the project ended. • NBS was a larger project – focus on research, • The information document was very useful in identification gaps for research. • Areas for interventions very clear; very up to date, • Some of the things already implementing esp. short and medium term priorities. • Work closely with Agriculture and forestry, students in agriculture and forestry. • These were aspects on protected areas with 2 areas identified and consultants working on it • Staff participated in visits in Suriname on exchange visits.

		Component 2 • Learnt a lot from, French Guiana on mud banks, • Suriname has been involved, • Satellite imagery. Guyana had limited studies on mud banks which have influence on restoration activities. • Guyana work with forestry commission. • Have all areas reclaimed in GIS format to estimate carbon sequestration, • Some work on biodiversity. • Guyana 75% forest – Mangrove areas – resurgence of Crabs • Studies, in changes in biodiversity to done. • Not aware of Aichi Targets- • Climate change adaptation – office of the President.
	Challenges	• Time frame was a bit too short, • Proposal for UCLA very positive • Very tight scheduling • Areas identified from report, resources will be needed, NAREL will follow, commitment to build on. Resources – technical/financial • CLME plus project – not involved, • Language an issue, French Guiana - French, Brazil-Portuguese, • International conference had some Dutch translation •
	Implementation	• NAREL was involved in the TOR and selection of consultant. Also involved in evaluation consultancies, 2 months rum off. • Effective stakeholder engagement • Effective communication.
	Relevance	• Is it a priority in the long term? Overtopping would not have been a problem, if there were mangroves. • NAREI continuously monitor accumulation and erosion, accretion, planting is the last resort, as natural regeneration takes some time, but it takes over. • 100,000 million Guyana USD, allocated. Collaboration with sea defense, National drainage and irrigation
	Way Forward	• Information management; share with other key players available and accessible to key stakeholders.

	Weaknesses	Timeline: • Start takes time – a few months • Project start up to project implementation as take 3 months
	Benefits	• Tremendous to Guyana, • Provided necessary information, • makes the case for finance, • Valuation done 1,2 ; 3,4; 5,6: • Mangrove Action Communities
NAREI **Coordinator – Mangrove Programme**	Relevance	• Monitoring and GIS office. • Better data set for NAREI • Involved from 2010 research related to restoration. • This project allowed more updated information on Mangroves contribution to carbon sequestration, how to move to green economy. • Very useful research • Updating forest cover map. • Capacity building for own staff. • Mangrove forest cover. Methodology used by consultants to be used forward. • Understanding tools to be used going forward. • Attended conference in Suriname and learnt from sharing what Suriname has done. • From International conference. French Guiana – a lot of research on mud bank movements. • Guyana - showcased pilot projects – can learn from each other in complimentary manner.
	Challenges	• UNDERSTIMATED TIME FRAME - Project management interesting is follow within limit time, approvals near Christmas, work stop in December • Activities put on hold till no cost extension – a new work plan, new extensions, new work plan , new budget ,new appointments • Some procurement took time - GEF very strict rules, even though worked through the bottlenecks to get the Forest Cover Maps completed in the no cost extension time • NGO are constrained what they can and cannot do hence CI faced challenge as AE • Challenges - Suriname challenge in getting government support. • Guyana – development priorities changing economically. • Red listing - who would take the lead; ? Protected areas, a usual agency.; • Data limitation, especially historical data. Identifying data gaps.

		• Training has to be continued:- open standards – ecological targets need to be interactive. • Need to be in context of IUCN. • The challenge of ownership • Digesting information, • Making it visible • Getting it to partners • Component 2 – Mechanism; was a bit too ambitious,
	Mechanism:	• Opportunities to move the process to a higher level • Recognize it is not sufficient for countries to work in silos as the system is connected

	Benefits	• NAREL now have a lot of info on restoration will develop updated mangrove management plan; update 2010 -2012
		• Trainings.
		  ○ Red listing was new;
		  ○ Open standards was new,
		  ○ They brought together in coastal systems focusing ecosystem approach.
		  ○ Wide appreciation – other agencies included,
		• Gap analysis – Carbon studies; field carbon testing. Valuation

	BIG WINS	• Valuation of ecosystem services – this was new; had talked about it, was not actualized, • Understanding how communities see mangroves, • mangrove forest cover MAP more robust and accurate, • CI – an NGO, was very good in planning, • forest cover work was not part of another project like Suriname – through UNDP
	Implementation	• Project has good agency participation – UNDP. CI, WWF, World Bank and CDB • There was transparency and openness in working together
	Exit Strategy	• Communication Strategy – meet with EPA and get their commitment to push more work in this area • With new focus on OIL, fears about mangrove degradation is we continue without goof ICZM • Information from this project should be shared with these agencies • NAREO working oj the new Mangrove Management Plan working with other agencies • EU project working on setting up mangrove reserves • Under 11th EDF Agreement EPA Project on Governance under CLME+

		• One year trans-boundary project - Guyana, Suriname and Trinidad) • Politically challenging how to declare a reserve area. • There is need for a follow up phase 2 • This was emphasized in the ICZM conference • Meanwhile agencies to keep momentum.
EPA **Duke – Marine & Coastal – Previous Work with CLME+ Projects, Christine – MEA projects. Rene – CL contact.**		• Coastal and Marine section now dissolved – was ICZM • not conclusive now where it will fall, • MEAS Unit – both policy and research unit.
	relevance	• Mangrove – under CBD - when reporting to the convention this information will be considered. • Mangroves cover map especially coastal and marine not well studied. • NBSAP 2015 – 2020 NBSAP • Consultants working on the 6th National report. • Report put some issues onto perspective. • Mangrove Map – will help in planning opportunities. • CLME Pollution from mangroves project, this NBs data contribute to this. • Ecoystem based management approach will be used. • Will select the areas in CLME+– fisheries is the focal point EPA focus on Environment management. • Looking at governance, addressing pollution in CLME+ and SAP, • Fisheries – working in CLME, fisheries and shrimps, stakeholder engagement, economic valuation. • Guyana unique in how oceans affect mangrove. • Space for discussions already in place • This project has strengthened coordination
	Implementation	• Project implementation was very good.

		• EPA has a good working relation with NGOs • CL – communication was effective, • There were challenges, shifts and rifts. CI – Excellent job in • coordinating • training, • personal development.
	Benefits	• TRAINING: New software – Remote sensing, open source software, software SNAP. • Conferences – attend – forum for discussion of trans-boundary issues was a great experience. • A learning experience • Use of tools to be used in the Forest Cover map • Valuation studies – costing study – is a good step in the right step opportunity needed for more assessments. •
	Challenges	• CLME+ focal not engaged effectively. • TIMING a challenge: CLME project getting started NAREI had already the programme running and CI had to build on this. • EPA had a challenge to get time to get involved. Contribute the review, efforts to put in governance mechanism needed momentum. • EPA responsible for ICM activities were a bit slow, due to a lot of changes happening, • PLANNING: o timelines and elections cycles – uncertainty in 4-5 years towards elections – changes happens, In structures – o Buy in from the PS needed because they do not change. They sustain political support. o Carry out initial assessments of capacity within organization; capacity limited one person managing more than 5 projects. o Human resource limitations. • Engagement is it with the right people. Different people go to different meetings, • Agencies commits them without understanding weight of commitment, • Communication – within and outside the agency top – down – lack communication with the Agencies. •
	Exit Strategy	• Linking this to CLME+ and will be very helpful.

		• Coastal Marine management committee – Reviving the process, Inception meeting held, hopeful by end of October 2nd meeting, agreement with Terms of Reference and interim work plan a • Ad Hoc Coastal Zone Task Force in 2017. All stakeholders to this committee were part of NBS project, Keen (NAPEI) is on this committee. CLME and ecosystem passed Management before just ICLM. • CLME+ use Ecosystem Based Management before just ICZM, will use EBM • Working with French Guiana and Brazil- Based on the Foreign Affairs sustainability once they get approvals. CLME project – Suriname Trinidad, and Brazil, on the GEF French Guiana not GEF able. Brazil has shifted because of political reasons. • Link to Focal point – CBD – EPA, Lands – UNCCD, UNFCC – Climate change unit. • Need for further training. • Huge gap for training coastal and marine programme. • Welcome another phase of the project.
	Value of GEF Support	• This work could not have been funded with current resources as it covered coastal area which is poorly studied. Link to the WWF marine spatial planning. This will add to WWF MSP. This project addressed a gap •
Shuba Soamandang **Assistant Director** **Toanne - GIS/Remote Sensing Officer** **Forest Resources Commission**	Relevance	• Mangrove Management, conservation, inventory and training • Mangrove – differ roles /entities. • Brought all participants together • GFC – collaboration - Worked previously with NAREI and EPA, Min of Public infrastructure • Got better understanding, • success rate in restoration, • technical support and validation. • Information on forest change. • Baseline 2014 -2018 for the cover map. • Mangrove map 2018 – 2019- • Global Mangrove cover map used for reference. • Co-financing – Planning and Development Unit handle co-finance • Infrastructure development needed – funding to move into mangrove limited, focus on commercial species. • Forestry Act – mainly on state forest but mangroves occur on private land, or leased property, reserves of Defense need to clarify who has jurisdiction. • Issue of jurisdiction: This project where, value, sustainable livelihoods, roles of parties.

		• What is GFC position on the proposal coastal marine committee? • EU proposal on Mangroves was very inclusive. • Forest Act the one that has jurisdiction, issue of tenure, this has not been done for etc.

	Benefits	• 1st cover map.
		• Training and workshop.
		• Provided comments on documents on carbon and REDD.
		• FRM: Made presentation in international conference in the next steps on
		  ○ Mangrove plan,
		  ○ more reporting,
		  ○ mangrove carbon measurements,
		  ○ National forest inventory in region 1
		  ○ Mangrove from seedling, soil sample, wildlife survey.
		•

	Relevance	• Monitoring officers need information to make decisions, knowledge products can be used in monitoring. • The mangrove map will form part of the national forest comprehensive mapping of the mangrove forests. • Mangrove layer update, forest type analysis can be incorporated in . • Will be able to update MRV:- Carbon aspect, forest area change, basis for PES scheme, also added community monitoring change analysis Community validated, including, illegal mining activities – • Link to Protected areas commission. • Basis for paying for Blue carbon. • Country trying to mainstream Rio conventions. • UNCBD- Ensure biodiversity across ecosystem. Vital information for marine protection areas and not one now, reporting in the targets. Under reporting as a country been reporting fragmented, reporting on mangrove, UNFCC – 6th National Report, UNCCD, UNCBD-updating NBSAP, National reporting – • Highlights gaps that can be useful for phase 2. • This information will feed into baseline information for updating mangrove Plan.
	Implementation	• They targeted the correct partners, right persons, • Gained a lot of experience. • International collaboration, • Brought together national partner.

		• Effective communication. • Forestry has worked a lot with CI. Have no issues, there are other projects.
	Component 2	• Guyana and Suriname, was very useful to see how both counties deal with legal issued, communities and livelihoods, community awareness, • Cross learning. • No option to work together, issue of mud banks movements, • Enough experts working along a large area needed. • International conference – break out session, Trans boundary management clan; policy. • Institutional structure not in place, policy, • Framework needed more possible through EPA
	Exit Strategy	• Critical need • Necessary tools for Mangrove Management program and management plan • Institutional frame work , Policy directive.
	Challenges	• Political change- All Government focus on green growth path. • Political change can affect donors. •
	Exit Strategy	• Necessary to bring French Guiana and Brazil. • Impressed by what Brazil has accomplished (Project AMAPA, F.G. G WWF (ecosystem services) • translation – available • Investment in high resolution imagery for monitoring esp. to validate e.g. aerial photographs (25-60cm) where you can count and determine species. • (WWF Project – mainly land use map and Ecosystem Accounting) • Wider range of data; partners, global data, • Memorandum of Understanding (MOU) with University of Guyana • GFC- effort in place to gather and manage data.

Jeremy Braithwaite **Sea Wall Defense** **Ministry of Public Infrastructure**	Relevance	• Sea Defense Department was part of the Hydraulic Divisions – • Separate into two departments – National Drainage and Irrigation moved to Agriculture, Sea Defense for shoreline management. • Mandate: Shoreline management, construction, Rehabilitation, Maintenance, Planning, R&D, coastal modeling. • Resilient flood protection. District offices 8 districts and all districts. • District engineer, administration, • Monitor mangrove loss, technical officers in regions. • GIS – shore zone management system and online system to support planning. • Have condition survey exercise – at least annually • Flood protection – national system man made. • Determine areas requiring rehabilitation. • Km of Mangroves-fringes; establishment and lost. • NAREI Sea Defense Board – oversight – policy/insight and includes NAREI • Collaboration at board / department level. Fruitful collaboration. • Contribution – technical support to protect mangrove forest, procurement, technical specification. • Sea defense-mangrove by NAREI and mangrove project. • Engineering interventions • No programmed financing mainly for emergency, need definitive: • Need Mangrove cover map, fringe width, rate at which it is happening. • Early warning system approach needed. Evidence base need. What are the trends; Ocean accretion cycles, rate of mud banks movement. EG Remote sensing Technique. •
	Benefits	• FINANCING CEB 2015 project. : Institutional Strengthening and CB on shoreline management. Technologies and techniques. GIS database, work will need 8 months. • Finance from Government for regular monitoring, time series data. • More collaboration with forestry needed; NAREI. More with forestry previously. • Build a case for lobby for resources, need an idea of timeframe. • Deliberations with Min. of finance. • Hard structures: work needs to be done where communities are near shore lines 4-5 decades need to be replaced. In programming, as a basis for prioritizing. • Engage international Partners • Policy – focus on both and pursue nature-based solutions.

		• Reduce impacts on mangrove and functions. • Vulnerability – combined interventions reduces costs, used in combination need to understand natural cycle and coastal dynamics. • Vulnerability assessments deficiency – looking at a more global perspective, looking at historical perspective. • Land used, buffers, development. • A trans-boundary approach beginning to be a priority. An area that needs attention, learn from each other, share information, an area that needs attention. • Have endeavored to work with partners outside the region. This project allowed us to work with Partners in the region. • The issue if flood mud not clearly understood in sea coastal wall engineering. • Conditions unique on this coast; hence need for trans-boundary efforts, technical visits. • Involved in the financing mechanisms, international conferences, • Leant about issue of conflicts in tenure. • Appreciate level of caution needed, level of compromise, and use of offsetting.
	Implementation	• Was pleased with the way the project was run, • Communication was good, due to agencies involved cover map.
	Way Forward	• The Board - present the project outputs and outcomes • Could bring on board external participants • (KEEN) NAREI could present
Kerry Anne Cort **CI - Guyana**	Implementation	• Technical Director – Curtis. • 1st couple of months planning, • Inception workshop: Suriname, Virtual presence for Guyana. • It took 3 months to get contracts started . • Very specific procurement needs . • AFD provided support Through Oceans programme in sourcing for consultants - Duke university, UCLA • Seven studies. ○ Silversturm; 3 large studies consolidated;

		○ Biophysical ○ Green-grey assessment ○ Carbon feasibility ○ Financing ○ Duke-economic valuation ○ (UCLE – Financial assessment) ;p
	Unintended outcome	• Financial analysis by UCLA – Silverstrum was not able to do this. • UCLA came to the country and did the assessment
	Challenges	• Roll out - Getting stand up, understanding GEF requirements:- • Suriname handled procurement of regional consultants as they were budges holders. • Cover map was to done 1st but this took time. • Took time to get the approvals as CI office team was in transition. Change of Directors, programmes, moving offices. • Co-ordination from Suriname office was a bit of challenge. Started July – August. • Pushed ahead workshop – red listing was 1st opportunity to bring stakeholders together. • Red listing – was basis to start bringing stakeholders together. • Opportunity to bring together. ICZM with EPA. 1st ICZM in January. • Suriname handled 1st set of contracts so learning was there. • Procurement/Reporting/Budgeting support from AFD. • Open standards workshop was in Guyana due to political issues. • No cost extension transition was a challenge, • Now experience in place to ran GEF phase 2. • Procurement requirements should be clarified in the beginning. • Systems changed -GEF approvals for ToR and contracts. • Co-financing and staff time. Need to know how to run systems – Admin./Technical bal. • Also: Budget, ○ IUCN, ○ AFD, ○ Surinane, ○ CI – Guyana.

		• For example; International conference was to be in Georgetown, but switched to Suriname (and have red listing and open standards in Guyana); budget line shift brought challenges. • Communication/Research - Budgets for communication was limited as at is primer phase. • Communication should be from the beginning, Message needs to go to a lighter level. • Communication strategy; At country level; did not have budget for communication was not factored in effectively. • During project phase, main communication was through workshops/meetings.
	Budgets	• Things changed in budget, was very tight since costs from 2017 changed a lot. • Meetings held in board rooms, venues costs have changed meals, catering. • These fluctuate a lot. • Consultancies used market price. •

	implementation	• This was a primer project, with two sub outcomes
		• The stakeholders in Government have challenges in meetings timelines.
		• CI Guyana – Partners have twice to review document and provide input – This was a challenge – but NAREI helped get Government partners to review.
		• Having feedback forms was very useful.
		• Coastal Marine Management Committee was set – this was great but never met again. Meetings were to be every other month, March, May; July. Had workshop in March but not meeting.
		• In April; no cost extension,
		• In last. 3-months ,
		  ○ focused on getting products,
		  ○ increasing visibility,
		  ○ Participating in international conference.
		• 3 communities represented (listen to recording) Council of indigenous people. They are Coastal and speak English.
		• Focus groups valuation of benefits: Region 1 and Region 2
		• In Guyana, worked with EPA and WWF EPA -CLME and mandate and work WWF Guyanas work.
		• Other stakeholders were brought in conference planning
		• Institutional performance: AFD stuart had done a similar project; as a marine scientist, knowledgeable, supported reporting, very helpful, and assisting with skype. Someone knowledgeable in the field very helpful. Even in preparing Technical ToR. Stuart was based in Galapagos – Ecuador.
		• IUCN – Ecuador, Arturo who was involved in the project design left, Emilio came in; was helpful in reviewing.

		• Country offices need technical support, helpful the project run smooth. • No CI Guyana staff has Marine or coastal marine experience. •
	Outputs	Outcome 1.1; • Desk top review and studies – was a good set up. Outcome 1.2 • In Guyana. Mechanism – score 4; agencies coming together – score 7 • For each consultancy there was symposium in the evening to present findings, Silvestrum, UCLA – twice, Duke university - Online presentation, • Separate technical session for govt. agencies at international conference. • Mangrove cover – training session, • Agencies shared their current projects.
	Way Forward	• Next step; More focused field research needed. • Needs: Biophysical – mud flats movements. • Green grey infrastructure – country's position needs to be clarified, should there be pilot activities, • Carbon assessment – Thus was desk top review – a good start. Need field work sampling with field assessment. • Duke university:- information from the fisheries of restoration activities, seedling planting, grasses, to see where they are now. Mangrove cover. Ensure good system In place for monitoring; NAREI to have inventory and monitoring. • To. update the cover

Savali - Communications team	Communication Strategy	• Videos 3 min – Workshops.
		• Condensed – 1 min – Social media,
		• Reach 30,000, 10,000 -organic research,
		• Budget only 5 USD. Organic Reach effective
		• Social campaign now started;
		• Might mangrove brand;
		  ○ 12 messages. 1-2 messages per week, depending on audience response.
		  ○ 3 mini blogs proper context for campaign, mini blog.

		○ No money; organic research 183 engagements – 1 day 2240 reached. ○ All content – from research.
	Graphics	• Suriname has own graphics, • country specific messages, • end message for campaign, • Language consideration. • Test language. • Pay for reach test this • Post as is boosted or create ad. • Suriname English/Dutch • Instagram – after trial • 1st week of December, enough statistics, • Targeting Guyana, • Focus groups in same countries. • Reporting back to communities and feedback from valuations. • Benefits to coastal communities. • There is a feedback loop – dedicated email, Facebook page. • Opportunity to meet with govt. agencies after they get to understand new needs. • Recreate for youth and younger group. • Make them reflect what Guyana coast looks like. • Timelines for dissemination ○ Already given to conference participate and key partners. ○ Will be on CI websites, ○ Partners to put on them websites. ○ Part of the package of CLME
NADIA - Protected Areas Commission		• Regional 1 – Protected Area Shell Beach. • Protected Areas Commission been engaged in this project • Limited by staff as different people attended different meetings, • Shell beach Protected – Take care – 3-5 Pas in Guyana.

		• Shell Beach projected area, National park. • Work with Community. • Ecosystems in Pas used on holistic approach. • Shell beach – have largest areas mangroves PAs – • Working with Communities they have access to resource. • . •
	Benefits	• Follow up working with communities, • Assist with university of Guyana students. • Sharing between Guyana and Suriname. • Challenge in managing mangrove. Both have a lot in common. • More requested. • Forum to share, information sharing, • Working with WWF on spatial planning . • Not in direct contract. • Have not been able to work at the results. • Waiting for information. • 70% of time field based. •
	Next Steps	• Our Priority. • Mangrove – Important for coastal community. • Benefits to the livelihoods. • Keep communication going, protected update with what other communities
		• Communication from CI has been very good. Project implementation representation at the conference.
Emilio **IUCN SUR**		• IUCN is the Regional Office for South Americas, supporting Governments and members to implement field actions • The
	Implementation	• The project has worked well • Mainly because of the good chemistry between the team members in IUCN, CI AFD, CI Suriname and CI Guyana • There have been many changes in the project

		• He was involved in the Project preparation but not as lead. Initially Office in Brazil had coordinating role. But two staff involved moved positions and so the project coordination was to IUCN SUR in Ecuador for field coordination and implementation. • The project has been easy to coordinate and smooth and experience positive • Happy with the products from the outputs in the project •
	Challenge	• The is need to clarify roles in contractual phase and make contracts very specific in terms of activities. • This had potential for conflict and confusion but worked because of good relationship who worked out solutions mutually. • 'International Waters Programming new and different from STAR allocation • Need for more missions in country for supervision and follow up on consultancies • It has been challenging to fit in 1 year time frame due to complex country contexts, and political and socio economic dynamics • The level of institutionalism is weak and so relying on government agencies to move processes has been a challenge. Clashes between cultural and institutional reality, hence Recommendations not easy to adapt • Level of technical expertise limited, and hence for example initially consultants were to be procured internally but this was changed and consultants procured externally • Diplomatic Relationship between Guyana and Suriname not the optimal due to disputes • Guyana has changes in the Forest Agency • Local consultants not available e.g. for nature based solutions • Gaps in capacity in some areas e.g. valuation, mapping and nature based solutions • Overall change in context from when the project was designed. • Letter of co-finance from Brazil not availed till now • **IUCN and CI to cover Brazil Co-finance**
	Outputs	• Pro Doc had a simple theory of change • Was overoptimistic to do as much as possible within a short timeframe • The International Conference – PresCAb Suriname attended and were interested • The Forest Commission Guyana attended the International Conference and have incorporated some elements • Value in connecting the NGOS with Academia • Trans-boundary trainings -held in Guyana (red listing and open standards workshop) • Could not implement red listing, need more than one year and need more information. This not available. • Effort to involve French Guiana and Brazil very ambitious.

		• Transboundary cooperation agreements based on trust which is impossible to build in one year. • At beginning of the project and project preparation phase, had very good relations with Brazil and especially the Biodiversity Institute. But government changes and policy and administrative changes made Biodiversity Institute unable to participate further in the project. • Brazil had very good information and experience as had already developed the mangrove cover map. • But they preferred to stay out and may be join the second phase • The govt. changes last year left NGOS and environment stakeholders limited in ability to engage and operate. • Sub-nationally in the Amapa state, the partners mainly in the Protected Areas could not travel out of the country to meetings or be involved in trans-boundary issues. • CI Brazil made presentation on their behalf at the International Conference. • French Guiana - has been difficult to engage and were not very interested • They are part of the EU and can not receive GEF funds • IUCN did not have access to French Government in Paris. • Efforts to reach them (French Min. of Environment) through the IUCN Brussels Office and water Agency in Guiana but they were not able to attend the conference. • But they have very good information • Country offices very useful and effective • Consultants were very good especially Silverstrum • Will take time for government agencies to digest this information • Meetings held with CLME+ on LME Initiatives and have been in contact since the beginning • Will update their knowledge platform and strengthen exchange
	Next Phase	• Consolidate better how science supports governments in planning and decision making • Gaps have been identified which can be addressed in the second phase • Involve French Guiana in discussions for future phase • Another initiative - IUCN/WWF Shared Resources could add to this • Need to prepare second Phase of the Project and not lose momentum
	Lessons learnt	• Due to political context challenges, opted to strengthen community participation, share experiences, facilitate exchanges and later go to establish formal arrangements – hence solidify technical then address political support. • Need maturity in diplomatic relations for formal trans-boundary mechanisms • Context between CLME and NBS very different and should not use the same assumptions • CLME+ focal points in country are technical officers who did not have the political weight to push the agenda

		• Country offices are needed for implementation – CI country offices played this roles even though IUCN was the Executing Agency • It is necessary to improve the design phase • Deliver products that are owned by the government • Push for stronger involvement of local NGOs and universities to support science/policy interphase • It is possible to have a cost effective and cost efficient projects
Stuart **Technical Director CI** **Galapagos islands**		• This project was mirrored on a similar successfully completed project in the Eastern Pacific • This was a primer Project targeting mangrove conservation in selected areas in the Americas which are ecologically contiguous • The Eastern Pacific region is an example and so were the Guyanas hence rational to work between Suriname and Guyana, with addition of Brazil and French Guiana. But context very different due to low lying and high population in the coast zones. • All under the umbrella of CLME+. There is an historical international UN agreement in the CLMA as was for Eastern Pacific (South pacific Commission) • Challenge for SAP so included NBS in the second phase due to little available information and much work available for Brazil and French Guiana and the latter not GEF able. • Suriname and Guyana therefore to fit in Second Phase, hence 18 months to get the technical information and improve bilateral relations between Suriname and Guyana. • Already CI had field offices in both countries hence good candidate for GEF trans-boundary project. • UNDP+WWF were already having initiatives and others doing good work in the countries but not at trans-boundary level • Mangrove projects sporadic and project based previously
	Outputs	• Capacity building worked out well. • Knowledge generation • Policy analysis in Guyana – had to contract in Guyana • Outcome 1.2 was very ambitious • Countries were not aware in inclusion in regional projects • Several trainings at regional level (red listing and open standards) • Developing a joint vision at regional level • Forest inventories for REDD+ programme • Engaged high level decision makers • Raised awareness • Outcome 1.1 was very useful

		• Outcome 1.2 to be in Phase 2 • Red listing and open standards training very good and included a wide range of stakeholders • Budget moved to hold a 2nd training so that there are two national visions with a regional one for coastal management • Need more time to continue to develop results

	Challenges	• No local technical experts and consultants for blue carbon assessments; green grey infrastructure, Tradeoffs and ecosystem services. Ended up with international consultancies.
		  ○ Duke university who have worked extensively
		  ○ Silverstrum who are IPCC authors on Blue carbon
		  ○ Leverages other CI Programmes
		  ○ UCLA on alternative financing mechanisms to support long term sustainability
		• Was a short project and GEF due diligence and contracting took long
		• Resistance from high level decision makers – had not really been considered
		• Relationship challenges
		• Due diligence for GEF projects can be very complicated an the project lost 6 months lead time getting administrative and procurement
		• Guyana is in a period of transition, interest of private sector high due to Oil Interests
		• Blue carbon/Blue Forest Projects can draw on this.
		• Coordination Mechanism Difficult

	Implementation	• IUCN helped frame the intergovernmental cooperation and best practice. • Sub grants to agencies in countries has helped (SBB) and EPA • French Guiana interested but did not have resources as they are not eligible for GEF – needed contact with French development Agency • No mechanism for financial sustainability • Brazil – National Parks Service in Amapa could not engage, could not even receive phone calls or email international environmental agencies • Project started from very little • Differences in national culture • National offices were challenged as GEF projects are new to the region and to the national offices • Important to be optimistic but need to be realistic
	BIG WINS	• Country Offices worked very well – Eunike and Kerry Anne • Very productive reviews by stakeholders on the consultant reports • Fostered links with the Universities as there is little established higher education capacity

		• Was very rushed but we managed • All outputs showcased in the symposium • Baselines updated from the 1950s
	Lessons learnt	• Due to relationship challenges, better to present project as consolidated community of practice. • CLME+ project has similar challenges • Technical information to demonstrate benefits and provide incentives at community level for voluntary planning. • National working groups to be formed to form regional working groups • Avoid binding obligatory arrangements • Clarify benefits • Focus technical working groups • Trans-boundary mechanism need existing binding agreements and co-finance such as the South Pacific Commission support for the Eastern pacific Project.(There was a governance structure for South Pacific Commission which provide funding for capacity building, Governance structure for Suriname and Guyana was lacking) • Model has to be promoted in the Guyanas • Very few examples at global level • TIME was a constraint • Political challenge Change in government structures • Quick short projects useful • Technical agencies tend to be more stable • Key person useful as champions • Should be programmatic not project based but projects to help build programmes • Build caucuses and strategic partnerships • For outcome 1.2 18 months too short to deliver
	Next steps	• Technical workshops and exercises need to develop the next steps for the second phase • This was a preparatory phase • Operational Field Offices can provide continuity • Push for this and make contribution visible • Invest in knowledge management and make products more digestible • Road map developed at the International Conference • Close Project • Develop Concept for GEF 7

		• Mangroves are already existing priority for the CLME+ SAP basis for approach • Support for community, capacity building, local government and mitigate sea level rise costs effectively using blue, green/grey infrastructure to reduce maintenance costs of grey infrastructure and increase ecosystem services. • Community needs to be moved forward while people still in place and interested •
	Institutional arrangements	• Implementing Agency - CI • Executing Agency - IUCN • IUCN at that time had a strong presence in Brazil. IUCN Brazil which was to handle the project. contacts changed. The project was delegated to IUCN SUR in Ecuador. • This was not a problem as IUCN is a very agile organization, flexible and adaptable and very experienced. • Brought on board capacity to manage NBS, red listing, co benefits and global best Practice. • Was not an issue that IUCN did not have in country offices because CI has worked in Suriname and Guyana for over 25 years.
	Budget	• Professional Services changed on travel • Minor changes on research assistants • Sub grants negotiated from country offices SBB • Minor revisions • Budget 93% spent • Outstanding &% • Proportion of funds in regional workshops to cover communication costs • Co-financing 84% received • All original contribution as proposed except Brazil
	M&E	• IUCN Executing agency held supervision mission during technical assignments • Safeguards/gender mainstreaming • Encouraging inclusivity • Stakeholder engagement – socializing results from the work • Grievance mechanism – under CI country offices - Kerry and Eunike - non triggered • Supervision mission with GEf Agency held in September 2019 • Inception meeting in June 2018 • Stakeholder and Focal Point meetings held • Quarterly planning meetings held online • Close out planned for 2nd half of October 2019

		• Feedback from OFP then • Final close out end of October 2019 • Indigenous People Plan – used IUCN and CI institutional Plans and included in the Stakeholder Engagement Strategy • IPP for Gold Mining Project in Guyana. Will include work done by Duke University.
Daniela CI GEF AFD		• Triangulation to confirm – approvals, project design, project management, Lead time, Project implementation, Theory of change, Assumptions, Links to CLME+
	Approvals	• International waters process different from STAR, research focus main difference between IW and STAR projects • Approvals come after
	Project design	• Project idea started before she joined • Procedure – discuss with Executing Agency, Governments and country offices • Develop Concept note • Consult with the GEF Operational focal point • Develop PIF • Based on each country specific priorities • Was not involved in the design of the project • Focal point of the IW in GEF to determine interest • This project size is small for CI-GEF, later 2nd Phase • Focus was to cover knowledge gaps •
	Budgets	• Two grant agreements – for Finance – CI and IUCN
	Implementation	• Next phase will need to involve more partners • This outcome in a community of practice • The effort was made to deliver outputs despite the time constraints • CI GEF worked with CI AFD and IUCN Sur • CI AFD supported country offices CI-Suriname and CI-Guyana • Country offices delivered technical outputs • One monitoring process • This worked ok but the model will have to rethink model for implementing a larger project • The more the stakeholders the more challenging it will be • Need one lead agency

		• IUCN did not have country offices so both CI and IUCN were involved in project delivery • A lot of the work was handled by the country offices • Project delayed for 3 months as often grants take 3-6 months to start and at best 1-2 months. • In country consultancies did not work and had to look for international consultants. This meant shifting the process and took a few months. Had to be compliant with GEF and approvals took 3 months. • 3 month compliance and 3 months close out is typical. • Due for submission in October – one technical report and one financial report • V Good team and Good project managers • CI AFD and CI GEF have been Open and available to Executing Agency to provide support • CI GEF had regular meetings with the team and was available via Skype to provide support and answer querries • Informal communication was used • CI GEF team was available • Linkages with CLME+ at the International workshop • Other training for project team and interactions at the Morocco and Cartagena IW conferences. Project presented at the Cartagena Conference • GEF was not very involved as it was a small project
	M&E	• Reporting worked well • Reports were of good quality • Reporting was on time • Quarterly reporting may be better than 6 month reporting • A very good project and good example in CI AFD Portfolio • MSP was for one year – two remote calls and one visits for supervision • Would have needed a Mid Term visit in the middle to enable adaptive management • Had a very qualified team in place
	Challenges	• Not successful in the trans-boundary issues – this includes sovereignty matters hence a challenge
	Lessons learnt	• Executing arrangements should be made simpler • Had a very qualified team in place • 1st transboundary project hence challenges in terms of capacities, interests, policies and politics. Hence cooperation took longer than expected. • Possible outcome is the community of practice and knowledge generated

		• The project was important to establish the baseline • For GEF the same amount of work is required to run a small and MSP as a large grant • The gap between potential phase and risk of losing ground gained this far if next steps are not clear • It is important to evaluate country capacities – this was first time for the Countries to handle GEF project (hence admin, technical and financial management capacities)
	Exit Strategy	• Find a way to follow up. • CI Guyana and Suriname Officer to follow up • Good communication Strategy to reach out to the stakeholders • Potential for a second phase even if CI not the lead • Communication with the OFP for Suriname and Guyana. The relationship has been challenging.
Carmen and Jaime **CI AFD, Bolivia**	Financial Overview	• Regional team provide oversight for CI project financial management if more than one country • Provided monitoring support • Manage financial management system • Have all information on expenditure, procurement, outputs , co-finance and track to prevent overspending • Review financial reports and clear before submission to GEF • Have all co-finance letters except Brazil. • UNDP provided commitment but not letter • Had very good team in Ci Guyana and technical team at CI AFD • However Ci Suriname less strong
	Co-finance	• CI Co-finance covers staff time - account time from systems on time spent on the project and convert • A lot of positions covered who are on restricted funding • Will use same approach to cover Brazil co-finance • Time includes for Carmen, Stuart and Jaime. • Agencies provide letters of time spent and activities covered, details not requested. • UNDP letter not available because of Bureaucracy
	Progress	• 93% spent • Low execution at the beginning. 1st year procurement plan had a lag phase with consultancies • Systems in place and worked well • Last report on June 30th, current September Preliminary and final report due end October 2019 • Quarterly reports • Made some changes in the procurement plan but all approved by GEF •

	Challenges	• Low execution at the beginning of the Project leading to high demand on finance towards the end of the project making it difficult for the finance team to operate effectively.
	Lessons learnt	• Consultancies should be Mid year or later to allow procurement process so as not to have low execution at the beginning of the project • Field activities depend on government partners and cause delays • Improve response to co-financing • Co-financing information required every quarter but depend on in-country conversations and project leaders • Planning-coordination -implementation have to be very rigorous. • Good planning will ease implementation

ANNEX 8: QUESTIONS USED FOR FIELD VISIT INTERVIEWS

Key questions:

1) Was the project able to generate necessary baseline knowledge and technical assessments as inputs towards a collaborative vision and coordinated well informed management of North Brazil Shelf (NBS) mangrove systems?
2) Did the project support development of a transboundary coordination mechanism between the countries of Guyana, Suriname, French Guiana and Brazil (Amapá) towards the improved integrated coastal management of the extensive, ecologically connected yet vulnerable mangrove habitat of the North Brazil Shelf (NBS) region?
3) Did the project benefit from the wider IW-Learn community of practice offered under the GEF-IW framework and through project partners including IUCN and Conservation International."
4) Did the project improve the ability of countries to meet individual commitments to global sustainable development conventions including the Convention on Biological Diversity (CBD) and United Nations Framework Convention on Climate Change (UNFCCC) goals?
5) How was your assessments on project implementation (on a scale of 1-10)?
6) What is your assessment on achievement of results?
7) Were there unintended outcomes?
8) What is your assessment on institutional performance?
    a. CI
    b. IUCN
9) Was the M&E plan effective/ were you involved in the M&E?
10) Was there a communication strategy/ was it effective? Some examples.
11) Were there budget changes? To what extent was the project implemented within the planned resources?
12) To what extent was the project implemented within the planned timelines?
13) Did the project have a theory of change, and if so, how robust was it?
14) To what extent was the project design appropriate for delivering the expected outcomes?
15) What were the weaknesses, opportunities; strengths and threats?
16) What are the financial, socio political, institutional and environmental risks to continuation of benefits from the project?
17) What was the value addition for GEF?
18) What was the contribution of GEF?
19) What were the lessons learnt?
20) What is the exit strategy?

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