



Project Document

Knowledge and Capacity Development for Inclusive Green Development Transition in Guyana

Project Objective & Executive Summary:

Enable Guyana's transition to an inclusive green economy through the elaboration of its "Green State Development Strategy and Financing Plan".

Since Rio+20, an increasing number of countries have been developing green economy strategies to guide their national development plans. The Rio+20 conference concluded with an outcome document entitled "The Future We Want", which recognized the existence of a number of "different approaches, visions, models and tools available to each country, in accordance with its national circumstances and priorities, to achieve sustainable development", and identified Green Economy as an important tool for sustainable development. UN Environment has been supporting Green Economy, in the context of sustainable development and poverty alleviation. It is recognized that inclusive green economy strategies based on low-carbon and sustainable consumption and production approaches can offer pathways to addressing environmental, social and economic challenges in an integrated manner.¹

This project responds to the specific request of the Co-operative Republic of Guyana to UN Environment to provide methodological and analytical support for the development of a long-term strategy (15 to 20 years) for the transition to a more diversified, green and inclusive economy, while at the same time achieving sustainable development.

The Co-operative Republic of Guyana is committed to a "Green State Development" to ensure the sustainable management of natural resources and balance economic growth with preservation of the country's environmental treasures for generations to come. To this end, a Green State Development Strategy will be elaborated. It will build upon numerous national commitment to sustainable development, such as: the country's National Determined Contribution (NDC), the Low Carbon Development Strategy, Climate Resilience Strategy and Action Plan (CRSAP), Guyana's renewable energy transition plan, Climate change resilience strategy and adaptation plan, National Strategy for Biodiversity Conservation (under revision to mainstream the Sustainable Development Goals, or SDGs), and National Adaptation Strategy for the Agricultural Sector (2009-2018). The Strategy will bring all these efforts into a coherent framework and enabling conditions to allow coordinated policies, institutional arrangements, and programmes to manage the environment and economy as a whole for a better social inclusion and prosperity for all.

Guyana's INDC emphasizes climate change as a key component to mainstream across all sectors for the future development of the country. As a developing country, a coastal low-lying SIDS state, and one of few net carbon sink countries, the contribution of Guyana will in the main be policy-based, including measures focused on the forest and energy sectors, where the majority of our current and historic emissions are produced.

A Framework of the Green State Development Strategy has been produced by the Ministry of the Presidency, with the support of the United Nations Environment Programme (UN Environment), in coordination with the United Nations Country Team (UNCT). The Framework Document provides an overview of the current economic, environmental and social context; a consolidation of the relevant goals and targets; and an outline of the strategic

¹ See UN Environment Report on "Multiple Pathways for Sustainable Development. 1st report:

<https://sustainabledevelopment.un.org/content/documents/1986MultiplePathwaysSustainableDevelopment.pdf>

and, 2nd

report: http://web.unep.org/greeneconomy/sites/unep.org.greeneconomy/files/publications/furtherevidencesustainabilitypractice_2016_web_0.pdf

areas to be developed with expert groups and through broad national multi-stakeholder consultations.

The GSDS will identify and make policy recommendations on a number of legal and institutional actions that might be carried out to allow the transition to a Green State. Responsibility must be assigned across the Executive and other interest groups to ensure that there is sufficient stakeholder engagement on the direction of future government policy with respect to the transformation of the country's development, which will maintain sustainable development principles.

The Green State Development Strategy will include a specific section on financial mechanisms to support the implementation of the strategy. A financial plan will be developed by matching GSDS focus areas with the wide pool of public and private, national and international funding available, considering too Guyana's public investment and expenditure programmes. In particular, there are three primary sources of finance that could be considered – Official Development Aid (ODA), both domestic and international private finance, and fiscal revenues.

The **Green State Development Strategy (GSDS)** will guide Guyana's economic and sociocultural development over the next 15 years. It will lay the principle foundations for inclusive green economic and social growth, provide a roadmap for achieving sustainable development goals and related targets, and outline a long-term vision for a prosperous and equitable future. The objective of the strategy is to reorient and diversify Guyana's economy, reducing reliance on traditional sectors and opening up new sustainable income and investment opportunities in higher value adding and higher growth sectors; while promoting an equitable distribution of benefits to all.

The project responds to **PoW 2016-2017 EA (a)** and to **PoW 2018-2019 EA (a)**. It will also contribute to the SDGs, in particular goals 1, 3, 7, 8, 9, 10, 12, 13 and 17.

UN Environment will be supported by the UN Country Team in Guyana, mobilising UN expertise to address other equally important SDGs for Guyana such as SDG 2, 4, 5, 11, 15 and 16, particularly in enabling the GSDS to include targeted and accelerated approaches for vulnerable and marginalised areas and population groups and to ensure that no one is left behind. The cooperation falls under the UN Multi-Country Sustainable Development Framework for the Caribbean 2017-2021 launched in Guyana on 27 January 2017 between the Government of the Cooperative Republic of Guyana and the UN Country Team.

SIGNATURES	
Name of Sub-programme	Clearance Signature <i>(prior to project submission for PRC review):</i>
Coordinator(s): Dirk Wagener	Date: ____/____/20__
Sub-programme Regional Coordinator managing the Project: Adriana Zacarias	Sign Off Signature <i>(prior to project submission for PRC review):</i>
	Date: ____/____/20__
Regional Director (D1): Leo Heileman	Approval Signature
	Date: ____/____/20__

ACRONYMS AND ABBREVIATIONS

CARICOM	Caribbean Community
CDB	Caribbean Development Bank
DED	Deputy Executive Director
EA	Expected Accomplishment
ENRMS	Environmental and Natural Resources Management System
ENRTP	Programme for the Environment and Sustainable Management of Natural Resources, including Energy
ESES	Economic, Social & Environmental Safeguards
FAO	Food & Agriculture Organisation
FIDA	Finnish Development Cooperation
GCF	Green Climate Fund
GEF	Global Environment Facility
GRIF	Guyana REDD+ Investment Fund
GSDS	Green State Development Strategy
IDB	Inter-American Development Bank
IGE	Inclusive Green Economy
ILO	International Labour Organisation
LCDS	Low Carbon Development Strategy
ODA	Official Development Aid
PAGE	Partnership for Action on Green Economy
PAHO	Pan-American Health Organisation
PIMS	Project Information Management System
PoW	Programme of Work
ProDoc	Project Document
PSC	Programme Support Costs
QAS	Quality Assurance Section
REDD	Reducing Emissions from Deforestation & Forest Degradation
SDGs	Sustainable Development Goals
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNITAR	United Nations Institute for Training & Research
WB	World Bank

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Project Summary

Table 1: Project Information

Identification	<i>Insert PIMS no.:</i> <i>Insert Umoja no.:</i>	
Project Number + Project Title	614.4 Knowledge and Capacity Development for Inclusive Green Development Transition in Latin America and the Caribbean Region	2016 – 2017 2018 – 2019
Institution managing the project	UN Environment through its Latin America and the Caribbean Office with technical and logistical support from the United Nations Country Team (UNCT) In Guyana	
Name of the Responsible UN Environment Official	Leo Heileman, Regional Director of Latin America and the Caribbean Office	
Type/Location	National	
Region (<i>delete as appropriate</i>)	Latin America and Caribbean	
Names of Countries	Co-operative Republic of Guyana	
UN Environment Programme of Work	2016 – 2017 2018 – 2019	
UN Environment Sub-programme (s) Under which this Project is being Submitted	Resources Efficiency	
PoW Expected Accomplishment (s)	<p>PoW 2016-2017 EA (a) Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication.</p> <p>PoW 2018-2019 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels.</p>	
Indicator of the EA(s) to which the project contributes to	<p>PoW 2016-2017 EA (a) (i) Increase in the number of UNEP supported regional, national and local institutions that make progress in the development and integration of the green economy, in the context of sustainable development and poverty eradication and sustainable consumption and production approaches and tools into their policies.</p> <p>PoW 2018-2019 EA (a) (i) Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies.</p>	
Most relevant PoW Output to which Project primarily contributes	614: Economic tools, technical assistance, policy assessments and capacity-building provided to countries and regions to support achievement of Sustainable Development Goals through multiple pathways, policies and action plans	
Link to relevant SDG Goals, target(s) and SDG indicator(s)	<p>Goal 1: End poverty - Targets 1.5 Goal 2: End hunger Goal 3: Ensure healthy lives and promote well-being for all at all ages - Targets 3.9 Goal 4: Quality Education Goal 5: Gender Equality Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all - Targets 7.2, 7.3 Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all - Targets 8.2, 8.3 Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation - Targets 9.1, 9.4 Goal 10: Reduce inequality within and among countries - Targets 10.2 Goal 11: Sustainable cities and communities</p>	

	<p>Goal 12: Ensure sustainable consumption and production patterns - Targets 12.2, 12.6, 12.7</p> <p>Goal 13: Take urgent action to combat climate change and its impacts - Targets 13.1</p> <p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, 16.6 and 16.7</p> <p>Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development - Targets 17.1, 17.13, 17.14</p>	
<p>Other Divisions/Regional Offices involved: Economy Division; Ecosystem Division; Science Division</p>		
Name of External Executing Partners	Guyana Ministry of the Presidency	Invitation to UN Environment to act as “partner entity” to GRIF

Table 2: Project Duration

Total duration in months: 18 months	Expected start and end date: (05/2017 to 11/2018)	Project actual start and end date: (mm/yyyy)
Expected Mid-term Review or evaluation date (if project spans over more than one biennium (N/A))	Terminal Evaluation date: (07/2018)	

Table 3: Budget Summary

TYPE OF FUNDING	SOURCE OF FUNDING	Details	Year 1	Year 2	Total	
CASH	Environment Fund activity budget		Nil	Nil	Nil	
	Regular Budget activity budget		Nil	Nil	Nil	
	Extra budgetary Funding (posts + non-post+PMC)	Guyana REDD+ Investment Fund (GRIF)		1,164,319	237,550	1,401,869
		<u>Unsecured XB funding</u>				
		PSC on Secured funds (7%)		81,502	16,629	98,131
		XB Sub-total		1,245,821	254,179	1,500,000
	SUB- TOTAL		1,245,821	254,179	1,500,000	
IN-KIND	EF		5,000		5,000	
	Extra budgetary funds		20,000		20,000	
	Other (include name of donor)					
	SUB- TOTAL		25,000		25,000	
TOTAL PROJECT PLANNED BUDGET (without EF & RB posts)			1,525,000		1,525,000	
In Kind EF & RB Posts	Environment Fund post costs	Staff contribution	51,740	25,870	76,910	
	Regular Budget post costs	Staff contribution	51,273	25,637	77,610	
TOTAL PROJECT PLANNED BUDGET						
	Funding secured	GRIF	1,500,000		100%	
	Allocation to Regional Offices		1,401,869		93%	

Regional budget	RoA				
	RoE				
	RoAP				
	RoWA				
	RoLAC		1,401,869		93%
	RoNA				
Divisional budget	Science				
	Ecosystem				
	Law				
	Communication				
	Economy				

Project Justification

1. Problem and Situation Analysis

1.1 Project Overview

This project responds to the request of the His Excellency David Arthur Granger, President of the Co-operative Republic of Guyana to United Nations Environment Programme (UN Environment) to provide technical support for the development of a “*Green State Development Strategy*”. This strategy is meant to guide Guyana's economic and sociocultural development over the next 15 years. It will lay the principle foundations for inclusive green economic and social growth, provide a roadmap for achieving sustainable development goals and related targets, and outline a long term vision for a prosperous and equitable future. The objective of the strategy is to reorient and diversify Guyana’s economy, reducing reliance on traditional sectors and opening up new sustainable income and investment opportunities in higher value adding and higher growth sectors; while promoting an equitable distribution of opportunities and benefits to all Guyanese.

The Green State Development Strategy shares the same spirit of the 2030 Agenda for Sustainable Development, serving as a tripod platform for economic, social and environmental safeguards. These safeguards, during the development of the GSDS, are to ensure a sustainable and fair transition to inclusive green growth and a better quality of life for all Guyanese.

The Co-operative Republic of Guyana, in cooperation with the United Nations Environmental Programme (UN Environment) and in close cooperation with the UN Country Team (UNCT), has already initiated a consultative process for the elaboration of the Green State Development Strategy (GSDS). The first step and accomplishment – is the preparation of a Framework Document, which has been already produced. The Framework provides an overview of the current economic, environmental and social context; a consolidation of the relevant goals and targets; and an outline of the strategic areas to be developed with expert groups and through broad national multi-stakeholder consultations. It builds on past strategies and lays out the elements to be examined and consulted upon during the course of the GSDS’s development. Likewise, the Framework incorporates the recommendations received during the initial multi-stakeholder cluster consultations, which took place in Georgetown, during the 13th to 15th December 2016 organised by the Ministry of the Presidency, with the support of the United Nations Environment Programme (UN Environment), in coordination with the United Nations Country Team (UNCT).

During this initial multi-stakeholder consultation for the GSDS, five core principles have been identified to help ensuring a sustainable and fair transition to an inclusive green growth and a better quality of life for all Guyanese. The principles are:

- a) Social cohesion and inclusion: human rights, multi-ethnicity and gender equality, non-discrimination and protection of vulnerable and marginalized population groups.
- b) Well-being, education and quality of life: moral fabric, improving quality of living for all Guyanese, promoting sustainable lifestyles and protection of the environment.
- c) Sustainable use of biodiversity and increased resource efficiency: acknowledging the role that nature plays in Guyana’s economic and social structure, and decoupling economic growth from environmental degradation.

- d) Decarbonisation and climate resilience: aiming for a transition to a 100% renewable country by 2025 and increased resilience of priority sectors
- e) Sustainable finance: redirecting and mobilising investments: economic output and production have to develop while reducing the impact on environment, such as redirecting investment to sustainable infrastructure and green economic sectors.
- f) Good governance, decentralisation and participatory processes: ensuring transparency and sharing services and decision-making to the population; engaging civil society and creating a space for citizen participation.

Likewise, seven ‘central themes’ have been identified with considerable potential to contribute to the transition to a Green State:

- i. Green and Inclusive Structural Transformation: Diversifying the economic base, accessing new markets and creating decent jobs for all
- ii. Sustainable Management of Natural Resources and Expansion of Environmental Services: stewardship of natural patrimony
- iii. Energy – Transition to Renewable Energy and Greater Energy Independence
- iv. Resilient Infrastructure and Spatial Development
- v. Human Development and Well-being
- vi. Governance and Institutional Pillars
- vii. International Cooperation, Trade and Investment

Drawing from an analysis of the local context and existing policies and targets, the Framework proposes specific strategic areas within each theme on which the GSDS should focus. In particular, it acknowledges the risks and opportunities in each of these areas for national prosperity, identification of achievable targets and concrete actions as well as a clear roadmap to achieving required change.

The GSDS will identify the financial mechanisms to support the implementation of the strategy. A financial plan will be developed by matching GSDS focus areas with national budgets and the wide pool of public and private, national and international funding available, considering too Guyana’s public investment and expenditure programmes. In particular, there are three primary sources of finance that could be considered –fiscal revenues, both domestic and international private finance and Official Development Assistance (ODA).

Evidence-based policy making forms a critical basis for ensuring that the GSDS is both efficient and effective in meeting its objectives, and in this regard all existing sector work and lessons learnt will be absorbed into the Strategy. The strategy will include a robust monitoring and evaluation (M&E) framework specifically tailored to the strategic areas and challenges identified which explains the theory of change for how the GSDS proposal will lead to desired outcomes in each of the strategic areas. Precise and clear indicators will be proposed which are easily measurable and reflect genuine progress relative to a verified business as usual scenario. The Monitoring and Evaluation framework will anticipate difficulties in data availability and collection and present relevant mitigating actions. Finally, a clear process to reflect on the M&E results and incorporate lessons throughout the GSDS’s implementation will be laid out.

The GSDS will identify and make policy recommendations on a number of legal and institutional actions that might be carried out to allow the transition to a Green State. Moreover, it is foreseen that a consultation document in the form of a Green Paper will be issued by the Government containing proposals for future government policy. The conclusions, resulting therefrom, will be contained in a

White Paper, the last stage before the proposals it contains are brought before the Cabinet, and potentially Parliament as a Bill. Responsibility must be assigned across the Executive and other interest groups to ensure that there is sufficient stakeholder engagement on the direction of future government policy with respect to the transformation of the country's development, which will maintain sustainable development principles.

The GSDS will provide a platform from which Guyana can start the transition to a diversified green and inclusive economy and embrace sustainable development, become a leading example of a “Green State”, and serve as an inspiration to other countries in the region and world-wide.

The project **expected outcome** is increased capacity, knowledge and awareness on Green State Development Strategy (GSDS) and green skills, and enhanced institutional coordination to support the GSDS implementation.

The project expected outputs are:

Output A: Inter-ministerial and Multi-stakeholder cooperation mechanisms strengthened.

Output B: Open and participatory consultation for the elaboration of the GSDS facilitated.

Output C: Capacity development and knowledge services for Green State and Sustainable Development enhanced and produced.

Output D: Green State Development Strategy (GSDS) developed based on evidence-based knowledge and multi-stakeholder consultations.

Output E: Resources for mobilisation identified and financial plan developed

1.1. Key Challenges

Though a resource rich country, Guyana is the third poorest country in Latin America and the Caribbean, with a population of roughly 800,000 and a per capita gross domestic product (GDP) in 2015 of US\$3,741². The latest available figures (2006) showed that Guyana's poverty rate exceeded 35%. Much of the country's poverty is concentrated in the rural and interior communities – 75% of this population is considered poor³ – where agriculture is the primary occupation, and there is little access to basic services.

The economy of Guyana has been dominated by natural resource extraction and agriculture which together in 2015 accounted for about 34.6% of Guyana's GDP. Agriculture, including forestry, made up 19.6% of GDP, while mining and quarrying made up 15.0% of GDP. Mining production was dominated by gold, which represented 11.5% of GDP. Manufacturing represented 7.3% of GDP, with the processing of rice and sugar alone accounting for a little over a third of all manufacturing activity. The service industry accounted for a large share of the economy, representing 46.2% of GDP; major categories within services included wholesale and retail trade, transportation and storage, and public administration. Construction accounted for 9.2% of GDP, while electricity and water accounted for 3%.⁴ The majority of

² 2017 Guyana Budget Speech, Appendix I.

³ Poverty Reduction Paper 2011

⁴ Budget 2017 Volume 1. Appendix H, page 690.

these services is dedicated to supporting the extractive industries, and in part depends upon them.⁵ It has also been estimated that roughly 8% of GDP is directly or indirectly related to tourism, leveraging Guyana's wealth of world-class nature tourism⁶. Notably, basic services constitute relatively small parts of GDP, for example, Health and Social Services (1.8% of GDP) and Education (3.8% of GDP).

Guyana's merchandise exports are dominated by commodities. Gold, bauxite, sugar, rice and timber made up 82% of exports in 2015, all related to the country's natural capital⁷. Notably, Guyana has made some progress in achieving the stricter regulatory requirements for expanding exports in agricultural, forestry and fishery products (e.g. the Fish Quality Control Standards and Turtle Excluding Devices regulation required for fish exports to the European Union and United States). In 2014, the most recent year for which bilateral trade data are available, the United States and Canada were Guyana's two largest export markets, accounting for 31% and 20% of exports, respectively⁸. Significant oil has also recently been discovered, with the potential to bring further opportunities for extraction-based growth, but also to extend the country's reliance on extractive industries. In relation to the emerging oil and gas sector, the government has declared the goal of establishing a sovereign wealth fund prior to oil production coming on stream, with the aim of using that fund to build infrastructure and offset production.

Guyana's merchandise imports similarly reflect the country's reliance on external manufactured goods. Consumption goods accounted for 27.1% of goods imports in 2015, while fuels and other petroleum products accounted for an additional 24.6%. Guyana's largest import partners by value were the United States, Trinidad and Tobago and Venezuela, accounting for 22%, 19% and 10% of total imports⁹ respectively.

In 2015, the steep decline in international oil prices more than offset the effect of lower prices for commodity exports, causing the current account to narrow from 14.4% in 2014 to 6.5 percent¹⁰; however, the balance of payments remained in deficit due to weaker capital inflows¹¹. Guyana's net private sector investment, of which foreign direct investment is a large part, fell from 9.8% of GDP in 2014 to 4.5% of GDP in 2015.¹²

Commodity exports have long been the primary driver of economic growth and in the past ten years the annual growth rate has averaged 4.4%, but with high variability¹³. The International Monetary Fund (IMF) forecasts that Guyana's economy will continue growing at 3.8 - 4.1% per annum in the next few years, with heavy reliance on extractive and service sectors.¹⁴ However, this economic model has not sufficiently enabled broad income generation and inclusive distribution of wealth, and it remains linked to the depletion of natural resources, while lack of diversification has left the economy vulnerable to economic shocks, such as fluctuations in global commodity prices and local production shocks.

⁵ Thomas, C., *Too Big to Fail: A Scoping Study of The Small and Medium Scale Gold and Diamond Mining Industry in Guyana*. 2009, University of Guyana.

⁶ World Travel & Tourism Council, *Travel and Tourism Economic Impact 2015 Guyana*. <https://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/guyana2015.pdf>

⁷ Budget Speech 2017, Appendix V, page 94

⁸ <http://atlas.media.mit.edu/en/profile/country/guy/#Destinations>

⁹ OEC Atlas (2016). (<http://atlas.media.mit.edu/en/profile/country/guy/#Destinations>)

¹⁰ Budget 2017 Speech Appendix V and Budget 2017 Volume I Appendix H

¹¹ IMF (2016). *Guyana 2016 Article IV Consultation* (<https://www.imf.org/external/pubs/ft/scr/2016/cr16216.pdf>)

¹² Budget Speech

¹³ Budget Speeches, 2010 and 2017

¹⁴ International Monetary Fund, 2016

In summary, the economic structure is low in “complexity”¹⁵, consisting largely of intensive use of unskilled labour and small amounts of capital and technology, with a few capital and technologically intensive extractive activities with small amounts of high-skilled labour. It has low comparative advantage in knowledge-intensive products. All else equal, such a structure typically drives larger income inequality¹⁶, and is associated with lower economic growth in the medium to long term.

Regarding climate change, the country faces a high dependence on fossil fuels, high cost of energy as well as increasing vulnerability of Climate Change. Guyana's commitment to green growth has been demonstrated by its pioneering environmental international partnerships and its status as a signatory to the Paris Agreement on Climate Change. Numerous national documents reflect principles that support the green economy, including the country's National Determined Contribution (NDC), the Low Carbon Development Strategy, the Climate Resilience Strategy and Action Plan (CRSAP). Guyana's INDC emphasizes climate change as a key component to mainstream across all sectors for the future development of the country. As a developing country, a coastal low-lying SIDS state, and one of a few net carbon sink countries, the contribution of Guyana will in the main be policy-based, including measures focused on the forest and energy sectors, where the majority of current and historic emissions are produced.

Regarding adaptation, the Government of Guyana will continue basic work on integrated water management infrastructure and promote the introduction of new agricultural techniques. Additionally, the government of Guyana explicitly denotes the importance for grant support to implement the Climate Resilience Strategy and Action Plan and other adaptation measures.

Improvements to health, social protection and education are essential development goals in themselves, and critical to promoting sustained and inclusive growth. They are deeply interconnected with the economic, social and environmental aspects of sustainable development. Availability of health and social services is an integral and imperative element of empowering the poor and people in vulnerable situations, improving their standards of living, eliminating obstacles to opportunity, and augmenting their productive capacity. It has a heightened relevance for children and adolescents. Healthy, well-protected young people are enabled to more fully develop their human potential, laying the groundwork for robust health into adulthood, for improved productivity and income, and for greater ability to drive positive change across society. Therefore, ensuring adequate attention to health and social protection and good quality of education is critical for the Green State Development Strategy.

Discernible progress has been made in recent years. Guyanese are living longer, with life expectancy at birth increasing from 63 years in 1998 to 67 years in 2010, as well as child survival rates. The 2011 MDG Progress Report found that 2015 targets for nutrition and child health have already been achieved, and the country is on track to achieve national targets in education, water and sanitation and HIV/AIDS.

Nevertheless, there remain a number of opportunities for further progress. The burden of non-communicable diseases has grown at an alarming rate in recent years, driven mainly by social and lifestyle risk factors, such as tobacco use, harmful use of alcohol, physical inactivity, and unhealthy diets. Cardiovascular diseases, diabetes, cancers and chronic lung disease account for more than 70% of mortality rates and have remained among the five leading causes of morbidity and mortality in Guyana

¹⁵Hausmann, R., Hidalgo, C. A., Bustos, S., Coscia, M., Simoes, A., & Yildirim, M. A. (2014). *The atlas of economic complexity: Mapping paths to prosperity*. Mit Press.

¹⁶<http://oecdinsights.org/2016/09/20/economic-complexity-institutions-and-income-inequality/>

since 2008.¹⁷ As at 2015, 6.9% of the population was using solid fuels for cooking which has major implications for Household Air Pollution (HAP) and health. It would be important to raise awareness on sustainable consumption and work on policies and enabling conditions to allow the adoption of sustainable lifestyles.

70% of children in Guyana experience violent discipline (MICS 2015), which translates to 9,000 cases reported between 2011 and 2013.¹⁸ Child labour in Guyana is recorded at 18.3% (MICS 2015); 10% of the nation's children live with neither parent (MICS 2015); 1 in 5 who give birth at the GPHC is a teen (MoPH stats); and the country remains on the U.S. Department of State's Tier II watch list for Trafficking in Persons (TIP). These realities severely impact children's well-being.

These aspects are essential for well-being and sustainable development, and also critical to promoting a sustained and inclusive climate compatible growth. Ensuring adequate attention to health and social protection and a good quality education will be central in the Green State Development Strategy. The three dimensions of sustainable development (economic, social and environment) will be transversal in the entire strategy.

1.2 Problem Tree

Figure 1.3.1 illustrates the problem tree for the Guyana Green State Development Strategy. The central problem identified is that Guyana's current development path is heavily based on the exploitation of natural resources, mainly mining and its related associations to commodity price variability, which has not translated to an equal distribution of opportunities, decision-making and wealth.

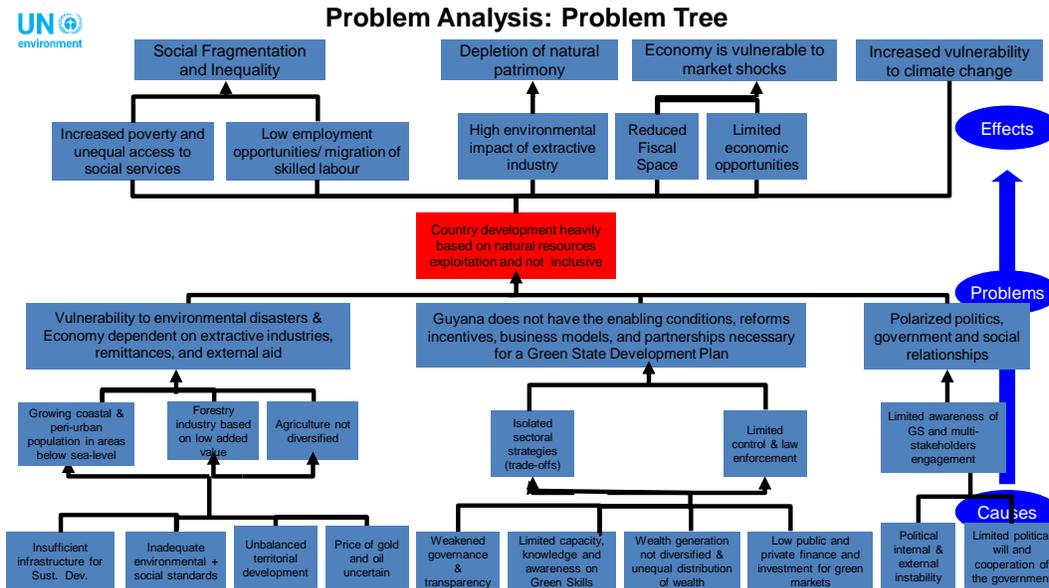
One of the main barriers to the transition to a Green State in Guyana is to engender a greater appreciation by the citizenry of Guyana about its natural patrimony as well as to begin a process leaving to behavioural change to the way Guyana's natural patrimony is sustainably used to support livelihood and wealth creation. The underlying issue related to this is inadequacy in governance and deficiencies in political appetite and social cohesiveness in the country.

Governance issues are also reflected in Guyana's extractive economy, which is vulnerable to environmental disasters, as there are inadequate environmental standards (which in turn, provide no space for a sustainable development infrastructure) and a territorial development, which lacks balance or sufficient planning. These issues directly result in Guyana's population living in coastal areas and those below sea-level at an increasing rate, putting their livelihoods at risk of an environmental disaster which could also affect large parts of the economy.

As a consequence, the country suffers from social fragmentation and inequality, depletion of natural patrimony, and economic and social vulnerability to market shocks and climate change.

¹⁷Between 2000 and 2010, mortality rates from cardiovascular disease and diabetes increased by 58% in Guyana, by far the worst performance in the Caribbean (which averaged a 14% reduction).

¹⁸Report- Analysis of Administrative Data on violence, 2015



1.3 Gender Perspective

In following the overall framework of the 2030 Development Agenda, gender equality will be given specific attention, which will strive for an inclusive society and equal opportunities for all – including women and vulnerable groups. This includes, but is not limited to: access to the labour market; equal distribution of resources, products, and social services; an equal voice in both participation in the Green State Development Strategy and its decision-making processes; and the inclusion of benefits that will result from decreased geographic vulnerability to climate change. Within the Green State Development Strategy, UN Environment and Guyana will work together to improve educational institutions, which will offer an inclusive pathway to skilled labour in diverse sectors, and thus improve overall quality of life across genders. Special attention will be given to analyse and define options for indigenous and other minorities’ women and girls, as they are among the most excluded segments of society both socially and economically.

Yet, in striving for an inclusive society for all Guyanese, the GSDS will also take into account the differentiated situations of women in terms of access to, participation in and benefits from development. This will require a context-specific analysis of gender roles in society, from childhood to adulthood, that will equally, yet individually, process the needs of both genders and bridge the gap in case of disparities in the access to equal rights. In this activity, obstacles which have an inherent gender component will be studied, evaluated and processed to be integrated in the overall goal of inclusive green development. For example, issues requiring an analysis with a gendered lens will include access to land and other natural resources, access to the labour market, differentiated vulnerabilities to risks and climate change, health and social protection needs, including health care treatment, sexual and reproductive health. Women’s health care necessitates a different approach to tackle women’s specific needs and gaps. Additionally, the GSDS must address distributional activities, inclusivity, equal opportunities in education, access to information and participation in decision making, protection under rule of law and economic upward mobility.

1.4 Vulnerable Groups

In building a context-specific approach to ensuring an inclusive strategy, the GSDS must consider the impacts on groups in vulnerable and marginalized conditions—such as youth, women, indigenous people, and children, among others—within Guyanese society and ensure social cohesion and inclusion across areas such as human rights fulfilment, social equality and freedom from discrimination. To fully achieve the most beneficial outcome of the GSDS, Guyana must protect and maintain its demographical makeup through promotion and appreciation of traditionally marginalised groups that have the potential to become particularly vulnerable throughout the project’s implementation. In support of the GSDS, the 2015 Sea and River Defence Sector Policy is committed to assess the exposure of coastal areas, including an analysis of how devastating coastal events could affect marginalised groups. The Policy includes preparation activities such as public awareness and capacity building opportunities to such groups and a targeted group-specific plan for consultation, participation and technical assistance. Vulnerable groups will be specifically targeted while formulating participatory governance mechanisms, basic floors of social services, educational and work opportunities and human rights and security. Therefore, it is crucial to provide a safe space in which they can voice their opinions, while also assessing current biases, laws and inequalities which may perpetuate or even promote the further fragmentation and marginalisation of said vulnerable groups.

Additionally, forward planning is essential, in particular considering that groups that are not traditionally vulnerable may also suffer an increased level of instability when faced with the negative outcomes of climate change and insufficient access to the opportunities of the transition to a Green State. The integrated approach to sustainable development addresses the multidimensionality of the causes and drivers of unsustainability, and moves away from short-term, single issue interventions, seeking the interlinkages between different topics and visions that can be approached in a holistic way and with a long term approach. This results in more efficient and effective development strategies where resources are used to their maximum effect to achieve irreversible and sustained gains, with multi-stakeholder participation. A lack of a sustainable transformation based on an integrated approach, for example, leaves coastal populations, which comprise 90% of Guyana’s population, vulnerable to rising sea levels as well as periodic flooding from the Atlantic Ocean, as they are subject to devastation from these natural occurrences and climate change. Furthermore, the entire Guyanese citizenry is vulnerable to the whims of the world market, as economic shocks could instigate a ripple linked to income loss, unemployment and decreased well-being. In this sense, the GSDS will target this nation-wide vulnerability through economic diversification, which includes enabling a market that is insulated from worldwide economic shocks, decreasing dependency on extractive industries and expanding economic opportunities.

2 Relevance

2.1 Relevance to UN Environment Programme of Work

Since Rio+20, an increasing number of countries has been developing green economy strategies to guide their national development plans. While many uncertainties remain, especially with regard to growing population, climate change and increasing pressure on land, water, food and energy resources; it is recognised that inclusive green economy strategies, as well as low-carbon and sustainable consumption and production approaches can offer pathways to addressing these challenges in an integrated manner.

UN Environment has been working on Green Economy, in the context of sustainable development and poverty alleviation. A working definition for an inclusive green economy has been developed as one that results in “low carbon, efficient and clean in production, but also inclusive in consumption and outcomes, based on sharing, circularity, collaboration, solidarity, resilience, opportunity, and interdependence”. This definition is complementary to several other approaches (ecosystem services, sustainable finance, sustainable development indicators, access and benefit sharing, among others) that should be considered when preparing a long-term development strategy. An integrated approach of these concepts will be crucial to enable sustained and sustainable economic growth, through targeted investment (public and private) in green sectors while increasing focus on trade patterns.

This project will contribute directly to the Sub-programme 6 on Resource Efficiency, which has as an overall objective “to support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels”. More specifically, the project will contribute by strengthening a science-based approach that supports the transition to sustainable development through multiple pathways, decoupling economy growth from environmental impact

Regarding the specific POW outputs, this project contributes to both the 2016-2017 output #612 and 2018-2019 PoW output #614. The project will contribute to the Programme of Work 2016-2017, in particular to the Expected Accomplishment (EA) (a): “Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication” (2016-2017). It will contribute to the indicators EA (a) “(i) Increase in the number of UNEP supported regional, national and local institutions that make progress in the development and integration of the green economy, in the context of sustainable development and poverty eradication and sustainable consumption and production approaches and tools into their policies.”

Regarding the Programme of Work (2018-2019), it responds to the EA (a) “Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels”; and its indicator EA (a) “(i) Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies”.

The project also responds to the UNEA Resolution 2/5 on “Delivering on the 2030 Agenda for Sustainable Development”, Resolution 2/6 on “Support to Paris Agreement”, Resolution 2/7 on “Sound management of chemicals and waste” and Resolution 2/8 on “Sustainable Consumption and Production”.

Finally, it is important to highlight that this project is building upon UN Environment’s previous work, replicating best practices on Green Economy. The request of the Government of Guyana for technical

support for the Green State Development Strategy, is based on the success and experience that UN Environment acquired in the project “Advancing Caribbean States Sustainable Development through Green Economy (ACSSD-GE), funded by the European Union (ENRTP), which was implemented from 2012-2016.

Prominent SDG Goals

SDG Goals	SDG 1 Indicators
SDG 1: End poverty in all its forms everywhere	
<p>1.4. by 2030 ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance</p>	
<p>1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters</p>	<p>Number of deaths, missing persons and persons affected by disaster per 100,000 people; direct disaster economic loss in relation to global gross domestic product (GDP); and number of countries with national and local disaster risk reduction strategies</p>

SDG 2 – Zero hunger – malnutrition stemming from unhealthy dietary practices from early childhood, with effects on NCDs, educational underperformance (limitations in cognitive capacities), underutilisation of nutritious, locally-grown agricultural products and value chain products – a traditional green economic sector that employs many low-income population groups; problems with school feeding.

Integrated strategies for climate adaptation, combined with resilience-building approaches to infrastructure investment (e.g. water and electricity) will see improved recovery from climate-related events and disasters, be they drought, flooding, or storms. Return to normalcy after such events will be enhanced through such resiliency, and reduce the toll on humans after such events.

SDG Goals	SDG 3 Indicators
SDG 3: Ensure healthy lives and promote well-being for all at all ages	
<p>3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</p>	<p>Mortality rate attributed to household and ambient air pollution; Mortality rate attributed to unsafe water, unsafe sanitation and lack of hygiene (exposure to unsafe Water, Sanitation and Hygiene for All [WASH] services); and Mortality rate attributed to unintentional poisoning</p>

By promoting safe use in existing chemical applications and in mining, the project will build capacity for responsible chemical use. At the same time, safer and more affordable options for energy, pesticides and fertilizers will be promoted and closed loop approaches to resource use will reduce what is currently considered pollution and promote more resource recovery, recycling and reuse.

SDG 4 – Quality Education – underperformance in primary/secondary education, drop-outs and adolescent pregnancies, large number of university graduates leave country

SDG 5 – Gender Equality – prevalence of DV/GBV, early marriage, work opportunities and conditions among lower income groups (women often employed in lowest pay categories)

SDG Goals	SDG Indicators
SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all	
7.2: By 2030, increase substantially the share of renewable energy in the global energy mix;	Renewable energy share in the total final energy consumption
7.3: By 2030, double the global rate of improvement in energy efficiency	Energy intensity measured in terms of primary energy and GDP

The project will promote alternative and sustainable forms of energy development and promote small-scale approaches adaptable to rural situations, thereby reducing the cost of transmission and distribution, and shifting reliance on central, and sometimes remote generating sources.

SDG Goals	SDG 8 Indicators
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	
8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors;	Annual growth rate of real GDP per employed person
8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	Proportion of informal employment in non-agriculture employment, by sex

The project will seek to identify diverse opportunities for job creation, in the framework of green growth, and across sometimes wide ranging geographic spaces, including both in urban centres and rural areas in the interior. Small scale and appropriate technologies will be demonstrated and applied for renewable energy and resource/waste recovery which will allow decentralization of services, job growth, and capacity building in local communities.

SDG Goals	SDG 9 Indicators
SDG 9: Build resilient infrastructure, promote	

inclusive and sustainable industrialization and foster innovation	
9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	Proportion of the rural population who live within 2 km of an all-season road; Passenger and freight volumes, by mode of transport
9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	CO ₂ emission per unit of value added

As indicated above, resilient infrastructure, combined with decentralization and application of appropriate technology, will build resilient communities. The project will promote best practices for road construction, in addition to investments in utilities. It will also support clean, industrial and tourism development and provide capacity-building opportunities for improved efficiency.

SDG Goals	SDG 10 Indicators
SDG 10: Reduce inequalities within and among countries	
10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Proportion of people living below 50 per cent of median income, by age, sex and persons with disabilities

The project will focus on urban and rural communities, including those far removed from the cities. As much of the agriculture activities take place in the rural areas in which the indigenous communities are typically found, efforts through the project to decentralise services and opportunities and promote job growth and rural development will have the effect of raising income levels and providing opportunities for more gainful employment.

SDG Goals	SDG 11 Indicators
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable	
11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically

SDG Goals	SDG 12 Indicators
SDG 12: Ensure sustainable consumption and production patterns	
12.2: By 2030, achieve the sustainable management and efficient use of natural resources	Material footprint, material footprint per capita, and material footprint per GDP; Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP
12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle,	Number of companies publishing sustainability reports
12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities	Number of countries implementing sustainable public procurement policies and action plans

The Central government will be leading the process, through the Ministry of the Presidency. Key activities supported by the project will be related to sustainable public procurement, with the government leading by example.

SDG Goal	Indicators
SDG 13: Take urgent action to combat climate change and its impacts	
13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Number of countries with national and local disaster risk reduction strategies; Number of deaths, missing persons and persons affected by disaster per 100,000 people
13.2 Integrate climate change measures into national policies, strategies and planning	Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other)

As previously mentioned, integrated strategies for climate adaptation, combined with resilience-building approaches to infrastructure investment (e.g. water and electricity) will see reduced negative impact and improved recovery from climate-related events and disasters, be they drought, flooding, or storms. Return to normalcy after such events will be enhanced through such resiliency, and reduce the toll on humans after such events. Disaster risk reduction strategies will be climate-focused and will be combined with infrastructural investments (e.g. improved sea defences) as part of the integrated approach to Green State Development. The project will promote and support such approaches.

SDG Goals	Indicators
SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	
14.7: By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism	14.7.1: Sustainable fisheries as a percentage of GDP in small island developing States, least developed countries and all countries

The strategic approach adopted to address the protection, restoration and sustainable use of coastal and marine resources will recognise commitments in this regard, and seek to ensure that natural resources provide the greatest overall benefits – economic, social and environmental. Where the use or depletion of these natural resources are deemed worthwhile, the strategy will strive to preserve or enhance natural capital and provision of environmental services on a net basis.

SDG Goals	Indicators
SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	
16.6: Develop effective, accountable and transparent institutions at all levels	16.6.1: Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)
16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels	16.7.2: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group

The Green State Development Strategy will contribute to good governance, promoting strong and transparent institutions, better access to information and facilitating a public participation during the elaboration of the Strategy, and its future implementation.

SDG Goal	SDG 17 Indicators
SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development	
17.1: Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	Total government revenue as a proportion of GDP, by source; Proportion of domestic budget funded by domestic taxes

<p>17.13: Enhance global macroeconomic stability, including through policy coordination and policy coherence</p>	<p>Macroeconomic Dashboard</p>
<p>17.14. Enhance policy coherence for sustainable development</p>	<p>Number of countries with mechanisms in place to enhance policy coherence of sustainable development</p>

2.2 Relevance to Regional, National or Subnational Priorities

The GSDS is a key instrument of the Government of Guyana which will be used to guide Guyana’s development for the next 15-20 years. It builds on a number of existing plans, programmes and strategies, including *inter alia*, the Low Carbon Development Strategy, Guyana’s Poverty Reduction Strategy; Action Plans under the various Multilateral Environment and Trade Agreement to which Guyana is a party.

In addition, this project embraces the spirit of the Outcome Document “The Future We Want” of the Rio+20 process and the Samoa Pathway with respect to Green Growth Strategies. UN Environment is supporting countries in the transition toward an Inclusive Green Economy; in the Latin America and the Caribbean region, this includes the following countries: Barbados, Chile, Colombia, Haiti, Jamaica, Mexico, Peru, St Lucia, and Uruguay, among others. While many uncertainties remain, especially with regard to growing population, climate change and increasing pressure on land, water, food and energy resources, it is widely recognized that inclusive green economy strategies, as well as low-carbon and sustainable consumption and production approaches, accompanied by sound environmental governance can offer pathways to addressing these challenges in an integrated manner.

Guyana is one of the fourteen countries covered by the current UN Multi-country Sustainable Development Framework (MSDF) in the Caribbean, which is currently being finalized and will be implemented in the coming months.

The MSDF has identified four dimensions of sustainable development challenges in which the UN will bring an added value:

- Economic – referring to issues such as “brain drain”; lagging economic growth; onerous debt, science and technology, and innovation, among others.
- Social – poverty and inequality; unemployment; social gender inequality, limitations in women’s empowerment, and gender-based violence; and educational systems ill-adapted to technological advances and changing social realities.
- Environmental – limitations in disaster risk reduction and mitigation; limited adaptation to climate change and variability; delays in exploiting renewable energy and energy conservation opportunities; inadequate natural resources management; and gaps in water and sanitation.
- Governance – challenges to members of vulnerable, historically marginalised groups; insufficient institutional transparency and accountability; and inadequate data management and monitoring.

The project responds to all four outcomes of the MSDF: 1) An Inclusive, Equitable, and Prosperous Caribbean; 2) A Healthy Caribbean; 3) A Cohesive, Safe, and Just Caribbean; and 4) a Sustainable and Resilient Caribbean. It also responds to international agreements such as the 2030 Agenda for Sustainable Development and Sustainable Development Goals, Rio+20, Samoa Pathway Outcome Document, as well as to the Paris Agreement, REDD+, among other Multilateral Environmental Agreements.

Regarding South-South Cooperation, this project builds on the success of the UN Environment-European Union project “Advancing Caribbean States’ Sustainable Development Agenda through Green Economy,” which promoted the take-up of green economy in three countries of the Caribbean region, namely Jamaica, Haiti and Saint Lucia, through green economy assessments, policy advice and capacity building. The project has generated significant impact at the national level with the three countries having embedded green economy at the core of their development strategies. It has also generated increased interest for green economy in the region through two regional conferences: “Green Economy as a Vehicle for Sustainable Development and Poverty Eradication in the Caribbean” (Saint Lucia, 4-6 June 2013), and the “Second Caribbean Green Economy Conference” (Jamaica, 23-24 February 2015); thereby laying the ground for further involvement of CARICOM on regional initiatives. Caribbean countries are now becoming world leaders in renewable energy usage. Jamaica is increasing wind energy’s share in its national energy mix, and is expected to become one of the leading countries in terms of wind energy. Barbados leads in the per capita number of solar water heating installations. Key achievements are the development of the Saint Lucia Social Protection Policy), contributions to the Saint Lucia’s National Planning Framework, Jamaica’s Vision 2030), Haiti’s green economy vision for the South Department. The Haiti GE study raised interest from other donors and was able to catalyse and mobilise resources of (USD 20 million) from AFD, GEF and Norway. Finally, the Caribbean Project also contributed to capacity development through the elaboration of a green economy course at the University of West Indies.

The Government of Barbados has become a partner of the “Partnership for Action on Green Economy”, furthermore, as part of the cooperation is proposing a SIDS – SIDS Knowledge Hub for Green Economy. The process of preparation of the GSDS will draw strength from the establishment of such a hub, which in turn should support other Small Island Developing States (SIDS). The project considers activities with a regional/sub-regional and global focus to promote exchange and sharing of knowledge. The initiative has great potential as a flagship project for UN Environment which could be replicated around the region and around the world.

PAGE brings together five UN agencies – UN Environment, International Labour Organization, UN Development Programme, UN Industrial Development Organization, and UN Institute for Training and Research – whose mandates, expertise and networks combined can offer integrated and holistic support to countries on inclusive green economy, ensuring coherence and avoiding duplication.

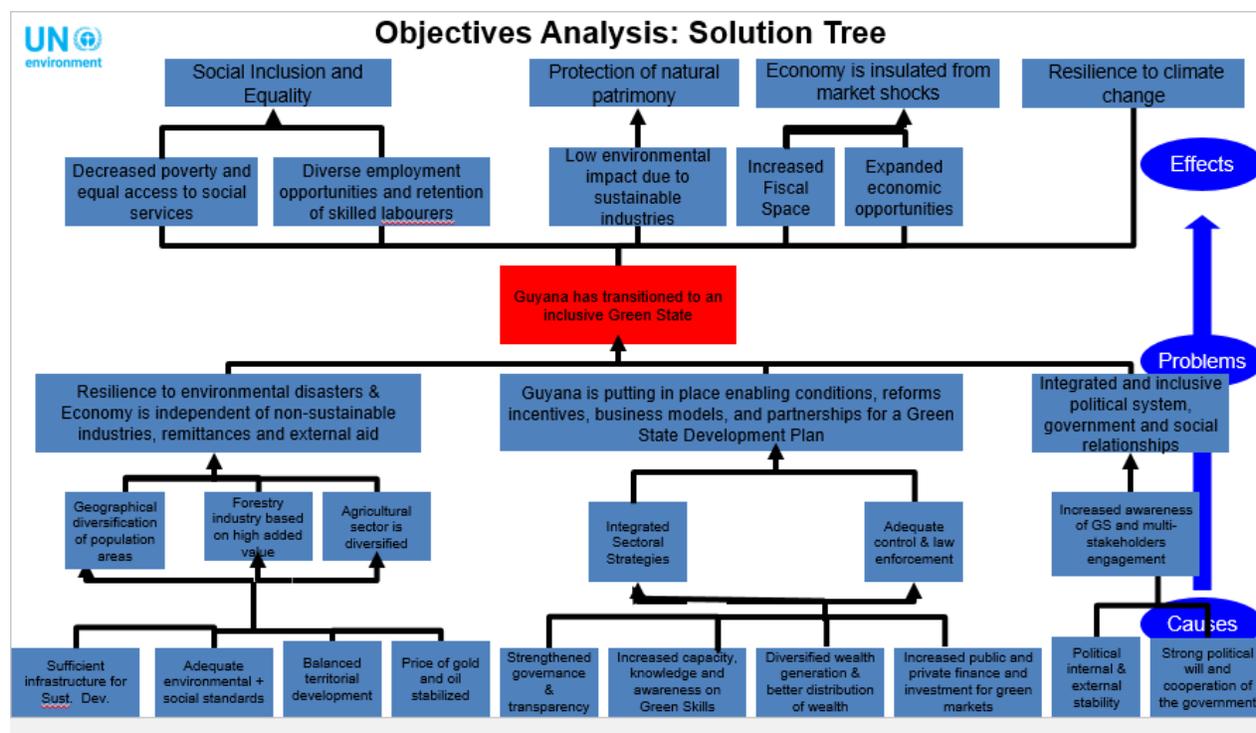
Results

3. Project Results

3.1 Theory of Change

Solution Tree

The figure below reflects the overall objectives of the project and acts as an overview of the activities and strategy of UN Environment in implementing the Green State Development Strategy in Guyana. It addresses the central problem of a non-inclusive and extractive-based economy, and promotes the transition to a country in which development is inclusive and resilient, diversified and based on sustainable and green practises. The pathway that has been identified for the intervention to achieve a transition to an inclusive Green State consists on approaching increased capacity, knowledge and awareness of green skills. This pathway is the basis for the creation of the theory of change.



Theory of Change

In identifying the key challenges for Guyana to transition into an inclusive Green State, it is important to approach it in a strategic way to ensure that the comparative advantages of UN Environment are being taken into account. For this reason, increasing capacities, awareness and knowledge, which will require coordinated efforts across multi-dimensional fields of work, is the appropriate pathway to allow Guyana to achieve the conditions necessary to transition to a Green State.

The project will seek to influence structural change at the national level in Guyana by the mobilisation of resources, in depth evidence-based analysis in a wide range of thematic areas, along with capacity development workshops and consultations. The benefits of the project will move Guyana away from an extractive economy with weak institutions, and closer to a more sustainable and inclusive state.

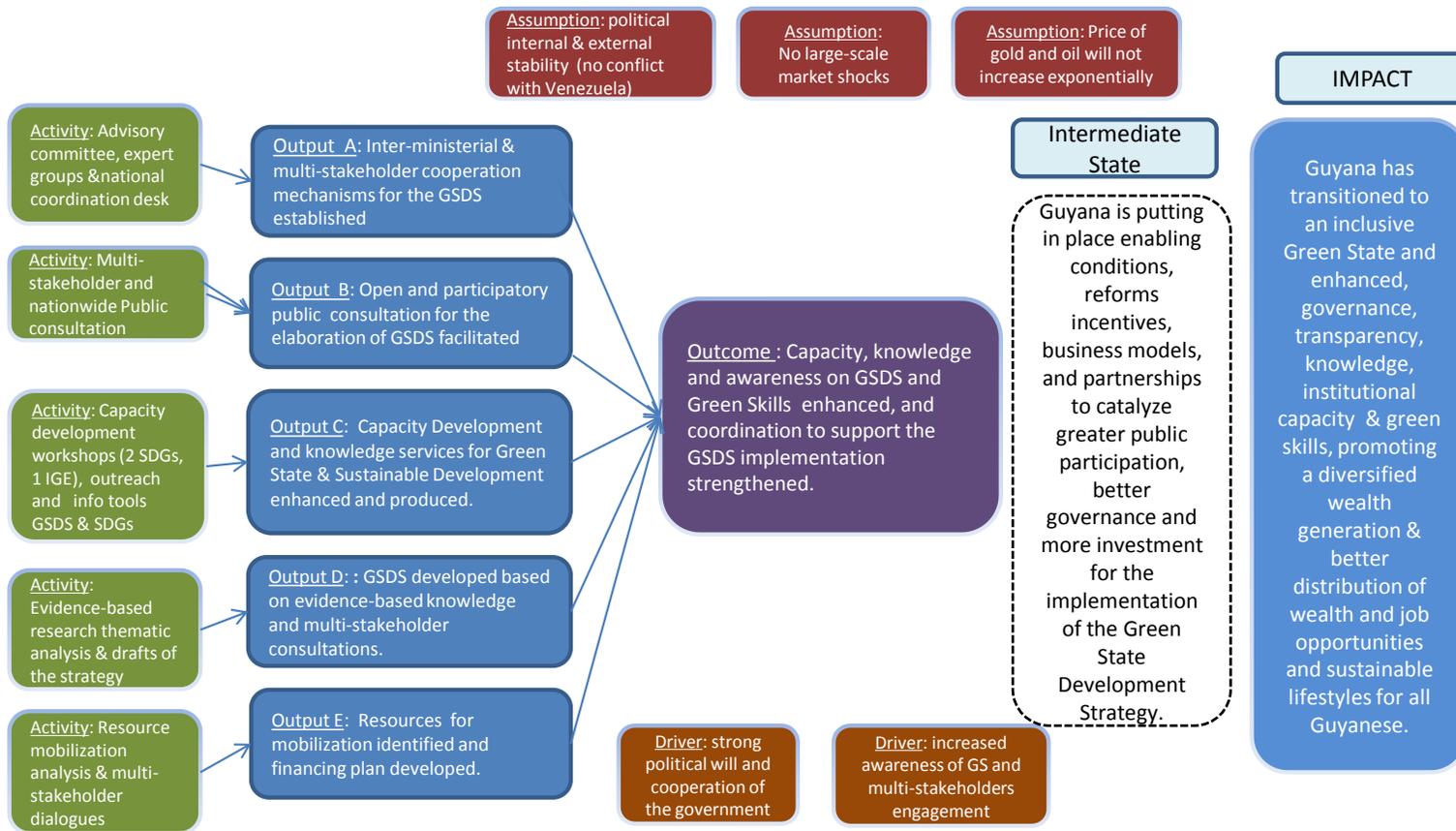
The project has the following five outputs:

- Output A:** Inter-ministerial and Multi-stakeholder cooperation mechanisms strengthened.
- Output B:** Open and participatory consultation for the elaboration of the GSDS facilitated.
- Output C:** Capacity development and knowledge services for Green State and Sustainable Development enhanced and produced.
- Output D:** Green State Development Strategy (GSDS) developed based on evidence-based knowledge and multi-stakeholder consultations.
- Output E:** Resources for mobilisation identified and financial plan developed

These outputs will feed into the desired project outcome, the main point of the strategy, which is: Increased capacity, knowledge and awareness on GSDS and Green Skills and enhanced coordination to support GSDS implementation.

The Theory of Change graph visually explores the activities associated with the various outputs of the project that are to be achieved through the implementation of the Green State Development Strategy. The pathway identified shows the progression from the principal outputs of the Strategy to the larger income of the project, the Intermediate State objective and the final Impact. The Impact will act as the end result of the Strategy and will be achieved through the preceding outputs and activities, while also receiving support from the drivers of the implementation of the project. The assumptions (discussed below) are factors that are not expected to occur, but hypothetically could affect the Impact.

In analysing and developing the GSDS, there are assumptions which should be monitored as, were they to occur would affect the implementation and the success of the project. The GSDS assumes that the price of gold and oil will not increase exponentially to change the countries priorities for development and economic growth. Linked to this assumption, is that the GSDS does not expect a large-scale market shock, which would disrupt the economic aspects of the project and its implementation. Additionally, another assumption is that the border dispute with Venezuela will be resolved in a pacific and legal manner, which will not include military involvement or violence between the two countries. Such a turn of events would distract from the goal of sustainable development and would re-focus the industries on which Guyana depends.



4. Project work plan / Activities

The process of elaborating the GSDS will include the following activities listed below and shown in the adjoining table:

Output A: Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS strengthened. The GSDS will be developed under the leadership of the Ministry of the Presidency, with UN Environment's technical expertise and role as an executing agency. UN Environment will work in close coordination with the UN Country Team (UNCT) and other non-resident UN Agencies. UN Environment will set up the necessary implementation arrangements for an efficient and effective management and coordination of the project; and will also strengthen existing inter-ministerial bodies and multi-stakeholder platforms to ensure a truly participatory and inclusive process for the elaboration and future implementation of the GSDS. This approach will enable a robust strategy that will engage multiple stakeholders, and thus will build upon the foundation of the identified priorities and needs of various interested parties. This includes the following:

Planned Activities

A.1: Setting up the National Coordination Desk.

A National Coordination Desk will be set up, and will work under the supervision of the UN Environment-Office for Latin America and the Caribbean. It will work closely with the Ministry of the Presidency, supporting the Inter-Ministerial and Multi-stakeholder Advisory Committee, and coordinate work with the multi-stakeholder expert groups, UN Resident Coordinator, and the UN Country Team, donors, among other partners. This National Desk will be co-located physically in the same building that houses the Office of the UN Resident Coordinator for Guyana. It will be staffed by 3 professionals: one Project Manager (full time), a Technical Officer (full time) and an Administrative Assistant (half time). The activities to set up and run the National Desk include the following:

- Draft ToRs for the consultants and recruitment process of the 3 consultants
- Administrative work to set up the office within the same building that houses the Office of the UN Resident Coordinator for Guyana.
- Revision of work plan and monthly activities for the National Desk
- Periodic meetings and conference calls between National Desk and ROLAC team (Panama and Jamaica)

A.2: Setting up the Inter-ministerial and Multi-stakeholder Advisory Committee, based on existing national committees and platforms:

The Advisory Committee will facilitate inclusiveness in decision making on the GSDS, as well as ensure consistency and complementarity across the various sectors. This Advisory Committee will be established under the Chairmanship of the President and/or the Prime Minister of Guyana. It will comprise of representatives of all Ministries at the policy level, private sector and labour representatives as well as from Major Groups (including indigenous people, youth, women, academia, etc.), representatives from

religious groups and representation from the Office of the Opposition. The Advisory Committee will be organised to build upon existing political committees (like the Cabinet) and multi-stakeholder platforms. The activities to set up and coordinate the work of the Advisory Committee include the following:

- Consult with the Ministry of the Presidency and UNCT on relevant members to be invited to the Advisory Committee
- Send formal invitations signed by the Ministry of the Presidency
- Kick off meeting of the Advisory Committee
- Draft and approve TORs of the Advisory Committee
- Prepare work plan and calendar of meetings
- The Advisory Committee will meet at least every second month. Extraordinary meetings will be organised as necessary.

A.3: Working with Multi-Stakeholder Experts Groups building upon existing groups and platforms:

Consistent with the thematic areas of the GSDS, cooperation with the necessary Thematic Expert Groups will be established to provide technical inputs, guidance and feedback for the elaboration of each of the thematic areas of the Strategy. Efforts will be made to draw on a wide range of relevant expertise from existing groups, including, *inter alia*, the UNCT, Guyanese in the diaspora and Caribbean experts. The Thematic Expert Groups should comprise of key experts from government, private sector, civil society and relevant stakeholders and will be supported by the UN Environment staff, including from the UN Environment National Desk, as well as the UNCT of Guyana. The cooperation with the Multi-stakeholder Expert Groups will be overseen by the overall Project Coordinator (UN Environment ROLAC) and her team and National Desk to ensure the necessary technical standards are achieved. The activities to identify, build cooperation and coordinate work with these thematic working groups include the following:

- Consultations with the Ministry of Presidency, Inter-Ministerial and Multi-Stakeholder Advisory Committee and UNCT on relevant existing expert groups.
- Prepare work plan and calendar of meetings – the expert groups will meet at least every second month. Extraordinary meetings will be organised when necessary. The expert groups will work through in-person meetings, conference calls, webinars and electronic communications.

Output B: Open and participatory consultation for the elaboration of the GSDS facilitated. This activity will focus on the development of methodology, information tools, and coordination of the public multi-stakeholder consultation process. It will cover the 10 Regions of the country. The planning and execution of the consultation will be done in close coordination with the Local Democratic Organs of the State, who will play a leading role in facilitating dialogue and consultative processes at various levels. Despite the comprehensive and wide-reaching approach of this Output, the GSDS addresses the possibility of opposition by those who are not represented in its implementation. By increasing public participation and including diverse groups from across Guyanese society, the citizens will represent multiple perspectives leading to a studied approach to sustainable development and the resilience of the Strategy. This activity is anticipated to take place, based on the timeframe established by the Office of the Presidency, from April to September 2017.

Planned Activities:

B.1: Design of the methodology and preparation of material for the consultations, including the administrative and procurement process to identify a local organization/company to support with the logistics of the consultation process

B.3: Dialogue with the local Democratic Organs to plan the consultation process

B.4: Preparation of the necessary documents and outreach materials for the nation-wide multi-stakeholder public consultation

B.5: Carry out a nation-wide multi-stakeholder public consultation – supported by a draft of the GSDS and information tools (infographic, video, online platform).

B.6: Compilation, analysis and report of the information and feedback received during the consultation

B.7: Preparation of the Green and White Paper for the Parliament. After the nation-wide public consultation and the integration of the comments and inputs received, a final workshop will be organised to present the revised and “semi-final document” of the GSDS. It is this semi-final document that will be presented as a Green Paper to the Parliament. The green paper process opens up the document to written comments by the public (Guyanese people).

Output C: Capacity development and knowledge on Green State and Sustainable Development enhanced and produced. A series of workshops will be organised to build common understanding on a Green State, Green Economy, sustainable consumption and production and on the integrated approach of the 2030 Agenda for Sustainable Development. The capacity development will be of great support for both, the elaboration and future implementation of the Green State Development Strategy. It is crucial that the Strategy achieves this output, as comprehension of the strategy as a whole, the importance and relevance of the 2030 Agenda and the resilience of a Green State will create ownership and country-wide support. Through the educational aspect of this Output, the citizenry will engage, participate and promote the project, allowing them to drive the Strategy. Such input is legally ensured through The Environmental Protection Act of 1996, which requires public participation at each stage of the project, beginning with the scoping stage, and also states that the EPA must take the public input into account. The public has the right to make submissions and the relevant public and interested bodies and/or organisations must be contacted, supporting the importance for a public dissemination of records and education regarding the GSDS.

Important research and communication work will be dedicated to a thorough outreach for the consultation process and good communication on a “Green State Development Strategy”, including information tools and documents. The development of these communication tools will be linked to Output B above and will be an integral part of the process of empowerment and appropriation of the strategy by the community. Therefore, they will be tailored in a context-specific manner according to local culture, traditions and language. To that end, the project will engage local authorities, community leaders, etc., which will allow them to facilitate the constituency’s comprehension of the benefits of the strategy and the steps involved in its implementation. This will include the following activities:

Planned Activities

C.1: Inception workshop “Vision for a Green State” (April 2017)

Launching of the process for the elaboration of the GSDS: This first workshop will be the official “kick off” of the process for the elaboration of the GSDS. It will also be the first meeting of the Inter-Ministerial and Multi-Stakeholder Advisory Committee. The workshop will focus on the following issues:

- Discussion of the concept of “Green State” and “Inclusive Green Economy”, building a common understanding in the framework of the 2030 Agenda and the SDG.
- Revision of Guyana’s vision for 2030 – which is proposed in the “Framework Document”.
- Presentation of the work plan and calendar for the elaboration of the GSDS.
- Share the methodology of the project and revision of its objectives and logic framework
- Presentation of the main stakeholders and technical teams involved
- Discussion on roles and responsibilities and coordination mechanisms, including defining the necessary requirements for the effective involvement of different stakeholders, structures and strategic partners.
- Finalization of an agreement on the operational work plan

C.2. Workshop on “The 2030 Agenda for Sustainable Development: an integrated approach for social inclusion and sustainability”

This workshop will present the 2030 Agenda for Sustainable Development and will build a common understanding on the Sustainable Development Goals, present the indicators and the importance and usefulness of an integrated approach. The workshop’s main objective will be to gather participants’ views and recommendations regarding the provisions needed, and provide tools for guiding the integrated approach for sustainable development in the GSDS planning process. To achieve this, information will be provided on the scope of the SDG and their targets and indicators. The specific objectives of the workshop will be to:

- Inform and raise the awareness of key Guyanese organizations and strategic stakeholders on the integrated approach and its basic principles, especially with regard to the 2030 Agenda and the SDG and the formulation process of the GSDS.
- Identify existing policies and programmes contributing to the SDGs, as well as key gaps to attain the SDG by 2030.
- Map the relationship between the GSDS central themes and the SDG targets and identify and discuss central topics that can advance an integrated approach of the implementation of the SDG in Guyana by creating synergies among targets.
- Discuss the necessary institutional and multi-stakeholder articulation spaces needed to facilitate a coordinated response to the SDG challenges.
- Present, discuss and agree on specific tools needed to support the GSDS by ensuring an integrated approach in the planning process for the purpose of making headway in integrating the economic, social and environmental pillars for the country’s sustainable development.
- This workshop will be conducted by UN Environment in close coordination with the UNCT.

C.3: Expert workshop revision of the first draft of the GSDS – ensuring coherence, relevance and an integrated approach.

An expert workshop with key government representatives, stakeholders and other experts will be organised to revise the first findings and drafts of the studies for the elaboration of the GSDS. This workshop will be –at the same time- a second phase of the capacity building for an integrated approach for the Agenda 2030, which will allow ensuring the inclusion of the three dimensions of sustainable development, as well as the inter-sectorial and multi-dimensional approach – revising that the different thematic areas of the GSDS are properly connected with each other and have a focus on “Leaving No One Behind”.

C.4: Sectorial Expert Workshops supporting the elaboration of the GSDS (at least 2 workshops):

These sessions will be organised with the objective of revising the draft, and focusing on key sectors and cross-cutting aspects. The workshops will facilitate obtaining feedback from the different ministries and stakeholders, and also ensuring the necessary connections between thematic areas – resulting in a truly integrated approach.

C.5: Workshop on Inclusive Green Economy and fiscal and monetary policies to support Guyana GSDS:

In order to increase knowledge and contribute to the capacity development of key stakeholders in Guyana, a workshop on Green Economy and policy tools will be conducted. It will support a better understanding of the concept of Green State, as well as provide support on the benefits and tools for the transition to an integrated green economy.

C.6: Development of outreach and communication tools to support the consultation process and the understanding of Green State and Sustainable Development, to include:

- One online platform with all the relevant information on the GSDS, including public documents, information on the process and calendar for the development of and consultation on the strategy, and a public space to send comments and inputs.
- A booklet of “ABCs of Green State Development” to clarify concepts, increase awareness of Green State/Green Economy and support the consultation on the GSDS.
- Infographics on the GSDS (at least 4)
- One video to communicate the objectives and content of the GSDS and translation of key documents into native languages
- Design and printing of the Green State Development Strategy
- Press releases and press conference with the national media

Output D: Green State Development Strategy (GSDS) developed based on evidence-based knowledge and multi-stakeholder consultations.

Based on an initial multi-stakeholder consultation in December 2016, the “Framework of the GSDS” has been developed. It will serve as the guiding document for the elaboration of the full strategy. The process for the drafting of the strategy will include a number of stages and will be interacting with the activities 1, 3, 4 and 5. The Guyanese Constitution guarantees protection of citizen rights as well as transparency

regarding the access to information and also the right to participate in the decision-making process. Therefore, this Output is in line with the legislative rights of Guyana, and also contributes to the sustainability of the project due to citizen ownership and the representation of the people's priorities in the implementation of the GSDS.

Planned Activities:

D.1: Desk Research and stocktaking of existing sectoral studies and gaps to be addressed

D.2: Identification of partners and consultants to support the necessary research and drafting of the thematic areas (preparation of legal instruments):

D.3: First draft of the Strategy: This first draft of the strategy will be produced and revised by the Advisory Committee.

D.4: Second draft of the Strategy:

This second draft will serve as the basis for the Country-wide multi-stakeholder consultation process.

D.5: Third draft of the Strategy – to become the (Green paper Draft):

This draft will include the inputs collected during the consultation. It is this draft that the Executive Branch of the government will use to present the Green Paper. The green paper process opens up the document to written comments by the public. Comments received must be included or rejected with a clear process of inclusion or dismissal.

D.6: Fourth Draft of the Strategy (White Paper Draft):

Final document of the strategy which includes the written comments from the public. Once the document is consolidated then the Executive Branch will submit this draft as a “White Paper” to the Parliament.

Output E: Resources for mobilisation identified and financial plan developed. It is anticipated that the 2018 Budget of the Government of Guyana will ramp up the provisions for the implementation of the GSDS, as the 2017 budget has begun efforts ahead of the Strategy. Moreover, the Green State Development Strategy will include a suggested approach for use of oil and other extractive industry revenues (e.g. sovereign wealth fund) and mobilising public and private finance to match the GSDS focus areas. This approach will be context-specific for the public and private institutions in Guyana, and will represent best practices and lessons learned from previous development projects. Generally the GSDS will be used as a guide to Guyana's relationship with its bilateral and multi-lateral partners.

Planned Activities:

E.1: Drafting of the specific chapter on financial mechanisms and plan for resource mobilisation.

E.2: Bilateral meetings/interviews with donors

E.3: Organisation of a workshop with the private sector, donors and finance institutions to enhance cooperation and investment supporting the implementation of the GSDS.

Table 1: Project Work Plan and Budget

ID	Project Outputs & Activities	Responsible Division/RO	Partner(s)	Budget USD	Year 1 2017			Year 2 2018	
					Q1	Q2	Q3	Q4	Q1
	Project Outcome: Increased capacity, knowledge and awareness on the Green State Development Strategy (GSDS) and Green Skills; and enhanced coordination to support the GSDS implementation.	ROLAC	Main partner is Government of Guyana					X	
	A) Project Output: Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS established.	ROLAC		128,500					
1	Setting up a UN Environment National Coordination Desk in Guyana (ToRs of consultants, recruitment and setting up the office with the support of the UN Resident Coordinator)		Ministry of the Presidency, UNRC	53,500		X			
2	Setting up an Inter-Ministerial and Multi-stakeholder Advisory Committee- with high-level representation of the relevant Ministries, key stakeholders, and good gender balance. This Advisory committee will be set up using existing national committees and multi-stakeholders platforms (list of members and calendar of meetings)		Ministry of the Presidency, Government of Guyana, National Stakeholders, international experts, UNCT and UN Agencies.	35,000		X			
3	Cooperation is built with relevant and existing expert groups for each of the themes of the GSDS, with appropriate representation of stakeholders and gender (list of members, calendar of meetings and work plan).		Government of Guyana, National Stakeholders, international experts, UNCT and UN Agencies.	40,000		X	X		
	B) Project Output: Open and participatory consultation for the elaboration of the GSDS facilitated.	ROLAC		464,000					
1	Design of the methodology and preparation of material for the Nationwide consultation		UN Environment National Coordination Desk	55,000		X	X		
2	Dialogue and planning with the local Democratic organs		Government of Guyana, National Stakeholders, international experts, UNCT and UN Agencies.	55,000		X	X		
3	Preparation of the necessary documents and outreach materials for the consultation		Government of Guyana, National Stakeholders, international experts, UNCT and UN Agencies.	25,000		X	X		

ID	Project Outputs & Activities	Responsible Division/RO	Partner(s)	Budget USD	Year 1 2017		Year 2 2018		
					Q1	Q2	Q3	Q4	Q1
5	Carry out the nation-wide multi-stakeholder public consultation		Government of Guyana, National Stakeholders, international experts, UNCT and UN Agencies.	300,000			X		
6	Compilation, analysis and report of the consultation process		UN Environment, UNCT	20,000			X	X	
7	Presentation of the White paper for the consideration of the Parliament		Government of Guyana, National Stakeholders, international experts, UNCT and UN Agencies.	9,000				X	
	C) Project Output: Capacity development and knowledge services for Green State and Sustainable Development enhanced and produced.	ROLAC		280,000					
1	First workshop “Vision for a Green State”(April 2017)			40,000		X			
2	Workshop on “2030 Agenda for Sustainable Development: an integrated approach” (SDG MAPS exercise)			40,000		X			
3	Expert workshop revision of the first draft of the GSDS – ensuring an integrated approach.			35,000		X			
4	Sectorial Expert Workshops supporting the elaboration of the GSDS (at least 2 workshops)			35,000			X		
5	Workshop on Green Economy and fiscal and monetary policy – supporting Guyana GSDS.			40,000				X	
6	Development of outreach and communication tools to support the consultation process and the understanding of Green State and Sustainable Development (webpage, ABC od GSDS, infographics, video)		UN Environment National Coordination Desk. Provider to be determined	90,000		X	X	X	X
	D) Project Output: GSDS developed based on evidence-based knowledge and multi-stakeholder consultations.	ROLAC		390,369					

ID	Project Outputs & Activities	Responsible Division/RO	Partner(s)	Budget USD	Year 1 2017		Year 2 2018		
					Q1	Q2	Q3	Q4	Q1
1	Desk research and analysis for the development of the strategy		UN Environment National Coordination Desk	40,000		X			
2	Identification of partners and consultants to support the necessary research and drafting of the thematic areas (preparation of legal instruments/contracts)			330,369		X			
3	First draft of the Strategy		Ministry of the Presidency, Advisory Committee, Expert Groups, UNCT. Consultant/research institute to be determined	5,000			X		
4	Second draft of the Strategy for public consultation		Ministry of the Presidency, Advisory Committee, Expert Groups, UNCT. Consultant/research institute to be determined	5,000			X		
5	Third draft of the Strategy (Green Paper Draft)		Ministry of the Presidency, Advisory Committee, Expert Groups, UNCT. Consultant/research institute to be determined	5,000				X	
6	Fourth draft of the Strategy (White Paper)		Ministry of the Presidency, Advisory Committee, Expert Groups, UNCT. Consultant/research institute to be determined	5,000				X	
	E) Project Output: Resources for mobilisation identified and financial plan developed.	ROLAC		112,000					
1	Resource Mobilisation Chapter			40,000			X		
2	Bilateral meeting with donors			15,000				X	
3	Workshop/Dialogue with Donors and Private Sector to mobilise investment and finance for the GSDS.			57,000					X
	Administrative Cost			125,131					
	External Evaluation			27,000				X	

ID	Project Outputs & Activities	Responsible Division/RO	Partner(s)	Budget USD	Year 1 2017			Year 2 2018	
					Q1	Q2	Q3	Q4	Q1
	UN Environment Project Support Cost (7%)			98,131					

4.1 Logical Framework

Table 2: UN Environment Logical Framework

<p>Relevant Expected Accomplishment(s) in the Programme of Work:</p> <p>2016-2017 EA (a) Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication.</p> <p><i>EA (a) 2016-2017 Indicator (i): Increase in the number of UNEP supported regional, national and local institutions that make progress in the development and integration of the green economy, in the context of sustainable development and poverty eradication and sustainable consumption and production approaches and tools into their policies.</i></p> <p>2018-2019 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels.</p> <p><i>EA (a) 2018-2019 Indicator (i): Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies.</i></p>		
1. Project Outcome	Indicators	Relevant Sub-programme Expected Accomplishment and Indicator
Increased capacity, knowledge and awareness on the Green State Development Strategy (GSDS) and Green Skills; and enhanced coordination to support the GSDS implementation.	(i) Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies. Base line: 0, Target= 1.	PoW 2016 – 2017 SP6 EA(a) – Indicator (i) PoW 2018 – 2019 SP6 EA (a) – Indicator (i)
Project milestones that show progress towards achieving the project outcome		Expected Milestones (1 per reporting period: June and December of each year)
Milestone 1: Establishment of the inter-ministerial steering committee to guide the development of the GSDS.		06/2017
M2: Final draft document of the GSDS to be presented to the Parliament.		12/2017
2. Project Outputs	Indicators	
A) Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS strengthened.	a) National UN Environment Coordination Desks in Guyana set up. (Baseline: 0, Target: 1) b) Number of Multi-Stakeholders Advisory Committee (Baseline: 0, Target 1) c) Number of meetings with the Advisory Committee and Multi-stakeholder expert groups for the elaboration of the GSDS. (baseline: 0, Target 10)	
Project Output Milestones:		Expected Milestone (1 per reporting period: June

		and December of each year)
M1: National UN Environment Coordination Desk is established and leading the activities for the elaboration of the GSDS in the country		06/2017
M2: Multi-stakeholder Advisory Committee and Expert Groups have provided inputs to the first, second and semi-final drafts of the GSDS.		12/2017
B). Open and participatory consultation for the elaboration of the GSDS facilitated.	<ul style="list-style-type: none"> a) Number of meetings with the Local Democratic Organs of the State to support the national consultation of the GSDS (Baseline: 0, Target: 3) b) Nation-wide multi-stakeholder public consultation for the elaboration of the GSDS. (Baseline: 0, Target 1) 	
Project Output Milestones:		Expected Milestones
M1: Design methodology and information material for the National Multi-stakeholder Consultation for the GSDS have been developed.		06/2017
M2: National Multi-stakeholder Consultation for the elaboration of the GSDS facilitated		12/2017
M3: Hard copies and electronic version of the GSDS is available to all citizens.		06/2018
C) Capacity development and knowledge services for Green State and Sustainable Development enhanced and produced.	<ul style="list-style-type: none"> a) Number of capacity building and training workshops delivered to support the preparation of the Green State Development Strategy. (Baseline: 0, Target:3) b) Number of government staff and stakeholders trained. (Baseline:0, Target: 80) c) Webpage for access to information and to support the consultation process of the strategy. (Baseline: 0, Target:1) d) ABC of Green State Development Strategy (clarifying concepts) (Baseline 0, Target 1) e) infographics on the GSDS (baseline:0 target:4) f) video on the GSDS (baseline:0, target:1) 	
Project Output Milestones:		
M1: Workshop on integrated approach of Agenda 2030 for Sustainable Development and SDGs (1 Workshop) (SDG MAPS exercise)		06/2017
M2: Information tools are developed and translated in key native languages (website, infographics, ABC of GSDS and video)		12/2017
M3: Workshop on Inclusive Green Economy and Fiscal & Monetary Policies (1 workshop)		06/2018
D) GSDS developed based on evidence-based knowledge and multi-stakeholder consultations.	<ul style="list-style-type: none"> a) Number of sectoral studies prepared to inform the elaboration of the GSDS. (Baseline: 0, Target: 7) d) Publication of the Green State Development Strategy. (Baseline: 0, Target: 1) 	
Project Output Milestones:		Expected Milestones
M1: Thematic and sectoral studies are developed for the elaboration of the GSDS (3 studies)		06/2017
M2: Thematic and sectoral studies are developed for the elaboration of the GSDS (4 studies)		12/2017

E) Resources for mobilisation identified and financial plan developed.	a) Research on finance and resource mobilization for the GSDS (baseline:0, target:1) b) Workshops with the International cooperation Agencies (Baseline: 0, Target: 1)
Project Output Milestones:	Expected Milestones
M1: draft of the financial mechanisms and plan.	06/2017
M2: Chapter of financial instruments for the GSDS implementation is developed	12/2017
M3: Dialogue session is organised with the Development Cooperation Agencies, donors and finance sector to mobilise resources for the GSDS implementation.	06/2018

5. Project implementation arrangements

5.1 Governance

The Project Coordinator is Adriana Zacarias Farah, Regional Coordinator- Sub-programme on Resource Efficiency; supported by Dr. Mark D. Griffith, Senior Programme Officer with responsibility for Caribbean Small Island Developing States (SIDS). This Coordination Team will oversee the technical work in support of the preparation of the Green State Development Strategy. The first supervisor for Ms. Zacarias Farah is Mr. Leo Heileman, Director, Regional Office, and her second Supervisor Mr. Dirk Wagener. Mr. Leo Heileman is also the first supervisor of Dr. Griffith.

The Fund Manager is Veronica Torrens, Administration Officer in ROLAC.

Cooperation with other UN Environment Divisions and Sub-Programmes: UN Environment - Regional Office for Latin America and the Caribbean (ROLAC) has been invited by the Government of Guyana to act as “partner entity” to the GRIF (Guyana REDD+ Investment Fund) to provide technical support for the elaboration of the Green State Development Strategy. Within the UN Environment, the Latin American and Caribbean Office will be working in coordination with the Caribbean Sub-regional Office, the Economy Division and all the Regional Coordinators of the Sub-Programmes and relevant regional officers (Governance and REDD+).

Given the nature, scope, complexity and the timeline for the preparation of the GSDS, UN Environment will depend to a large extent on local, regional and international consultants, as may be necessary, to undertake much of the technical work needed to support the preparation of the GSDS. These consultants will be supervised directly by the Project Coordinator and her support Team. The subcontracting of the preparation of the GSDS to partner agencies is not an available option for UN Environment, given that the Guyanese Government has invited UN Environment to take the lead in the preparation of the GSDS because of its competence in the Inclusive Green Economy.

In order to facilitate the efficient and effective preparation of the GSDS within the specified timeline, and to ensure both accountability of, and coordination between different relevant national authorities and partners, a number of implementation structures have been designed, including the following:

- **UN Environment Regional Office for Latin America and the Caribbean and National Coordination Desk in Guyana:** as per request from H.E. David Arthur Granger, President of the Co-operative Republic of Guyana, UN Environment (through the Regional Office in Latin America) will be providing the technical support for the elaboration of the GSDS, including concomitant safeguards for its development and elaboration. In order to respond in an efficient and effective manner the UN Environment will establish a small Coordination Desk in Guyana. This Coordination Desk will be working closely with the Ministry of the Presidency, in coordination with the UN Resident Coordinator and the UN Country Team, and other support groups and/or mechanisms of support, should they become available. The National Coordination Desk will support the work of the Inter-Ministerial and/or Multi-stakeholder Advisory Committee, and the multi-stakeholder experts groups, as well as dialogues and cooperation with donors, as well as other relevant partners.
- **Green State Development - Inter-ministerial and Multi-stakeholder Advisory Committee:** to facilitate inclusiveness in decision-making on the GSDS as well as to ensure consistency and complementarity across the various sectors an Inter-ministerial and Multi-stakeholder Advisory Committee will be established under the Chairmanship of the President and/or the Prime Minister. It

will comprise representatives of all Ministries at the policy level, the private Sector and labour representatives as well as from Major Groups; Indigenous Peoples, religious groups (faith-based organisations) and representation from the Office of the Leader of the Opposition.

- **UN Country Team (UNCT):** UN Environment is already working closely with the UN Resident Coordinator and the UNCT,¹⁹ who have contributed with great value to the elaborations of the Framework for the GSDS. This team will be providing expert guidance and technical knowledge for the development of the GSDS. Synergies with other UN projects in Guyana will be identified to provide major impact and a coherent GSDS. Synergies with other UN projects in Guyana and with other UN Agencies non-resident will be identified and prioritised to provide the greatest possible impact, a coherent GSDS.
- **Multi-stakeholder Expert Groups:** dedicated thematic and multi-stakeholder expert groups will be organised based upon relevant existing expert groups/platforms to provide specific guidance and feedback for the elaboration of each of the thematic areas of the GSDS. Efforts will be made to draw on a wide range of relevant expertise, including, inter alia, the Guyanese Diaspora and Caribbean experts. Where necessary, to avoid duplicity, existing stakeholder forums will be utilised and previous consultations respected to avoid fatigue.

Political Process and governance of the Green State Development Strategy

To facilitate the development of the Green State Development Strategy (GSDS), a number of actors and specific actions shall be taken for its elaboration, consultation and final endorsement. The main institutions responsible for driving the development, endorsement and implementation of the GSDS are those outlined in the Constitution of the Republic, some of the listed below:

- **Parliament:** the GSDS shall be shared with Parliament, the result of which will be a **White Paper** which defines Government policy, including proposals for legislative changes. Key responsibilities of the National Assembly shall be to **ensure that adequate resources are allocated for the GSDS implementation and hold the Executive accountable for its implementation**. In this regard, the Executive shall **report periodically** to the National Assembly on the GSDS implementation including mitigation of obstacles to its implementation. This will be preceded by the issuance of a **Green Paper** by the Ministry of the Presidency, which shall invite stakeholders and the public in general to comment. The **Green Paper** will contain several alternative policies and shall form the basis of State wide consultations. Once it gains the approval of the National Assembly it shall become a State Policy²⁰. To facilitate a national consensus at the political level, **periodic Strategic**

¹⁹ UN Agencies, Funds and Programmes (resident and non-resident) that are active in the UN Country Team in Guyana under the coordination of the UN Resident Coordinator are: FAO, ILO, IOM, PAHO/WHO, UNAIDS, UNDP, UN Environment, UNESCO, UNFPA, UNICEF, UNODC, UN Women and UNODC. The World Bank participates in some UNCT meetings. Other institutions in the UN System that are, will (or may) be active in Guyana are IFAD, PAGE and PAGE Academy, ECLAC and DESA, the latter two are providing assistance to countries in strengthening SDG information management systems.

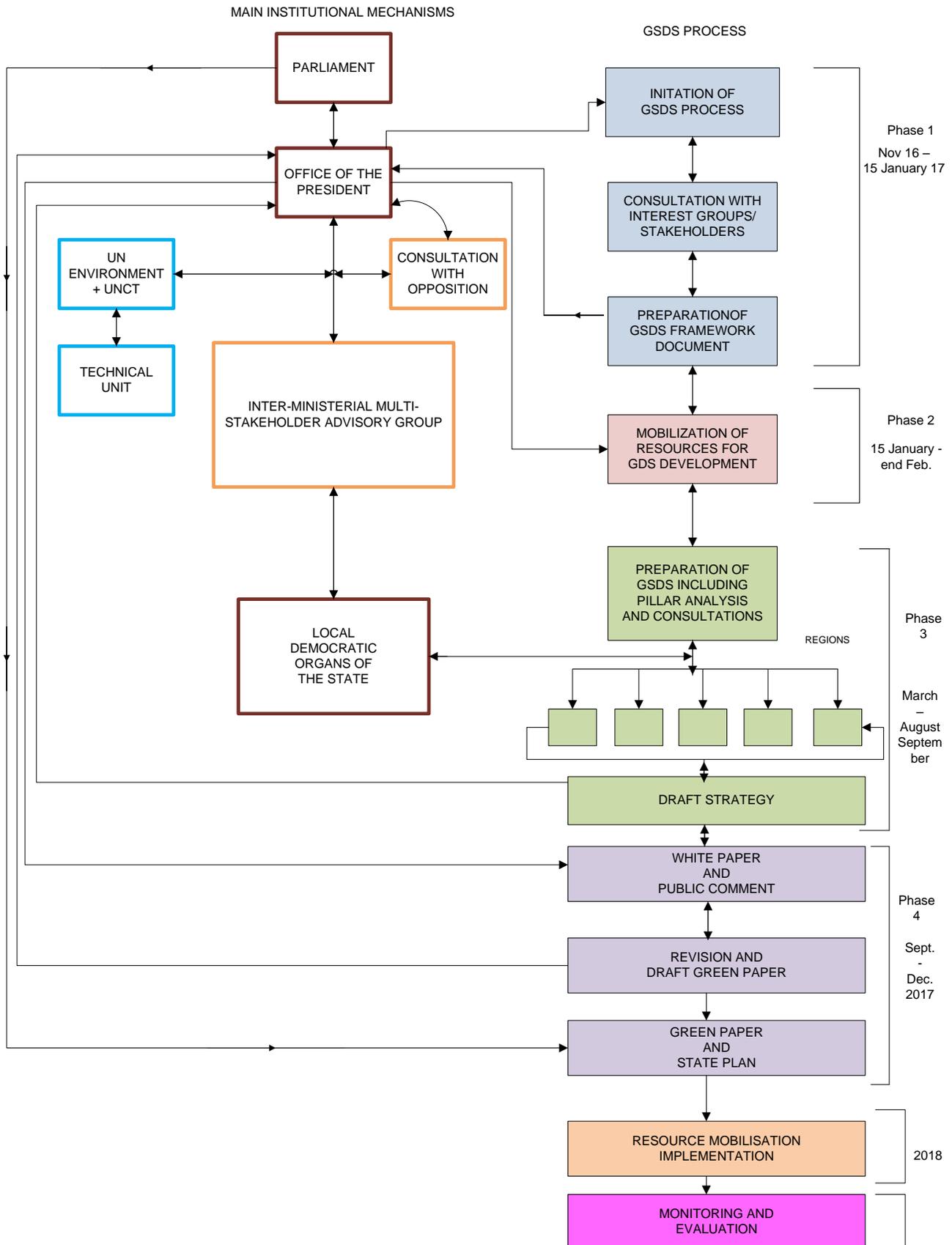
²⁰ “Políticas de estado” are policies that constitute long term strategies for the country. These policies do not change nor they are dependent of the political and ideological background of the different governments.

Consultations may be held, if necessary, between the Executive Branch of Government and the Opposition.

- **President of the Co-operative Republic of Guyana and Ministry of the Presidency: the President** is the Head of State and the supreme executive authority. The Office of the Presidency, and in particular the Department of Environment, has been charged with the responsibility for the GSDS and therefore is a major driver for its preparation. Political will and leadership at the highest level is a sine qua non for the construction of a strategy that represents the collective will towards Green State Development that is embraced by all.
- **Executive Branch including the Cabinet** will play a critical role not only in the GSDS development but also in its implementation. The Cabinet, as the Central Organ of the Executive Branch, shall ensure consistency and complementarity across the various sectors with respect to the GSDS implementation. Appropriate mechanisms will be employed to support this thrust, including an Inter-ministerial and/or a multi-stakeholder Advisory Committee under the Chairmanship of the President and/or His Designate and comprising of Ministries' representatives, and representatives of the necessary major groups, religious peoples and representation from the Office of the Opposition.
- **Local Democratic Organs of the State** shall play an important collaborative role in organising and educating the community about the GSDS and allowing them to exercise their rights and take responsibility for its implementation, attending in particular to the needs of vulnerable groups to reduce inequity and leave no one behind. The ten regions into which the State is divided and their sub-regions will be important actors in the mobilisation and engagement of people during the broad national multi-stakeholder consultation process for the elaboration of the GSDS, as well as for its future implementation. This process will involve the strengthening of the Village Economy, including through, inter alia, the establishment of major Economic Centres in the hinterland regions; a Market Place for Initiatives which could easily be accessed by the citizenry; as well as Partnership Nodes for Funding and Access.
- **Constitutional Bodies** – Rights Commissions (Women and Gender, Rights of the Child, Indigenous Peoples, Ethnic Relations, Human Rights²¹), Leader of the Opposition, Judiciary, Public Procurement Commission, etc.
- **GRIF Project Management Office (PMO)** is the Government of Guyana body responsible for managing the development and overseeing the implementation of all GRIF projects. In its oversight role the PMO is responsible for:
 - i. monitoring the progress of the project against the agreed results framework and work plan to ensure that the project successfully achieves the intended outputs, outcomes, and impacts within the given constraints;

²¹ Due to the non-appointment of the Ethnic Relations Commission, the Human Rights Commission that is composed of the head of the four rights commissions is not yet operational

- ii. ensuring that the GRIF funds Guyana has earned for its forest climate services under its partnership with Norway are utilized by all parties for the purposes intended and within agreed frameworks;
- iii. ensuring projects are developed and implemented in accordance with the vision of the Government of Guyana and in line with the LCDS, GRIF framework and decisions of the GRIF Steering Committee;
- iv. providing technical inputs and guidance throughout the course of the project, as necessary.



5.2 Stakeholder analysis

Stakeholders Information

As mentioned above, a first series of multi-stakeholder consultations took place in Georgetown, during the 13th to 15th December 2016, organised by the Government of Guyana, with the support of UN Environment and in coordination with the UN Country Team.

The Government of Guyana has stressed the need to have an open and participatory process for the development of the Green State Development Strategy. To this end, broad and national consultations will take place in all regions of the country and engage as many major groups and other stakeholders as feasible: Government, the private sector, civil society, academia, UN Agencies and bilateral and multilateral donors and development partners. Below is a list of the institutions that have been already invited and/or are considered to accompany and support this process.

Executive Branch including the Cabinet will play a critical role not only in the GSDS development but also its implementation. All relevant ministries and agencies will be engaged, including: Ministry of the Presidency, Ministry of Social Cohesion, Ministry of Social Protection, Ministry of Communications, Ministry of Indigenous Peoples' Affairs, Ministry of Education, Ministry of Natural Resources, Ministry of Business, Guyana Energy Agency, Guyana Geology & Mines Commission, Guyana Lands & Surveys Commission, Office of Sustainable Development, Protected Areas Commission, and Wildlife Management Authority.

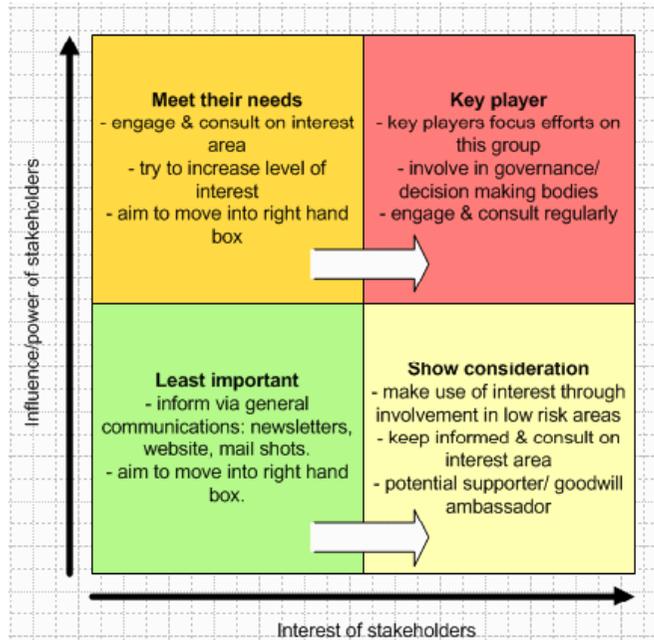
Private sector involvement is fundamental to support the transition towards sustainable development. The success of the GSDS relies on changing the behaviour of private actors to embrace more sustainable practices within their productive activities. Direct interaction and communications with the private sector will ensure the successful adoption of the GSDS, and it is also important to allow private actors to exercise their right to support the public policy formulation process, attending in particular to the needs of the labour intensive sectors and entrepreneurship. Some identified stakeholders, but not an exhaustive list are: News Agencies, Forest Products Associations, Go-invest, Guyana Chamber of Commerce and Industry, Guyana Craft Production Associations, Guyana Gold and Diamond Miners Association, Guyana Manufacturing and Services Associations, Guyana Women Miners Organisation, Public Service Commission, Tourism and Hospitality Association of Guyana, among others.

National Research Centres and Academic Institutions: This group of stakeholders will play a crucial role to prepare research products responding to country needs that will contribute towards the elaboration of the GSDS. Their involvement in the inclusive green economy work and knowledge exchange will enable them to acquire expertise on green economy and mainstream it within their organisations and networks. They are also crucial actors to secure long term capacity building within the country. So far, identified stakeholders are: University of Guyana, IWOKRAMA, Government Technical Institute, Guyana Industrial Training Centre, National Agriculture Research Institute, Institute of Applied Science and Technology.

Civil Society: The role of civil society in the preparation of the GSDS is important. There will be several consultative processes in which civil society is expected to take an active role and empower itself with the GSDS, on green economy and social inclusion issues. This engagement with civil society will be further expanded through the work of the Local Democratic Organs. Identified stakeholders from civil society will include among others: Caribbean Youth Environment Network and other youth bodies, environmental groups, Guyana National Human Rights Association, Guyana Red Cross, Red Thread Women, Help and

Shelter, Conservation International, Guyana Trade Union Congress, Habitat for Humanity, Indian Action Committee, National Toshias Council, Partners of Americas, Volunteer Youth Corps, World Wildlife Fund, ethnic-based organisations, faith-based groups, SASOD, and Gender and rights groups.

Bi-lateral and Multilateral Organisations: Multilateral organisations play a crucial role in the Guyanese economy. The UNCT and non-resident agencies are expected to provide direct inputs and knowledge products to guide the work in their respective fields of expertise on the drafting process of the GSDS. Similarly, organisations like IDB are working closely with the Government on different sectors that are well aligned with the scope and focus of the GSDS and the project. These organisations have substantive capacities to support in achieving the deliverables especially by linking sustainable human development, health, education and governance and green economy concepts. They include: Multilateral Organisations - IDB, WB, CDB, GEF, GCF, European Union; Sub-regional and inter-governmental bodies – CARICOM, OAS. **Bilateral cooperation** will include: Norway, UK, Canada, US, Brazil, Chile, China, Cuba, Mexico, among others.



A-High power, /high interest over the project= Key player
B-High power/ low interest over the project =Meet their needs
C-Low power/ high interest over the project= Show consideration
D-Low power /low interest over the project= Least important

Table 3: Stakeholder analysis

Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how	Potential roles & responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Type A: <i>High power / high interest = Key player</i>				
The Office of the Presidency and the Executive Branch of Government including the Cabinet	They hold significant power as the decision makers elected by the people of Guyana	Yes. Provision of guidance and approval of every stage of project design	Will determine and approve the elements of the GSDS that will be implemented in terms of how and when	Policy reforms and instruments to diversify the economy, increase equal distribution of opportunities for all of Guyanese and adapt a more sustainable development approach to Guyana’s future development.

Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how	Potential roles & responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
Forest Industry	They have an important role in the protection of biodiversity and forest markets. They are also very interested in sustainable management of forests.	Yes. In the initial consultation process in December 2016.	Implementation of the policies to implement the GSDS	Acknowledgement of improved forestry practices and increased their cooperation for a sustainable management of the natural patrimony and generation of more added-value.
Parliamentary/ political Opposition	This group could provide important support, as well as could raise strong objection to policies proposed in the GSDS, for political gain. However, the opposition is committed to a Low Carbon Development, hence might be interested in supporting the GSDS.	No. They were invited to the initial consultation process in December 2016, but did not attend.	They need to be engaged in further consultation. Dialogue with them will be established for the elaboration of the GSDS.	Political support for the adoption and implementation of the GSDS.
<i>Type B: High power/ low interest over the project =Meet their needs</i>				
Labour Unions	The Labour Unions have strong bargaining power and could influence the longer-term discussions on job creation, and implementation of recommendations	Yes. Some participated in the initial consultation process in December 2016.	They need to be engaged in further consultation	Political support for the adoption and implementation of the GSDS.
Private Mining Organizations	This group could raise strong objection to economic policies proposed in the GSDS related to mining and forest.	Yes. Some participated in the initial consultation process in December 2016.	They need to be engaged in further consultation	Cooperation and support to include more sustainable practices in the mining and changes in the governance to increase distribution of wealth.
<i>Type C: Low power/ high interest over the project= Show consideration</i>				
Private Sector	As the main engine for economic development they hold significant power which could determine the success or failure of the transformation of the Guyanese development in accordance with environmentally sound and green sustainable	Yes. Provision of guidance and input at every stage of project design. They have been very active in the first consultation processes in support of the preparation of	Will determine what elements of the GSDS shall be implemented in an environmentally sound and sustainable manner through their investments, and participation of new business and market opportunities and changes in the production systems.	A more diversified economy, new market opportunities, green jobs and reduction of environmental and social impacts of the current economic activities.

Stakeholders	Explain the power they hold over the project results/implementation and the level of interest	Did they participate in the project design, and how	Potential roles & responsibilities in project implementation	Changes in their behaviour expected through implementation of the project
	development principles	the framework of the GSDS		
Academic entities	They might be interested in the development of the GSDS, and willing to participate in both, research and consultations for the elaboration and implementation of the GSDS.	Yes. Some participated in the initial consultation process in December 2016.	They need to be engaged in further consultation. They will seek for better understanding of the concepts of Green State, and could be agents to increase awareness.	Support knowledge generation, and increase awareness and understanding of the concepts and tools for the Green State.
<i>Type D: Low power /low interest over the project= Least important</i>				
Youth Groups	They might have low interest in participating in the consultations, and engaging in the GSDS.	Yes. Some participated in the initial consultation process in December 2016.	They need to be engaged in further consultation. Efforts should be made to empower them and increase their participation in the elaboration and future implementation of the GSDS.	Support and cooperation for the elaboration and future implementation of the GSDS.
Vulnerable Groups	They might have low interest and limited knowledge to participating in the consultations, and engaging in the GSDS.	Yes. Some participated in the initial consultation process in December 2016.	They need to be engaged in further consultation. Efforts should be made to tailor the GSDS communication to them, enabling and empowering their participation.	Support and cooperation for the elaboration and future implementation of the GSDS.

Partners

Table 6: Partners' information

Partners' information				
Partner	Expertise	Strength	Agreed roles/responsibilities in project implementation	Date of UNEP partnership approval/ Due diligence process
University of Guyana	Based on the needs, specific experts and expertise will be drawn from the	Relevant expertise and knowledge of the local situation in Guyana.	Supply services for studies, research	Due diligence will be undertaken of the expertise provided on a case by case basis

	University of Guyana as may be necessary.			
United Nations Country Team (UNCT) These include UN Agencies, Funds and Programmes (resident and non-resident) that are active in the UN Country Team in Guyana under the coordination of the UN Resident Coordinator are: FAO, ILO, IOM, PAHO/WHO, UNAIDS, UNDP, UN Environment, UNESCO, UNFPA, UNICEF, UNODC, UN Women and UNODC. The World Bank participates in some UNCT meetings	The UN Agencies have a wide range of expertise which is relevant to all the areas under consideration. These will be drawn upon as is deemed necessary.	Provision of a wide range of expertise in the areas being covered by the GSDS.	Provision of technical, logistical and administrative support as may be necessary.	The support will be provided within the framework of the UNCT.
Key Local Non-Governmental Organisations	A number of local NGO are making considerable contribution to the development of Guyana. Their expertise and knowledge will be drawn upon as may be necessary.	Relevant expertise and knowledge of the local conditions in Guyana	Provision of technical and logistical support to the preparation of the GSDS	Agreements and due diligence will be undertaken as necessary.
Indigenous Peoples Organisations	A critical stakeholder in the GSDS process is the Indigenous Peoples of Guyana. The mobilisation knowledge of Indigenous Peoples is	A defined institutional Structure is set out in the Amerindian Act which will be used as the framework for the engagement of the Indigenous Peoples of Guyana.	Implementation of the relevant elements of the GSDS.	Agreements and due diligence will be undertaken as necessary.

	a sine qua non in the GSDS process			
Local Government System	A Local Government System is in place in Guyana and will be used, in particular, to help facilitate the nation- wide consultation process.	Local knowledge of the specific regions for which they have responsibility as well as the existing institutional and other structures in their specific regions which could be used to support the preparation of the GSDS.	Support the Nation-wide Consultation process	Agreements and due diligence will be undertaken as necessary.

6. Communications and Learning

6.1 Communication strategy

The instruction received from the Government of Guyana is that the GSDS shall reflect the views and wishes of the people of Guyana. In other words, it shall be driven from the bottom up. Against this backdrop, a significant amount of the resources are provided by the Government of Guyana to facilitate the preparation of the GSDS. They will be directed to inform the general public about the GSDS and encourage their participation in its design and implementation. In this regard, a country-wide consultation process will be undertaken. It is anticipated that Local Democratic Organs of the State will play a leading role in the consultation process at various levels, including at the regional and village levels.

To respond to this government priority, an important amount of resources will be dedicated to country-wide consultation and to communication and outreach. The latter includes the development of specific communication products such as:

- a) Online platform with all key and supporting documents for the development of and consultation on the GSDS
- b) A booklet on the “ABCs of the Green State Development” to clarify concepts, increase awareness of Green State/Green Economy and support the consultation of the GSDS.
- c) Infographics on the GSDS (3 or 4)
- d) One video to communicate the objectives and content of the GSDS
- e) Translation of key documents into native languages
- f) Printing of the Green State Development Strategy
- g) Press releases and Press conference with the national media

Since the preparation of the GSDS for Guyana is a relatively new endeavour for UN Environment, lessons shall be drawn from this process and disseminated throughout the organisation as this could form the basis of a new approach to green development by UN Environment. It is a more advanced and policy driven process of integrating green development principles into a country’s development. This could set UN Environment on a new path of influencing countries to embrace the principles of environmentally sound green development.

The Communication Division’s role is envisioned to provide guidance on the development of the outreach documents listed above and support with the organisation and preparation of press releases and press conferences, in particular covering the high-level events with H.E. President Granger. The Communications Division will also be instrumental in supporting and showcasing the Green State Development Strategy in Guyana as a flagship project and disseminating the outcomes, success stories and the lessons learned.

6.2 Knowledge Management

Caribbean GE project - Green Economy initiatives can be considered as one of UN Environment's most visible contributions to the global environmental debate during the past decade. This work has extended to the Caribbean and recently included work in Jamaica, Barbados, St. Lucia and Haiti. Scoping studies resulted from this work and as an example, the Green Economy Scoping study, which was produced by the

Government of Saint Lucia, the Ministry of Sustainable Development, Energy, Science and Technology and UN Environment, with support from the University of the West Indies, focuses on key economic sectors: tourism, agriculture, construction and manufacturing energy, water, and waste management. The study recommends policy reforms that can help improve the sustainability of relevant economic sectors, while also creating jobs, providing investment incentives, and moving from a high level of debt and dependence. The recommendations build on Saint Lucia's existing policies and are designed to respond to the fiscal and social conditions in the country. The study also highlighted the important roles of the private sector, civil society and other stakeholders, in order to promote sustainable solutions.

The Partnership for Action on Green Economy (PAGE) responds to paragraph 66 of Rio+20's outcome document "The Future We Want", which calls upon the UN system to support countries interested in pursuing green economy policies. PAGE includes four outcomes 1) enhancing countries' capacities to mobilize societal support and design/adopt green economy policies; 2) enhancing their capacity to implement adopted policies; 3) supporting training and skill building; and 4) sharing related knowledge/experience and facilitating dialogues among countries. The outcomes (1), (2) and (3) are at the country level while outcome (4) is at the global/regional/sub-regional level. UN Environment has recently initiated PAGE activities in Barbados and the work being planned for Guyana will be complementary to this new initiative.

National Biodiversity Strategy and Action Plans (NBSAP), is the principal instrument to implement the commitments made under the Convention on Biological Diversity at the national level. It serves as an opportunity to mainstream biodiversity policies, in terms of its management and sustainable use, into productive sectors such as forestry, fisheries, tourism and agriculture. While Guyana has an NBSAP approved by the Cabinet of the Government in May 2015, that aimed to achieve Guyana's Vision for Biodiversity - By 2030, biodiversity is sustainably utilized, managed and mainstreamed into all sectors contributing to the advancement of Guyana's bio-security, and socio-economic and low carbon development - there are ongoing efforts with UN Environment to revise the strategy to include specific measures to mainstream biodiversity, to include the sustainable development goals and targets, and a financing strategy.

UN Environment is also undertaking some activities in Guyana related to resilient infrastructure and coastal management, which could be integrated and aligned with the Green State Development Strategy. These are: **Support for the elaboration of a proposal to the Green Climate Fund Readiness Program on Adaptation Planning:** The proposed GCF project will address community resilience to climate change in the coastal area of Guyana. To do so, the project will focus the sustainable building of capacity to identify, prioritize, plan and implement medium to long term climate resilient adaptation actions taking into account the decisions 1/CP. 16 and 5/CP. 17 and all the elements within the NAP technical guidelines developed by UNFCCC.

The joint UN Environment-UNDP initiative on "Assisting non-LDCs with country-driven processes to advance National Adaptation Plans" (NAPs-GSP) aims to strengthen the institutional and technical capacities for the elaboration of National Adaptation Plans in non-LDC countries. Through a Global Support Programme, the project has established a support mechanism focused on three main pillars, namely: i) institutional support; ii) technical capacity building; and iii) knowledge brokerage. The SCCF-financed GSP will therefore assist developing countries to adapt to the impacts of climate change by providing these countries with an enhanced capacity to plan, finance, and implement adaptation interventions through integration of climate change into medium- to long-term development frameworks. UNEP leads the components of (i) tools, methods and guidelines for planning and budgeting for adaptation to climate change in the medium and long term and (ii) and dissemination of results and knowledge sharing. In this area, the project builds on the basis of existing platforms such as the Regatta network in Latin America.

In the framework of this project, UNEP is organising a workshop on “Supporting countries to advance their national adaptation plan (NAP) process” that will take place from 31 May to 2 June 2017 in Georgetown, Guyana. The objective of the workshop is to strengthen the capacities of public officials to develop effective and action oriented National Adaptation Plans. This will be done through (i) The identification of the main tools and methods available for the elaboration of the National Adaptation Plans; (ii) The exchange of experiences and learnt lessons about the elaboration and implementation of the National Adaptation Plans; and (iii) The exchange of information on the mechanisms and support options for supporting the National Adaptation Plans. The workshop will include participants from all the countries of the Caribbean region.

Finally, timely information and data on environmental and natural resource issues is a sine qua non for green evidence-based policy relevant to decision making. In this regard, the GSDS will be supported by an enhanced Environmental and Natural Resources Management System (ENRMS). The ENRMS will, inter alia, inculcate a culture of the systematic collection of environmental and natural resources data and its integration into the National Statistical Infrastructure to enhance Evidence-Based Decision Making as well as serve as a central depository for environmental and natural resource data and information.

7. Resource Mobilisation and Cost Effectiveness

7.1 Resource Mobilisation

This project is fully funded by the Guyana REDD+ Investment Fund. As part of the Green State Development Strategy, a specific chapter will be dedicated to a financial mechanism and identification of possible funding sources for the implementation of the Green State Development Strategy. The current Framework of the GSDS has already identified some possible funding sources. It focuses on resource mobilisation in order to obtain the funding required for the strategy's implementation, matching GSDS focus areas with the wide pool of public and private, national and international funding available. It presents three sources of finance; first, Official Development Aid (ODA) for which an overview of current flows to Guyana, its objectives and timeframe are presented. Second, both domestic and international private finance is discussed, including its potential to finance the transition towards environmental sustainability in Guyana. Third, it considers potential fiscal revenues which could be used to support environmentally sustainable activities.

The project and the Green State Development Strategy (GSDS) will also identify and support the development of bankable projects under the Guyana REDD+ Finance Fund (GRIF), with strategic partners, aiming at supporting the future implementation of the GSDS.

Likewise, Guyana has become a PAGE Member, and resources will be mobilised and allocated to Guyana to support the implementation of the GSDS, in particular in the area of inclusive green economy and investment in green sectors.

7.2 Cost-effectiveness

This project contains two built-in elements that contribute to cost-effectiveness.

By working closely with these initiatives, this project gains access to an expanded set of expertise and experiences, as well as project infrastructure and resources, while offering access to knowledge exchange platforms and advisory services. The outputs of each project can contribute towards the realization of the objectives of the others, adding value for each.

By feeding knowledge products into the project activities of PAGE through methodological and analytical studies at country and global level, this project provides added value for PAGE, while, conversely, PAGE adds value to this project by contributing to country-level implementation of Green Economy policies and feeding generated knowledge under this project into concrete policy-making. The partnership also provides the project with more direct influence in the countries working under PAGE. Through its synergy with PAGE, this project also gains the benefits of working with PAGE's key research partners in each thematic area, whose diverse sets of expertise and experiences will help this project to provide more comprehensive knowledge products and services.

An important facet of knowledge generation exchange is the ability to make it available to those who can benefit from it, and in that respect this project gains considerable value from its close partnerships with the Green Growth Knowledge Platform (GGKP), the GE Hub for SIDS (Hosted by Barbados) and the Green Fiscal Policy Network. All three projects provide ready-made platforms and audiences for communication of the research outputs generated by this project. The ability to use these existing

dissemination mechanisms contributes to the cost-effectiveness of this project, which in turn adds value to the platforms as a source of content. Furthermore, additional synergies will be created by linking the research outcomes of this project to the four research committees of the GGKP: indicators, technology innovation, trade policy and fiscal policy for Green Economy and Green Growth. As a co-chair and a member of the research committees, UNEP is responsible for contributions to their development, and the projects will cross-fertilize by sharing the knowledge and filling in the identified knowledge gaps through their interaction on the research committees.

The second built-in element contributing to the cost-effectiveness of this project is its emphasis on working with national institutions and researchers and linking closely with on-going national policy development processes. Investing time and resources in the national stakeholder consultation processes, including project planning, will ensure that the project activities are aligned with the existing national priorities, strategies and policies. This helps to avoid the duplication of the efforts and aids in the identification of new opportunities for synergy.

8. Safeguards

Risk Management

Table 4. Project Risk Log

Risk Description/ Analysis	Category	(I) Impact Severity 1-5	(L) Likelihood 1-5	I x L Overall Risk rating	Risk Management Strategy & Actions	By When/ Whom?
1 The resources might not be available immediately and therefore present a risk to the start of the substantive work	<i>Financial</i>	3	3			Initial phase
2 There is not enough time allocated to complete the exercise outlined by the Government of Guyana	<i>Political</i>	5				Initial phase
3 <i>Description</i> Lack of commitment among technical partners and contributors	<i>Organisational</i>	3	3	15	<i>Brief text</i> Clearly communicate need for consistent and high quality contributions, as well as the importance of economic issues	Throughout/support and clear communication by workshop and event facilitators and programme coordinators.
4 Risk that weak national management capacity and skills may hamper implementation of activities	<i>Organisational</i>	3	3		Coordinate support with external experts, assess training needs of national counterparts via mobilisation and dialogue and provide targeted training and skills development aimed at capacity development early on	Throughout/ Project coordinators and identified expert support
5 Parliament does not endorse the final GSDS because of opposition by the Opposition.	<i>Political</i>					Throughout

6	Lack of “buy in” from national stakeholders, despite initial demand for support, i.e. green economy might not be seen as a priority on top of their political and economic agenda		5	3		<p>Effective communication through appropriate channels.</p> <p>Intensive stakeholder consultations will take place at the design phase of the country studies and to validate findings of the drafts.</p> <p>Relevant stakeholders are also closely involved in the design and validation phase of the global products.</p> <p>Government and national stakeholders are the main target groups of the knowledge exchange events where they will discuss findings of the latest knowledge products and exchange experiences.</p>	Invitation phase/ Project coordinators
7	An adequate consultative mechanism is not operationalised to get the Leader of the Opposition fully on board in supporting the GSDS.	<i>Political</i>					Throughout

Project Sustainability

9. Sustainability, Uptake and Replicability

The Green State Development Strategy will form the basis of Guyana's future development and by virtue will be sustainable to the extent that the Government of Guyana can mobilise the resources to implement the areas outlined in the strategy.

In addition, since the Green State Development Strategy is a new undertaking for UN Environment, its successful development will help determine the extent to which this approach becomes integrated in the organisation programming.

Sustainability

The project aims to ensure sustainability by placing a strong emphasis on building viable, long-term inter-ministerial and multi-stakeholder cooperation, as well as partnerships with leading experts, organizations and national stakeholders in each of the thematic areas of trade, investment and related fiscal and social policies for the shift to greener economies.

While the research work undertaken in this project is generating the required knowledge, partnerships are crucial to ensure the up-take of knowledge at the local, national, and regional levels. Thus, partnerships with national research and academic institutes, other international organizations, leading experts and other civil society institutions act as multipliers of the generated knowledge and ensure implementation and continuation of activities beyond project life. Additionally, UN Environment's efforts to build capacity for the future independence of partners are each designed to facilitate sustainability and mainstreaming of green economy in project countries and regions. The financial sustainability of the projects will be supported not only by continuing resource mobilization efforts, but also by effectively linking financing issues to partner activities. Similarly, country studies not only provide analysis of thematic sectors but also identify green investment and trade opportunities in different sectors that can directly result in attracting private sector investment as well as public expenditure for creation of green jobs and contribute to national poverty reduction efforts.

More specifically, each of the project outputs is designed in order to enhance existing collaborations and build new partnership opportunities, in two ways.

First, in preparing national Green State Development Strategy, UN Environment will adhere to strict multi-stakeholder engagement guidelines, involving government officials and national organizations from project inception to verification and conclusion. In addition, UN Environment will identify and link in to complementary national processes that build synergies for achieving the project outcome and ensure long-term broader national relevance and uptake.

Second, in the creation of research products and knowledge sharing events, UN Environment will partner with leading experts and organizations. This approach reinforces project sustainability and effectiveness by reaching out to the constituencies of partner organizations and disseminating the project outcomes widely through their relevant networks. Where relevant, national partner organizations and researchers

will be sought in order to enhance national capacities for research and knowledge sharing across a range of geographic regions, in turn building their independence for continuing green economy research activities without external support.

Replicability

The project is designed as a programme with an expected duration of 18 months, which is building on parts of the activities of the predecessor project 61-P3. Through strategic partnerships with key actors in respective areas and national institutions, the project also aims to mainstream Green Economy in the global development agenda. The partnership approach will ensure that the partner agencies, such as national research institutions, are committed to replicating and mainstreaming the results and products of this project into their own regular work. Moreover, each of the agencies will be able to mobilize a network of partners that can also contribute to and benefit from these results, widening the sphere of influence that this project can achieve. Similarly, participants of knowledge exchange events will have increased capacities to understand and analyse green economy opportunities and will act as multipliers by mainstreaming the knowledge in their policy or research work.

As mentioned above, this project will be developed in close cooperation with the UN Resident Coordinator and the UN Country team and other non-resident UN Agencies (e.g. ILO).

Communication of results and the dissemination of research outputs to a wider audience will further contribute to the implementation of the GSDS and the potential replication in other countries in the region or world-wide. UN Environment will showcase and provide visibility to Guyana's commitment and efforts for sustainable development and the transition toward a Green State Development. This will happen through UN Environment events, website, and relevant websites (e.g. GE, PAGE and the knowledge platforms of GGKP) and the dissemination of hard copies of the GSDS and information tools described in section 5.1

10. Evaluation Plans

Evaluation Plan

In accordance with UNEP's procedures, project monitoring will be conducted periodically through a six-monthly review. Data collection and processing of key documents as indicated in the logical framework (according to the listed indicators and means of verification) will be undertaken by the project manager and his team throughout the project to monitor the progress made against each project output, planned milestone, deliverable and associated indicator.

The overall monitoring process also includes periodic monitoring of commitments made to donors and related technical and financial reporting. For this the project manager will receive inputs from other programme managers involved in different thematic areas. For the compilation of financial reports, the project management will be supported by the finance officer and finance assistant. Unanticipated adverse impact will be monitored by the project managers and his/her supervisor, as well as relevant senior managers in UNEP.

Where the delivery of certain project outputs is delayed or no longer feasible, an adaptive course of action will be made using the risk management strategy as required. In addition, lessons learned in the course of project implementation will be included in the monitoring process to continually adapt and improve the project and address the challenges encountered during the implementation.

The Evaluation Office will be responsible for the Terminal Evaluation (TE) and will liaise with the project manager throughout the process. The TE will provide an independent assessment of project performance (in terms of relevance, effectiveness and efficiency), and determine the likelihood of impact and sustainability. It will have two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP and executing partners. The direct costs of the evaluation will be charged against the project evaluation budget. The TE will be initiated no earlier than six months prior to the completion of project activities and, if a follow-on phase of the project is envisaged, should be completed prior to completion of the project and the submission of the follow-on proposal.

The draft TE report will be sent by the Evaluation Office to project stakeholders for comment. Formal comments on the report will be shared by the Evaluation Office in an open and transparent manner. The project performance will be assessed against standard evaluation criteria using a six point rating scheme. The final determination of project ratings will be made by the Evaluation Office when the report is finalised. A management response is required from the PM and will be included, along with any response from the Evaluation Office, in the final evaluation report. The evaluation report will be publically disclosed and will be followed by a recommended compliance process. The evaluation recommendations will be converted into a Recommendations Implementation Plan by the EOU in conjunction with the project team. The EOU will monitor compliance with this plan every six months for a total period of 18 months. Compliance performance is then reported to the DED on a six month basis and within the Biennial Evaluation Synthesis Report.