



Program Name:

INSTITUTIONAL STRENGTHENING IN SUPPORT OF GUYANA'S LOW CARBON DEVELOPMENT STRATEGY (LCDS)

**Project Number/Loan Number
GY-G1002**

**Project Completion Report
(PCR)**

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Electronic Links

1. Development Effectiveness Matrix (DEM)
2. Final version of the Progress Monitoring Report (PMR)
3. PCR Checklist

Optional Electronic Links

1. Ex post Cost-Analysis Report (if available)
2. Impact Evaluation Report (If available)
3. QRR Results and Procedures Report
4. Minutes of the project's Exit Workshop and/or written feedback from the Government (including the overall assessment of the Bank performance, if available)
5. Other relevant information as loan modifications, reformulations, others

Acronyms and Abbreviations

AFS	Audited Financial Statements
APO	Annual Plan of Operation
CBA	Cost-Benefit Analysis
CC	Climate Change
CI	Conservation International
CMRVS	Community Monitoring, Reporting and Verification System
EPA	Guyana Environmental Protection Agency
ESMR	Environmental and Social Management Report
ESS	Environmental and Social Strategy
FCPF	Forest Carbon Partnership Facility
FDI	Foreign Direct Investment
GFC	Guyana Forestry Commission
GGMC	Guyana Geology and Mines Commission
GHG	Greenhouse Gas
GIS	Geographic Information System
GRIF	Guyana REDD+ Investment Fund
GoG	Government of Guyana
HFLD	High forest cover and low rates of deforestation
ICAS	Institutional Capacity Assessment System
IDB	Inter-American Development Bank
IFM	Independent Forest Monitoring
ISP	Institutional Strengthening Program
IPCC	Intergovernmental Panel on Climate Change
JCN	Joint Concept Note
LCDS	Guyana Low Carbon Development Strategy
MEP	Monitoring and Evaluation Plan
MoU	Memorandum of Understanding
MRV	Monitoring, Reporting and Verification
OCC	Office of Climate Change
OP	Office of the President
PE	GRIF Partner Entity
PES	Payments for Environmental Services
PMO	Project Management Office
POD	Proposal for Operation Development

REDD+	Reducing Emissions from Deforestation, Forest Degradation and Sustainable forest management
RFRGDP	Reference Level REDD+ governance development plan
RS	REDD-Secretariat
SFM	Sustainable Forest Management
SSF	Safeguard and Screening Form for Screening and Classification of Projects
TC	Technical Cooperation
UNFCCC	United Nation Framework Convention on Climate Change

BASIC INFORMATION (US\$ AMOUNT)

PROJECT NUMBER (S): GY-G1002
TITLE: INSTITUTIONAL STRENGTHENING FOR SUPPORT OF GUYANA'S LOW CARBON DEVELOPMENT STRATEGY
LENDING INSTRUMENT: INVESTMENT GRANT
COUNTRY: GUYANA
BORROWER: N/A
LOAN (S): N/A
SECTOR/SUBSECTOR: ENVIRONMENTAL MANAGEMENT AND GOVERNANCE

DATE OF BOARD APPROVAL: 01 FEB 2012
DATE OF LOAN CONTRACT EFFECTIVENESS: 30 JUNE 2012
DATE OF ELIGIBILITY FOR FIRST DISBURSEMENT: 23 OCTOBER 2012

LOAN AMOUNT (S)
ORIGINAL AMOUNT:
CURRENT AMOUNT:
PARI PASSU:
TOTAL PROJECT COST: \$7 MILLION (US))

MONTHS IN EXECUTION
FROM APPROVAL: 52
FROM CONTRACT EFFECTIVENESS: 49

DISBURSEMENTS PERIODS
ORIGINAL DATE OF FINAL DISBURSEMENT: JULY 2014
CURRENT DATE OF FINAL DISBURSEMENT: MARCH 2017
CUMULATIVE EXTENSION (MONTHS): 28
SPECIAL EXTENSIONS (MONTHS):

DISBURSEMENTS
TOTAL AMOUNT OF DISBURSEMENTS TO DATE:

RE-DIRECTIONING. HAS THIS PROJECT?
RECEIVED FUNDS FROM ANOTHER PROJECT [No]
SENT FUNDS TO ANOTHER PROJECT [No]

EX POST ECONOMIC ANALYSIS METHODOLOGY:
EX POST EVALUATION METHODOLOGY:

DEVELOPMENT EFFECTIVENESS CLASSIFICATION:

STATEMENT OF THE DEVELOPMENT OBJECTIVES OF THE PROJECT/PROGRAM:

The overarching objective of the GY-G1002 program is to: "enhance national institutional capacity in Guyana to address the impacts of Climate Change, ensure the effective implementation of the LCDS, and meet its commitments under interim REDD+ partnerships. These commitments include the reduction of deforestation which translates into the avoidance of CO2 emissions".

The specific objectives of the program were: 1) to strengthen the technical and administrative capacity of the principal institutions responsible for implementing Guyana's Low Carbon Development Strategy; and 2) develop and implement a MRV system on a national level.

I. EXECUTIVE SUMMARY

Background

The Government of Guyana and the Inter-American Development Bank implemented "The Institutional Strengthening Program in Support of Guyana's Low Carbon Development Strategy (LCDS)" in May 2012 under agreement number GRT/GF-13172-GY. The overarching objectives of the program were twofold: the first, to strengthen the technical and administrative capabilities of the main institutions overseeing the implementation of the LCDS namely: two institutions that fall under the Ministry of the Presidency (formerly Office of the President): the Office of Climate Change (OCC), the Project Management Office (PMO) as well as the Guyana Forestry Commission (GFC). The second was to develop a national Monitoring Reporting and Verification System (MRVS).

The funding mechanism for the project was a Grant totaling seven (7) million United States dollars. \$5.5940 million was sourced from the Guyana REDD+ Investment fund (GRIF) with the counterpart funds of \$1.060 million having been sourced from the Government of Norway through Conservation International.

The GRIF requires that financial compensation to Guyana is performance based. In order to make such determinations, verifiable measurements of changes in forested area as well as in carbon stocks are to be made. These measurements must be done using standard methodologies which constitute the UNFCCC and IPCC proposed Monitoring, Reporting and Verification (MRV).

Project Description

The description of the Project activities undertaken were classified under two components:

Component I was centered on the Design and implementation of a MRV system (US\$3.661 million). This component sought to strengthen institutional capacities of the GFC for implementing REDD+ activities, and in particular for implementing a MRV system.

Component II included Institutional Strengthening of LCDS Institutions (US\$3.278 million). The component sought to strengthen the institutional capacities of the OCC, the PMO and the REDD-Secretariat. In addition, the institutional diagnostic of other agencies was financed.

The project additionally included a diagnostic for future institutional strengthening which was to assess the institutional capacities of other Government agencies whose responsibilities are related to the LCDS and REDD+ activities and the needs for future Institutional Strengthening. This diagnostic was to inform the need for future institutional strengthening for such agencies.

The Project was aligned with the IDB's Country Strategy for Guyana (CS 2008-2012), in which mitigation of the effects of Climate Change is part of the ongoing efforts in "enhanced competitiveness" and risk mitigation.

Effectiveness

Overall the project was effective. Regarding Component I, the Program met the objectives and was able to make Guyana eligible to receive funds from the GRIF which was its main purpose. Regarding Component II, despite setbacks, it also served to increase capacity in the PMO and

OCC such that they were able to work on delivering GRIF funded projects, though there is room for continuous improvement such that the project deliverables are realized in a timely manner.

Findings

1. Component I was a complete success and a number of factors contributed to this as described in Section 3.2 c. Guyana via the GFC is currently poised to continue undertaking MVR successfully with some support from Consultants.
2. The Institutional Strengthening of the PMO and OCC experienced some success, but suffered several setbacks which led to long delays in executing the program. The relevance of an institutional strengthening program was proven to be relevant by the challenges that these bodies faced in attempting to execute the program in a timely manner.
3. Despite the setbacks that the OCC and PMO experienced during the program execution period with regard to staff attrition, there has been capacity building especially in terms of the ability of both these organizations to undertake activities with regard to stakeholder outreach. There however is need for continued institutional strengthening.
4. The initiation of the Opt-in mechanism is appropriate with regard to Guyana adhering to the tenets of the Joint Concept Note. It is important for as much time as is needed to be dedicated to working with the communities, as well as to include them in GRIF funded and other climate finance projects.
5. While it has been demonstrated that there is widespread awareness of the LCDS concept within the Guyanese populace, progress made in developing positive attitudes toward it was lost over the Program's execution period.

Recommendations

1. The Government of Guyana should consider developing a retention strategy within the GFC in order to keep on staff, the personnel who have received training in the MRVS.
2. In addition to the retention strategy, a training program should be developed for other staff at the GFC so that those who have been trained can use the same hands on approach to train other officers in the organization thereby expanding the capabilities of the GFC.
3. As part of the Program execution, Standard Operating Procedures were developed and documented to ensure formal handover policy should be developed whereby, should one of the staff who has developed strong skills in MRVS leave the organization, there is ensured continuity of the function. This should be continuously implemented
4. As the capacity of the GFC is continuously strengthened and competencies excel, the Government of Guyana may consider the opportunity of offering its expertise to other 'forest countries' as a means to earning revenue.
5. It is recommended that a strategic planning process is undertaken within the PMO and OCC to work on helping to further define the best configuration for structure of the Organizations, with focus on staff retention.
6. These Organizations may need to address the duration of employment contracts. Longer contracts (e.g. 3 year durations which are said to exist in other GoG organizations) are likely to give more confidence to hires to stay with the organization.
7. One of the major outcomes of a strategic planning process should be to rationalize the true human resource numbers and disciplines needed to allow the two organizations to best implement their mandates. In particular, this should focus on the ability of the PMO to manage a portfolio of projects valued in the hundreds of millions of US Dollars. This will help to determine whether the target of five technical officers identified in this Program

is adequate to develop and oversee completion of projects at a desirable pace in the present and future.

8. During discussions with the PMO representatives, there was mention of difficulties in keeping track of projects after they exit their remit for execution. As part of the strategic planning process, procedures should be developed to collaboratively track projects with the Government bodies that may be leading their execution, as well as for maintaining adequate communication throughout the project development and implementation phases.
9. The Opt-in mechanism should be developed into a long term program within the OCC. This mechanism presents Guyana with the opportunity to become a leader in the Americas with regard to methodologies for integrating Indigenous Communities into the execution of an economic strategy. All relevant safeguards should be applied.
10. There was significant loss with regard the population's positive attitude to the LCDS between the initial and final attitude surveys. It is recommended that as a means to regain some goodwill in this regard, the GoG should attempt to manage the populations' expectations through effective communication strategies.

INTRODUCTION

Background

The Government of Guyana and the Inter-American Development Bank implemented “The Institutional Strengthening Program in Support of Guyana’s Low Carbon Development Strategy (LCDS)” in May 2012 under agreement number GRT/GF-13172-GY. The overarching objectives of the program were twofold: The first was to strengthen the technical and administrative capabilities of the main institutions overseeing the implementation of the LCDS namely: two institutions that fall under the Office of the President: the Office of Climate Change (OCC), the Project Management Office (PMO) and the Guyana Forest Commission (GFC). The second was to develop a national Monitoring Reporting and Verification System.

The funding mechanism for the project was a Grant totaling seven (7) million United States dollars. \$5.5940 million was sourced from the Guyana REDD+ Investment fund (GRIF) with the counterpart funds of \$1.060 million having been sourced from the Government of Norway and channeled through Conservation International.

The GRIF is an international policy and finance mechanism which will fund conservation of forest in Guyana as a carbon reduction strategy. The LCDS expresses that Guyana hoped to raise significant funds from this strategy to be used in the Country’s development of a low carbon economy and to spark further economic growth.

One of the high points for Guyana is that it has maintained a low deforestation rate when compared with other South American countries and the rest of the world. Agricultural and mining activities however, threaten Guyana’s success in maintaining low deforestation rates. The project is expected to benefit indigenous and forest communities by expanding access to services and to new economic opportunities.

The GRIF mechanism requires that financial compensation to Guyana is performance based. In order to make such determinations, verifiable measurements of changes in forested area as well as in carbon stocks are to be made. These measurements must be done using standard methodologies which align with the UNFCCC and IPCC requirements for a Forest Monitoring System.

A gap analysis done by the Government of Guyana revealed significant gaps in the Country’s capacity to undertake the required MRV approach. Specifically, there was need to develop skills in some key areas including: i) comprehensive and quantitative assessment of deforestation, forest degradation and the strengthening of protocols and methodologies. ii) Geographic Information Systems (GIS) and remote sensing capacity building iii) development of an MRV system, which required regional and international support.

With regard to monitoring biomass (carbon stocks), existing information was dated (more than 10 years old), had previously been limited to commercial inventory and did not cover the whole country. It was decided that the existing capacity of the Guyana Forestry Commission needed to be augmented to include i) development of a national methodology for carbon stock assessment, ii) establishment of biomass monitoring plots and iii) building on the existing capacity to undertake commercial biomass inventories.

The development of the MRV under the guidance of the local inter-agency MRV steering committee needed resources to i) integrate national data sets ii) facilitate national stakeholder participation iii) engage with international advisers on REDD+ development.

The institutions targeted for strengthening by the Project were:

The Guyana Forestry Commission (GFC)

A REDD Secretariat was established within the Guyana Forestry Commission (GFC) to allow it to undertake the tasks of overseeing the development and implementation of the REDD+ strategy, MRV system and readiness activities under the Forest Carbon Partnership Facility.

The Office of Climate Change (OCC)

This office works closely with the REDD Secretariat and coordinates the consultation process for LCDS and i) supports work on climate adaptation, mitigation ii) coordinates climate change related work within other government agencies iii) coordinates climate change related efforts of multilateral and non-governmental organizations iv) supports negotiation strategies at global and regional forums.

The Project Management Office (PMO)

The PMO coordinates implementation of LCDS activities amongst public and private agencies. These activities are geared toward working to increase foreign direct investment in sectors that create new low carbon economic opportunities. The priority areas include infrastructure, ICT, eco-tourism and sustainable agriculture.

Other Pertinent Agencies

These include agencies that may need to be strengthened in the medium to long term so that they can be competent partners in furthering the LCDS. They are Guyana National Climate Committee, the Guyana Geology and Mines Commission, the Environmental Protection Agency and the Guyana Lands and Surveys Commission.

Beneficiaries

The nature of the program is such that the entire population of Guyana is expected to be beneficiaries. Approximately 70,000 indigenous people and residents of 150 forest communities with around 130 satellite villages would have the opportunity to benefit from the REDD+ activities.

Project Description

The description of the Project activities undertaken were classified under two components.

Component I

Component I: Design and implementation of a MRV system (US\$3.661 million).

This component sought to strengthen institutional capacities of the GFC for implementing REDD+ activities, and in particular for implementing a MRV system. This component financed the following subcomponents:

- (i) Conduct of a comprehensive assessment of forest area change and identify the areas affected by forest degradation, including reporting on REDD+ Interim Indicators set out in the JCN;
- (ii) Development of forest carbon stock measurement and monitoring capacities for REDD+ and strengthen capacity for Independent Forest Monitoring (IFM) in Guyana;
- (iii) Conduct and support of research on key issues, like a detailed national assessment of drivers of deforestation and forest degradation, methods for reference level projection and studying the benefits of MRV and tools for decision-support in the context of integrated natural resources management;
- (iv) Development of a sustained MRV coordination and communication mechanism, under which the development of communication plan and outreach materials will be financed, including engagement with the international community

Component II

Component II: Institutional Strengthening of LCDS Institutions (US\$3.278 million).

The component sought to strengthen the institutional capacities of the OCC, the PMO and the REDD-Secretariat. In addition, the institutional diagnostic of other agencies will be financed. The component includes the following activities:

- (i) Recruitment and training of specialized technical personnel (consultant) and administrative personnel to assist OCC, PMO and the REDD-Secretariat in fulfilling their respective mandates;
- (ii) Travel to engage national stakeholders in OCC and for PMO to meet with investors for outreach;
- (iii) Training to assist junior staff of the PMO in project management skills;
- (iv) The purchase of computer and office equipment for the OCC, the PMO and the REDD-Secretariat; and
- (v) The proposed project represents a first step towards the implementation of the country's LCDS.

The project additionally included a diagnostic for future institutional strengthening which was to assess the institutional capacities of other Government agencies whose responsibilities are related to the LCDS and REDD+ activities and the needs for future Institutional Strengthening.

Those agencies included the Environmental Protection Agency (EPA). This diagnostic was to inform the need for future institutional strengthening for these agencies.

Subcomponents of the Program were divided between the Execution Agencies as follows:

The GFC, on the other hand was responsible for monitoring and reporting on the implementation progress of following subcomponents:

- Sc 2.3 Institutional Strengthening of REDD Secretariat
- Sc 1.1 Develop and Implement a National MRV Coordination Mechanism
- Sc 1.2 Forest Area Assessment and Change Monitoring

- Sc 1.3 Forest Carbon Stock Assessment and Change Monitoring
- Sc 1.4 Develop MRV for a set of REDD demonstration activities
- Sc 1.5 Engage with International Community
- Sc 1.6 Develop a Sustained Communication Mechanism
- Sc 1.7 Conduct and Support Research on Key Issues
- Sc 1.8 Strengthen Capacity for Independent Forest Monitoring in Guyana

The OCC was responsible for the monitoring and reporting on the implementation progress of three Subcomponents (Sc):

- Sc 2.1 Institutional Strengthening of the Office of Climate Change; and
- Sc 2.2 Institutional Strengthening of the PMO
- Sc 2.4 Institutional Diagnostic of Other Agencies

II. CORE CRITERIA. PROJECT PERFORMANCE

2.1 Relevance

a. Alignment with country development needs

The IDB defines the Country development needs in Guyana as follows: "The 2012-2016 strategy is designed to support and help Guyana achieve continued economic growth, while at the same time promoting the sustainability of the Country's natural resource endowments". This Program was also aligned with the Bank's institutional priority (GCI9) "Protect the environment, respond to climate change, promote renewable energy and ensure food security".

It identified the need to support Guyana's objective of achieving sustainable, private sector-led growth by giving priority to investments that promote the sustainability of its natural resources. Its strategy focused on sustainable energy, natural resource management, private sector development and public sector management as well as the needs of Indigenous populations.

The program sought to bolster institutional capacity for the implementation of institutional framework (OCC, PMO and GFC). It is also aligned with the Country Strategy (CS 2008-2012), in which mitigation of the effects of Climate Change is part of the ongoing efforts in "enhanced competitiveness" and risk mitigation. The expected outputs were expected to complement the Bank's support in strengthening government institutions responsible for forest preservation, protecting biodiversity and CC adaptation and mitigation.

b. Alignment with other IDB operations

The project aligns with the Programmatic Policy Based Loan (PBL) – Environment Sector Strengthening I and II (GY-L1039 and GY-L1043). Where the PBL was more focused on a strategic framework to implement the LCDS, as well as governance strengthening for the Ministry of Natural Resources, the LCDS project focused more on the implementation of the LCDS itself, and strengthening the institutions that were directly responsible for the coordination of national

consultations and foreign direct investments in “low-carbon” economic opportunities, namely the Office of Climate Change (OCC) and the Project Management Office (PMO).

The PBL established the basis for the institutional frameworks to implement the LCDS project. However, given the establishment of the Guyana REDD+ Investment Fund (GRIF) in 2013 and subsequent technical reporting requirements, the LCDS project was designed to include enhancement of a MRV system that has enabled further investments in technical capacity and equipment towards the Guyana Forestry Commission to be able to report to the GRIF on REDD+ interim indicators.

c. Vertical logic

1) The Problem Statement

The Government of Guyana (GOG) first outlined its desire to pursue a Low Carbon Development Strategy in 2009. It was built on a vision of having Guyana participate in a global coalition that would enable the Country to avoid the typical high-carbon development path. By using its forests in situ to participate in the battle against Climate Change and to earn enough money doing so to fund the future development of Guyana, it would have followed a low carbon development path.

The LCDS document described Guyana’s 16 million hectares of forest resources as ‘its most valuable natural asset’. It also stated that the value of the State Forest Estate - known as Economic Value to the Nation or EVN - was estimated to be the equivalent of an annual annuity payment of US\$580 million, but this considered non-renewable use of the forests; for activities like logging and mining. The deforestation that would accompany this development path would eliminate the critical environmental services of Guyana’s forests with regard to bio-diversity, water resources and carbon sequestration.

On the other hand, the same document provides a conservative valuation of the Economic Value to the World (EVW) provided by Guyana’s forests left standing could contribute US\$40 billion annually to the global economy.

Without existing trading mechanisms, the difficulty that the Country faces is to realize the value of the forests left standing in order to justify and discourage the populace from wanting to obtain the value from the logging and mining activities that lead to deforestation.

2) Identified Solutions

Although an international treaty at the Copenhagen Conference of the Parties to the UNFCCC in December 2009 did not occur, most of the world recognized the Copenhagen Accord, which included:

- An agreement to generate a total of US\$30 billion in Fast Start Funding for the period 2010-2012, to be invested in developing countries for forest-based mitigation, other mitigation solutions and adaptation
- An agreement to generate an annual total of US\$100 billion in public and private climate financing by 2020.

France and Norway started the “Paris-Oslo” process immediately after Copenhagen, with the support of Guyana and other Countries which established an “Interim REDD+ Partnership”

involving most of the world's 'forest countries' and many developed countries. Guyana supported the proposal to establish the Interim REDD+ Partnership on May 27th, 2010, in Oslo, Norway.

In April 2009, a G20 meeting hosted in London established the Informal Working Group on Interim Financing for REDD+ (IWG-IFR) to determine how transitional funding could immediately start to slow and avoid deforestation, while supporting the longer-term emergence of an at-scale REDD+ mechanism. The group set out practical recommendations to achieve a 25% reduction in global deforestation by 2015 for a total cost of €25 billion or less.

On November 9th, 2009, Guyana and Norway signed a Memorandum of Understanding, agreeing that Norway would start to provide Guyana with result-based payments for forest climate services. Norway intended to make performance-based contributions of up to US\$250 million by 2015. This was the first national-scale agreement of its kind in the world: a working example of how REDD+ might operate for a High Forest Low Deforestation (HFLD) country. It was believed that the replication of this model can help reduce global deforestation and forest degradation by 25% by 2015.

The GoG saw the REDD+ payments as enabling Guyana's economy to be realigned onto a low-carbon development trajectory; a way for Guyana to generate economic growth at or in excess of projected Latin American growth rates over the next decade, while simultaneously eliminating approximately 30 percent of non-forestry emissions through the use of clean energy.

Establishment of the Guyana REDD+ Investment Fund (GRIF)

The IDB, the World Bank, Norway and Guyana developed the GRIF in accordance with the LCDS and bilateral MoU. The GRIF is the financial mechanism that allows payments associated with the interim REDD+ program to be transferred from Norway to Guyana. The GRIF is a climate finance mechanism and it was necessary to ensure that REDD+ payments are performance based and adhere to globally accepted financial, environmental and social safeguards.

3) Program Identified Challenges with regard to Implementing Identified Solutions

While the interim REDD+ mechanism was identified as a means to accomplishing the LCDS, a number of challenges were identified which needed to be overcome in order for the Guyana Norway agreement to be enacted.

The IDB Project Operation Document clearly described two major challenges for Guyana to achieve the goal of rising revenues with forest protection and implementing the LCDS:

Challenge 1: Low Capacity to Monitor Deforestation and Biomass

Any financial compensation for avoided deforestation required a combination of credible measurements of changes in forest area with estimates of changes in carbon stocks. In the REDD+ literature, the measurement of forest area change and biomass are termed "Monitoring, Reporting, and Verification– MRV" as proposed by the United Nation Framework Convention on Climate Change (UNFCCC) and the Intergovernmental Panel on Climate Change (IPCC).

The measurement of forest area change (deforestation) needed to be done throughout all forests within Guyana's boundaries using consistent methodologies at repeated time intervals to obtain accurate results. The measurements of biomass also needed to follow standard methodologies that ranged from sampling design, field plots to measure conversion factors for biomass to carbon, all the way to quantification of uncertainties in biomass measurements.

Capacity to Monitor Deforested Area: Guyana needed to deliver spatially explicit measurement of forest area change. Remote sensing methods are the recommended way to assess historical deforestation rate. Using remote sense techniques requires technical resources in the form of infrastructure and human capacity for data acquisition, storage, processing, and analysis. Guyana had full 30 meter resolution Landsat coverage of the country for 2005 and 2006-2008, and high resolution ASTER and ALOS images for 2008-2009. Guyana had also developed the capacity to pre-process satellite images using geo and radio-rectification techniques, however the Country had not yet developed the capacity for processing and analyzing satellite images.

The key areas that needed attention were: (i) continuation of comprehensive quantitative assessment of deforestation and forest degradation, strengthening the protocols and methodologies; (ii) tailored geographic information system (GIS) and remote sensing capacity building; and (iii) support the technical engagement of Guyana with regional and international organizations to support the development of the MRV system.

Capacity to Monitor Carbon Stocks (Biomass): A monitoring system required good quality data sets targeted to the measurement of above ground biomass, while the data sets in Guyana dated back to the initial efforts from FAO of 1968-73, the Great Falls inventory from 1975, the Interim Forest Project Inventory from 1990-94, and the operational level forest inventories of logging concessions from 2004 onward. The main problems with these forest inventories were that they: (i) were more than 10 years old; (ii) did not cover the whole country; (iii) did not include non-commercial trees. Despite the lack of adequate data sets for carbon stocks assessments, the Guyana Forestry Commission's (GFC) staff had learned the techniques and methods of commercial forest inventories which proved helpful in the development of the biomass forest inventories.

The key areas that needed attention in order to change the status above are: (i) national methodology for carbon stock assessment; (ii) establishment of biomass monitoring plots; and (iii) tailored capacity building to complement the GFC current knowledge of commercial forest inventories to biomass.

Coordination capacity: In addition to technical capacity, the GFC is the focal institution coordinating the MRV activities and needed sufficient resources to implement three key activities: (i) integration of the national datasets; (ii) facilitation of national stakeholder participation; and (iii) engagement with the international community to receive scientific advice on matters related to REDD+ development.

The second challenge identified was with regard to the coordination of efforts. The Office of Climate Change (OCC) which was established in June 2009 within the Office of the President (OP) was given overall coordinating responsibility for national consultations on Guyana's LCDS and related stakeholder engagement processes.

The Project Management Office (PMO) was also established in 2009 within the OP and given responsibility for coordinating public and private agencies with regard to the LCDS and in driving intra-Governmental activities that address investment promotion and facilitation, in sectors that create new “low-carbon” economic opportunities without increasing pressure on the forested areas.

The Organizations at the time, lacked the required technical and administrative capacity to undertake the coordination activities. The OCC needed additional technical and administrative personnel with skills in finances, information technology, forest and land use, climate change and adaptation, environmental economics, public education, and communications. The PMO needed additional knowledge and expertise in investment promotion and facilitation, to increase foreign direct investment relevant sectors. The PMO was found to need additional administrative capacity, including fiduciary, procurement and project management.

4) Program Design to Overcome Challenges.

The IDB Program: Institutional Strengthening in Support of Guyana’s Low Carbon Development Strategy (LCDS) was designed to overcome the challenges that Guyana would have faced in its quest to undertake the interim REDD+ mechanism and to fulfill its agreement with Norway with the overarching objectives of:

- (i) Strengthening the institutional capacity of three principal institutions responsible for implementation of the LCDS; and
- (ii) Developing and implementing the methodologies, procedures and systems that will be required to receive payments from the GRIF.

Lessons Learned were applied by the IDB in designing the Program as follows:

The inter-sectoral nature of the REDD+ required coordination and adjusting existing domestic policies (e.g. agriculture and land rights). The inclusion of the OCC and the PMO, which were both seated in the Ministry of the Presidency (formerly the Office of the President) aimed to bring cross-sectoral coordination from the highest political level.

The experience of learning to set up and implement stakeholder participation in REDD+ policies is a new one. The Bank applied a key learning, which was the importance of public participation in the decision-making process in helping to generate consensus and in providing technical input into decision-making. The Program included investments (including previous Technical Cooperations¹) directed towards increasing civil society participation so as to start building capacities with regard to the REDD+ and the LCDS.

The Bank had previously worked with states in Brazil to develop their MRV systems (São Paulo and Acre) and was therefore about to include in project design, the lessons learned in developing a working MRV in tandem with policies to prevent and control deforestation.

¹ These were: (i) the Environmental Management Program in 1996 (phase 1) and 2001 (phase 2) (ATN/SF-5432-GY and ATN/SF-7679-GY); (ii) Climate Change and Biodiversity Mainstreaming through Avoided Deforestation in 2007 (ATN/SF-10749-GY); (iii) Supporting Guyana’s LCDS in 2009 (ATN/SF-11788-GY); and (iv) Developing Capacities in Implementing REDD+ in 2010 (ATN/SF-12553-GY).

The Program was designed to incorporate the lessons learned in addressing the challenges identified and was divided into two Components as follows:

Component I: Design and implementation of a MRV system. This component aimed to strengthen national institutional capacities of the GFC to implement an MRV system, using a hands-on strategy adopted by the GFC. It was further divided into a number of subcomponents which:

- (i) Assessed forest area change and identified the areas affected by forest degradation. Further it included reporting on REDD+ Interim Indicators set out in the JCN;
- (ii) Developed forest carbon stock measurement and monitoring capacities for REDD+ and strengthened capacity for Independent Forest Monitoring (IFM)
- (iii) Researched key issues including a detailed national assessment of drivers of deforestation and forest degradation, developed methods for reference level projection and studying the benefits of MRV and tools for decision-support
- (iv) Developed a sustained MRV coordination and communication mechanism, the development of communication plan and outreach materials, including engagement with the international community.

Component II: Institutional Strengthening of LCDS Institutions sought to address the need to strengthen the institutional capacities of the OCC, the PMO and the REDD-Secretariat (within the GFC). It also aimed to conduct a diagnostic of the capacity needs of other agencies that would be involved in furthering the LCDS. The component included

- (i) Bolstering the capacity of the OCC PMO and REDD Secretariat by recruiting and training specialized technical and administrative personnel.
- (ii) Travels to facilitate national stakeholders in OCC and PMO to meet with investors for outreach
- (iii) Training junior staff of the PMO in project management skills
- (iv) Purchase of computer and office equipment for the OCC, the PMO and the REDD-Secretariat
- (v) A diagnostic of future institutional strengthening needs of Government agencies whose responsibilities are related to the LCDS and REDD+ activities such as the Environmental Protection Agency (EPA) and the Guyana Geology and Mines Commission (GGMC).

5) Expected outcomes based on Program Design

There were three main Outcome Indicators associated with this Program, based on its objective and design:

1. Increase in the execution of the two executing agencies responsible for the implementation of the Program and that are instrumental in the implementation of the LCDS.
2. Implementation of an MRVS that is IPCC compliant
3. Increase in national stakeholder awareness, comprehension and support of the LCDS

6) Expected Impact based on expected outcomes

The expected impact of the Program was that agencies of the Government of Guyana, specifically the GFC, OCC and PMO would have the capacity to undertake the activities required to demonstrate its ability to earn the maximum portion of funds available to it via the GRIF. Secondly, it was expected that there would have been newly garnered capacity for the OCC and PMO to develop and coordinate projects associated with furthering the Low Carbon Development Strategy.

2.2 Effectiveness

Overall the Program seems to have been effective. With regard to Component 1, the Program met the objectives and was able to make Guyana eligible to receive funds from the GRIF, which was its main purpose. With regard to Component II, despite setbacks, it also served to increase capacity in the PMO and OCC such that they were able to work on delivering GRIF funded projects. There is however, room for continuous improvement, such that project deliverables are realized in a timely manner.

a. Statement of Program Development Objectives.

The 'Proposal for Operation Development' describes that the overall objective of the Program is to enhance national institutional capacity in Guyana to address the impacts of Climate Change via reduction of deforestation. This translates into the avoidance (and ability to maintain sequestration) of CO₂ emissions. It also was to ensure the effective implementation of the LCDS and to meet its commitments under interim REDD+ partnerships.

The specific objectives of the program were: (i) to strengthen the technical and administrative capacity of the principal institutions responsible for implementing Guyana's Low Carbon Development Strategy; and (ii) to develop and implement a MRV system on a national level. Results Achieved.

Further, the Monitoring and Evaluation Plan provides some more specificity with regard to the objectives:

"The overall objective of the project is to enhance national institutional capacity in Guyana to address the impacts of Climate Change, ensure the effective implementation of the LCDS, and meet its commitments under interim REDD+ partnerships. The specific objectives are to strengthen the institutional capacity of (1) the OCC; (2) the PMO; (3) the GFC through supporting the recruitment of specialized personnel with expertise in strategic fields, training and capacity building of permanent staff, and ensuring sufficient equipment and technical resources to ensure smooth running of the project; and (4) to diagnose the needs for institutional strengthening of other Government agencies whose responsibilities are related to the LCDS and REDD+ activities".

b. Results of the Program

The Monitoring and Evaluation Plan for the Project, which set out a methodology for assessing the success of the program specified a quantitative approach to gauging the results of the Institutional Strengthening Program as follows:

“The baseline Execution Capacity score will be calculated for OCC and GFC using the Institutional Capacity Evaluation System (SECI). A measurement of Technical Operation Capacity (TOC) has been added to the Execution Capacity section of the standard SECI questionnaire. The TOC provides a measure of the technical capacity of the institutional and is calculated as the ratio of current number of technical staff to the number of technical staff required for the institutional to efficiently and effectively implement its technical responsibilities under the LCDS”.

Meeting of Outcome Indicators

The Program’s Outcome Indicators are described below:

Hierarchy of Objectives	Key Outcome Indicators
<p>(1) To strengthen the technical and administrative capacity of the principal institutions responsible for implementing Guyana’s Low Carbon Development Strategy;</p>	<p>Outcome Indicator 1: Increase in the execution capacity of the 2 executing agencies responsible for the implementation of the Program, and that are instrumental in the implementation of the LCDS.</p>
<p>(2) Develop and implement and MRVS on a national level.</p>	<p>Outcome Indicator 2: An Intergovernmental Panel on Climate Change-compliant MRVS is implemented on a national level.</p> <p>Outcome Indicator 3: Increase in national stakeholder awareness, comprehension and support of the Low Carbon Development Strategy</p>

Capacity built to undertake MRVS

There was 100% success in the creation of an IPCC compliant MRVS by the REDD+ Secretariat within the GFC. The use of a hands-on approach to information exchange between the hired consultants: ‘Indufor Asia Pacific’ and ‘Winrock International’ allowed for efficient transfer of skills to the GFC personnel. In turn, the GFC was in its third year of working on the MRVS, able to produce an independently verified MRV Report which successfully allowed for the release of funds from the GRIF.

Success in Obtaining Four GRIF Payments

Overall, there has been success in terms of the overarching objective of the Program. As a result of improved capacity of the GFC to produce an IPCC compliant MRVS, Guyana has been able to verify that it has met performance targets with regard to deforestation and degradation rates.

The Final Evaluation Report (pending) noted:

“MRVS Steering Committee noted that total deforestation for the final year of the agreement was recorded at 0.065% which represented the third lowest reporting rate for the 5 year agreement. Reporting figures for years one to five were 0.056%, 0.054%, 0.079%, 0.068% and 0.065% respectively. This value presents a decrease in the rate for the previous year which stood at 0.068%, a difference of 0.003%. In addition, the last assessment of Guyana’s enabling indicators for the period September 2012 to November 2014 concluded that each of the indicators had been met.”

As a result, it has been reported by the PMO that the Government of Guyana has received four payments totalling \$190 million of the \$250 million potentially available which have been allocated to future LCDS related projects. There were downward adjustments in the total payments due to losses resulting from a changing exchange rate in Guyana. The fifth payment is yet to be made because of some indicators in the Joint Concept Note not having been met. (The latter were detailed in an audit report conducted by Rainforest Alliance in 2012 entitled “Verification of Progress Related to Indicators for the Guyana-Norway REDD+ Agreement). Many of these indicators have since been addressed for continuous improvement by the Government of Guyana.

The projects that are currently receiving support under the GRIF and the partner entities are as follows, (it should be noted that there are a number of additional projects proposed and in the pipeline):

Institutional Strengthening in Support of Guyana’s Low Carbon Development Strategy (LCDS) Budget: US\$ 7,450,000: (Partner Entity: IDB).

Amerindian Development Fund Phases 1 & 2 Budget: US\$ 8,143,042. (Partner Entity: UNDP)

Amerindian Land Titling Budget: US\$ 10,755,990: Partner Entity: UNDP

Micro and Small Enterprise Development, Budget: US\$ 5,127,476: Partner Entity: IDB

Monitoring, Reporting and Verification System (Years 4 & 5) Budget: US\$ 2,803,896, Collaborating Entity: Conservation International

Climate Resilience Strategy and Action Plan, Budget: US\$ 343,297 Collaborating Entity: Conservation International

Implementing the LCDS Outreach Program, Budget: US\$ 1,157,412. Collaborating Entity: Conservation International

Cunha Canal Rehabilitation Project, Budget: US\$ 3,000,000. Partner Entity: World Bank

Institutional Strengthening

Office of Climate Change (OCC)

The baseline number of Technical Specialists in the original results matrix was five (5) while that of Administrative Staff was fourteen (14). The target number for the end of Years 1 and 2 was eleven (11) and the Administrative Staff fourteen (14).

The total staff number in February 2017 was sixteen (16) including ten (10) Technical officers and six (6) administrative staff. Discussions with staff from the OCC in October 2017 confirmed that the present number of staff in total is thirteen (13); eight (8) technical and five (5) administrative, which means that there has been some attrition during the project period.

Project Management Office (PMO)

The baseline number of Technical Specialists was one (1) and Administrative Staff, three (3). The targeted number in the original results matrix was four (4) technical personnel, after which the PMO indicated a preference of five (5).

In February 2017, the PMO had retained three (3) Technical Officers and two (2) Administrative professionals, having reached a high of six (6) during the project period. During discussions in October 2017, it was confirmed that the PMO had retained four members of staff; three (3) technical and one (1) administrative.

Retention of Enhanced Function

Despite staff fluctuations at both the PMO and OCC, when asked whether the Program did succeed in building capacity of the Organization, the response was resoundingly positive. Though there is room for continued improvement, the conclusion of the discussions was that although there was relatively high turnover of staff during the project period, the competence to undertake new 'functions' associated with the LCDS remained constant. The retention of accumulated 'know how' was facilitated by overlap periods between incoming and outgoing staff, as well as proper 'handovers' between staff vacating and those taking up positions within the organizations.

Stakeholder Awareness, Comprehension and Support

Over one hundred (100) outreach activities were undertaken by the OCC with the support of the PMO during the Project execution period. These included a secondary schools' quiz to help raise knowledge and awareness of the LCDS in school aged children, who could then influence adults in their environments.

The Opt-in mechanism also included consultations to build awareness of the LCDS within the Indigenous population and though not as successful as would have been liked within the allotted period of time, opened the door for long term information dissemination, negotiation and understanding within these communities.

A Consultant was contracted by the GFC in May 2014 to undertake a national baseline survey to determine stakeholder awareness, comprehension and support of the LCDS. The Project Completion Evaluation Survey with a sample size of 476 respondents; 238 urban and 238 rural measured and evaluated the extent of Stakeholders' awareness, comprehension and support for Guyana's Low Carbon Development Strategy (LCDS).

As part of the findings, approximately 72% as compared to the baseline 60% confirmed awareness of the LCDS, though 89% of respondents were not aware of REDD+.

Support for the LCDS in the baseline survey was 67% and this percentage agreed that the LCDS was good for all Guyana. The evaluation assessment, which coincided with the run up to the national elections, found that instead of retaining the gains in perception, 87% now disagreed that the LCDS was good for Guyana.

This outcome indicator therefore demonstrated that there seemed to have been some disillusionment across the population over time with regard to the impact of the LCDS. Discussions with the OCC and PMO representatives suggested that election messaging may have obscured some of the messaging on the LCDS and that the stilted implementation of projects where tangible results could be seen and felt by the average Guyanese citizen, may have resulted in a change in attitude toward the concept.

Programme Objective	Overall objective
	The overall objective of the program is to enhance national institutional capacity in Guyana to address the impacts of Climate Change, ensure the effective implementation of the LCDS, and help Guyana meet its commitments under interim REDD+ partnerships. These commitments include the reduction of deforestation which translates into the avoidance of CO2 emissions.
	Specific objectives
	The specific objectives of the program are: (1) to strengthen the technical and administrative capacity of the principal institutions responsible for implementing Guyana's Low Carbon Development Strategy; and (2) develop and implement and MRVS on a national level.

Table 1. Results Achieved Matrix

Indicator Description	Explanation of How the Indicator is Calculated (Methodology and Data Source)	Unit of Measure	Base Line Amount	Baseline Year		End of Project Target Amount	End of Project Actual Amount
Outcome Indicator 1: Increase in the execution capacity of the 2 executing agencies responsible for the implementation of the Program, and that are instrumental in the implementation of the LCDS.	Calculated as the difference between 2013 and 2011 in the execution capacity score of the OCC and GFC as measured using the methodology of the Institutional Capacity Assessment System.		OCC = 55% GFC = 76%	2010	Planned	OCC= 72% GFC = 85%	
					Actual		GFC = 90%
Outcome Indicator 2: An Intergovernmental Panel on Climate Change-compliant MRVS is implemented on a national level.			0	2010	Planned	1	
					Actual		1
Outcome Indicator 3: Increase in national stakeholder awareness, comprehension and support	Measured as the percentage of respondents in a national survey who indicate that they have heard of the LCDS; who respond		Baseline Metrics 60% of respondents		Planned	90% of respondents have heard of the	

Indicator Description	Explanation of How the Indicator is Calculated (Methodology and Data Source)	Unit of Measure	Base Line Amount	Baseline Year		End of Project Target Amount	End of Project Actual Amount
of the Low Carbon Development Strategy	correctly to five true or false statements about the activities and objectives of LCDS; and who indicate that they are in favour of the LCDS.		<p>have heard of the LCDS</p> <p>70% of respondents indicated that they support the LCDS</p>			<p>LCDS.</p> <p>Respondents who have heard of LCDS correctly answer, on average, 75% of 5 true or false questions pertaining to the activities and objectives of the LCDS</p> <p>70% of respondents indicate that they are in favour of the LCDS</p>	
					Actual		<p>72% of respondents have heard of the LCDS.</p> <p>40% of respondents who have heard of LCDS</p>

Indicator Description	Explanation of How the Indicator is Calculated (Methodology and Data Source)	Unit of Measure	Base Line Amount	Baseline Year		End of Project Target Amount	End of Project Actual Amount
							<p>correctly answer, on average, 75% of 5 true or false questions pertaining to the activities and objectives of the LCDS</p> <p>13% of respondents indicate that they are in favor of the LCDS</p>

c. Analysis of the Results Attribution

The following factors contributed to the Program results observed:

Existing capacity of the GFC

The Guyana Forestry Commission (GFC) is a long established Government institution with established, long serving staff who have developed competencies over time. From discussions for the purpose of this report, it seems that they were ready, eager and enthusiastic about taking the hands-on approach to learning the skills required to undertake MRVS activities. The GFC confirmed that they now only rely on the Consultants when they begin assessing new geographic areas.

Selection of Consultants

Based on the results of Component 1, the Consultants selected to train and assist the GFC for the purposes of this Program were appropriate and the consultancies were effective and completely successful. 'Indufor Asia Pacific' was hired to undertake and train with regard to Forest Area Assessment and Change Monitoring, while 'Winrock International' was contracted to train with regard to Forest Carbon Stock Measurement and Change Monitoring.

Signatory Changes in OCC and PMO

As mentioned earlier in the report, the OCC and PMO were nascent organizations when the Program was initiated, having been established just three years before the start of the Program. The Institutional Strengthening of these bodies was relevant, however it also proved to pose some risks to successful implementation.

The Organizations experienced rapid turnover both of leadership and functional staff over the project timeline. The changes of personnel who were financial signatories were most disruptive to the Project implementation and effectively led to much of the three and a half year extension.

Success in ISP for OCC and PMO

Despite the attrition of staff hired to the OCC and PMO during the Project execution timeline, there was success in undertaking over one hundred (100) outreach activities and the initiation of a number of GRIF funded projects. The reason for this was that although individuals left, the new 'functions' were retained within the organization as a result of information sharing between departing and incoming staff as well as those who remained.

Some concern has been expressed that the pace of GRIF project implementation has not been as desirable as it could be, indicating that some solutions will need to be found to the attrition of staff and further capacity building is required.

Unanticipated outcomes

Unanticipated outcomes included successes in building on parts of the Program for additional impact, as well as other funded projects that progressed concurrently with the Program to bring about cumulative impacts. They are as follows:

The Opt-in Mechanism – This addition to the Program was not originally included as part of its scope, however it came about because as work progressed, the need to properly address the rights of the Indigenous communities to benefit from the GRIF became apparent. Specifically it was recognized a portion of the GRIF benefits would be due to these communities as a result of their rights to approximately fifteen (15) percent of Guyana’s land, most of which is forested.

The Ad Hoc Committee to continue Opt in mechanism – This Committee formulated to assist with execution of the Opt-in mechanism comprises both Government and non-Government representatives. Its continuation is such that it aims to advance the work that was started under the Opt-in mechanism. It is likely to evolve into a long term committee given the complexity of the issues it is addressing and the possible long term nature of Indigenous community involvement in GRIF and other Climate financed mechanisms.

Competence in UNFCCC Reporting - As a result of the Program, the GFC has been able to undertake MRV reporting and Reference Level (RL) submission to UNFCCC. Guyana was one of the first 6 countries to have successfully submitted its RL to the UNFCCC.

The Community Monitoring Reporting and Verification System (CMRV) – The CMRV was initiated in 2012 by a separate project funded by the Global Canopy Program (a UK Organization) in collaboration with Iwokrama, the North Rupununi District Development Board and the GFC. This project was compatible with the IDB Program, as it aimed to establish a monitoring platform for forest area assessment at a community level and could contribute to the national MRV system. It was successfully concluded in mid-2014 with key sessions done with GFC. It created with over 30 persons trained as Community Resource Officers.

The MOU with the Annai Community – This MoU occurred as a result of the CMRV project and was done in first quarter 2014 with an eight (8) month duration. The objective of the MoU was to document the drivers of deforestation and to pilot the carbon mapping effort at community level. This resulted from the ISP (Phase 1).

2.3 Efficiency

The Efficiency of the Program is considered in terms of Time and Cost. Information on timelines presented below was collated both from project documents as well as from accounts by stakeholders interviewed. The schedule performance index (SPI) was 1.72 and the cost performance index (CPI) 1.76, indicating that both efficiency indexes scored satisfactory.

Time

The program was formally signed on June 30th 2012 and implemented in October 2012. The first disbursement occurred in January 2013. The Program was initially envisaged to span two years and the Components were dispersed between the long established GFC and the more recently established PMO and OCC offices.

The project schedule was one of the less effective aspects of the project as a whole. Though Component I was completed on time (led by the GFC) in 2014, Component II was subject to administrative delays that led to an official end in February 2017.

Component I

Component I produced all its deliverables in accordance with this IDB program within the initial two year period envisaged. This Program coincided with Year 3 of the MRV, which meant that the REDD+ Secretariat within the GFC had already benefitted from two previous years of experience, having worked with the consultants to build this capacity. They were then able to implement the verified MRV System with limited input from the consultants in its year 3.

The Government of Guyana had the option of receiving payments from the Norwegian Government at the end of the initial five year period, however the GoG opted to work toward annual payments for the five year period. This while beneficial in initiating GRIF funded projects, also added some more stringency to the GFC's submission timelines.

Representatives from the GFC described some challenges regarding the streamlining of timelines between IDB and Norwegian annual requirements. Despite full support from the IDB project team in facilitating expedited processes as best as possible, their efforts were not sufficient to have made their procurement timelines compatible with the time requirements for annual Norwegian funding deadlines. It was described that this led to Year 3 of the MRV being completed in 2014 instead of 2013 and while year 5 of the MRV.

Therefore while the timelines were met with regard to the IDB Program, there was some slippage with regard to meeting the Norwegian timeline requirements, per the annual payment option that was selected by the GoG.

Component II

The OCC and especially the PMO had both been relatively recently constituted at the time that the project began (2009 and 2010 respectively) and leadership of both agencies was still in the process of being established.

The Head of the OCC ran the Program from that organization for the first two years because at the time, there was not a Head installed at the PMO. In June 2014, an extension was requested to December 2014 from the IDB and was granted. Shortly thereafter came the departure of the Head of the OCC and a recently Head hired for the PMO, then oversaw both the PMO and OCC until a new OCC Head was hired.

These and other changes at the helm of the Organizations led to administrative delays in executing the program and in turn to additional requests for project extensions. Representatives interviewed described that with each change, the process of changing the official grant signatories needed to be initiated and required a meticulous process that culminated with the approval and signature of Guyana's Minister of Finance. Without the signatories in place, hiring of staff in accordance with the Program could not proceed. Additional extension were requested and granted to end of March 2017.

In considering the timeline of the Project it should be stated that a transition in Administration at the level of the Government occurred in 2015 after an election. Representatives admitted that this

added to some of the delays experienced with regard to processes outside of the executing agencies, but could not be considered the main reason for the delays experienced.

The Diagnostic of other agencies as indicated in the original project scope also suffered delays and a contract was finally awarded to undertake this part of the program in March 2017 and has been completed.

Opt-in Mechanism

The Opt-in Mechanism (OIM) was added to the scope of the Program in 2014 and was to be implemented in July 2015. Although it was not originally included in the scope, it was a requirement included within the Joint Concept Note (2012) whereby the Note pointed to Guyana's stated policy of enabling Indigenous communities to "choose whether and how to opt into the REDD+/LCDS process".

Opt-in activities were to be funded by the GRIF and included goals of completing land titling for all eligible Indigenous communities by 2015, since only villages with titled land would have been allowed to participate in the OIM. The second goal was to make funding available through the Amerindian Development Fund.

The transition that came with a change of administration in 2015 was identified as another reason for delays in executing this added part of the program. The new administration required a broader search for a consultant to undertake the Opt-in strategy than had previously been required. The consultancy therefore got underway in November 2016 when consultants were hired to undertake the pilot project and led to the final extension of the Program.

Representatives of the PMO admitted that there were some additional delays experienced in implementing the pilot project. One of the reasons was that the consultation process exceeded its time allotment. The Indigenous communities reportedly engaged in tough negotiating regarding benefits to be accrued and some communities felt that they were not properly represented in the selections made for the pilot project. These eventualities led to a longer and more intense process and to depletion of funds as a result of the time extensions.

Cost

The total program cost was US\$7.0 million, with US\$5.94 million (85%) financed by the GRIF and executed with the IDB as partner entity, while US\$1.06 million (15%) was financed through the Government funds of Norway and channeled through Conservation International. Extensions to the Program were provided such that the final disbursement could have been made to March 30 2017.

Table 2 Costs of the Project

1 Component: COMPONENT 1: DESIGN AND IMPLEMENTATION OF AN MRVS

Output Definition		2012	2013	2014	2015	2016	2017	Cost
Output 1.1.1: National MRV coordination mechanisms established	P			78,000.00				78,000.00
	P(a)			78,000.00				118,000.00
	A		40,000.00	1,089.00	0.00	0.00	0.00	41,089.00
Output 1.2.1: Methodologies developed for determining the extent and scale of forest degradation	P			350,000.00				350,000.00
	P(a)			350,000.00				645,000.00
	A		295,000.00	0.00	0.00	0.00	0.00	295,000.00
Output 1.2.2: Digital database of archived satellite data and national spatial data sets for use in forest area change assessment	P			10,000.00				10,000.00
	P(a)			10,000.00				10,000.00
	A			30,022.00	0.00	0.00	0.00	30,022.00
Output 1.2.3: Reports on forest area change assessment	P			5,000.00				5,000.00
	P(a)			5,000.00				5,000.00
	A				0.00	0.00	0.00	0.00
Output 1.2.4: Training and capacity building workshops of GFC staff	P			20,000.00				20,000.00
	P(a)			20,000.00				20,000.00
	A				0.00	0.00	0.00	0.00
Output 1.3.1: Implementation plan developed for long term measurements and monitoring plan of national forest carbon stocks	P			50,000.00				50,000.00
	P(a)			50,000.00				222,500.00
	A		172,500.00	234,329.00	0.00	0.00	0.00	406,829.00
Output 1.3.2: Report containing carbon conversion and expansion factors calculations for Guyana	P			80,000.00				80,000.00
	P(a)			80,000.00				80,000.00
	A				0.00	0.00	0.00	0.00
	P			50,000.00				50,000.00

Output 1.3.3: Assessment reports completed describing historical and current drivers and processes affecting forest carbon levels	P(a)		50,000.00				50,000.00
	A			0.00	0.00	0.00	0.00
Output 1.3.4: National experts trained in conducting forest carbon stocks and change assessments	P		220,000.00				220,000.00
	P(a)		220,000.00				220,000.00
Output 1.4.1: MRV plans designed and implemented for REDD demonstration activities	A			0.00	0.00	0.00	0.00
	P		550,000.00				550,000.00
Output 1.4.1: MRV plans designed and implemented for REDD demonstration activities	P(a)		550,000.00				666,000.00
	A	116,000.00	323,000.00	0.00	0.00	0.00	439,000.00
Output 1.6.1: Mechanisms developed for achieving sustained communication on the national and international level	P		515,000.00				515,000.00
	P(a)		515,000.00				657,500.00
Output 1.6.1: Mechanisms developed for achieving sustained communication on the national and international level	A	142,500.00		0.00	0.00	0.00	142,500.00
	P		185,000.00				185,000.00
Output 1.7.1: Research reports produced	P(a)		185,000.00				299,000.00
	A	114,000.00		0.00	0.00	0.00	114,000.00
Output 1.8.1: Monitoring reports produced on approved monitoring methodology	P		488,000.00				488,000.00
	P(a)		488,000.00				666,345.00
Output 1.8.1: Monitoring reports produced on approved monitoring methodology	A	178,345.00	400,914.00	0.00	0.00	0.00	579,259.00

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2 Component: COMPONENT 2: INSTITUTIONAL STRENGTHENING OF LCDS INSTITUTIONS

Output Definition		2012	2013	2014	2015	2016	2017	Cost
Output 2.1.1: Number of Personnel Hired (OCC)	P			1,121,000.00			20,562.00	1141,562.00
	P(a)			1,121,000.00				1,586,847.81
	A	465,847.81	241,141.00	106,309.00	2,724.00	21,631.16	837652.97	
Output 2.1.2: Outreach/communication event with national stakeholders conducted	P			284,000.00			110,408.00	394,408.00
	P(a)			284,000.00				484,793.00
	A	200,793.00	93,245.00	0.00	18,488.00	55,476.91	368,002.91	
	P			68,000.00			13,905.00	81,905.00

Output 2.1.4: Fully equipped OCC	P(a)		68,000.00				113,132.00
	A	45,132.00	6,764.00	1,873.00	7,785.00	14,588.27	76,142.27
Output 2.2.1: Personnel hired (PMO)	P		1,133,000.00			64,644.00	1,197,644.00
	P(a)		1,133,000.00				1,649,660.42
	A	516,660.42	358,633.00	225,418.00	56,780.00	28,787.00	1,186,278.42
Output 2.2.2: Outreach/communication events that are undertaken with national and international stakeholders	P		65,000.00			0.00	65,000.00
	P(a)		65,000.00				152,900.00
	A	87,900.00	4,100.00	9,892.00	5,981.00	0.00	107,873.00
Output 2.2.3: Consultants	P		299,000.00			152,238.00	451,238
	P(a)		299,000.00				460,000.00
	A	161,000.00	0.00	0.00	0.00	152,208.00	313,280.00
Output 2.2.4: Fully equipped PMO	P		38,000.00			21,000.00	59,000.00
	P(a)		38,000.00				67,893.00
	A	29,893.00	47,230.00	10,738.00	6,074.00	4,017.36	97,952.36
Output 2.3.1: Personnel hired (REDD Secretariat & GFC)	P		249,000.00				249,000.00
	P(a)		249,000.00				335,200.00
	A	86,200.00	21,000.00	0.00	0.00		107,200.00
Output 2.4.1: Institutional diagnostics completed	P		22,000.00			21,954.00	43,954.00
	P(a)		22,000.00				22,000.00
	A			0.00		16,000.00	16,000.00

2.4 Sustainability

Component I Activities

The outcomes of Component I suggest that there will be sustainability of the MRV System activities past the close of this Program. Based on the work done by the GFC as part of this Project, the Commission now has the capacity to undertake MRV System monitoring on its own, though representatives indicated that the expertise of the consultant is sought when new geographical areas are being done. The capability was proven by the fact that a third party auditor (Det Norske Veritas) came to Guyana to verify the Year 3 MRV and it was accepted.

Additionally, the three year experience bolstered capabilities such that was able to develop a strong proposal to NORAD for continued funding of their MRV activities via the GRIF, which lead to the agreement for five additional years of funding from 2015 to 2020 via Conservation International.

Component II Activities

The activities associated with Component II focused on the hiring of technical and administrative staff in order to build capacity within the GFC, PMO and OCC to undertake activities associated with the LCDS. The OCC and PMO were established in 2009 and 2010 respectively and are therefore relatively recently constituted organizations.

During the execution of the project, it was intended that the Staff compliment of the OCC would be twenty six (26), with seven (7) technical and fifteen (15) administrative staff. At the end of the original project timelines, there were twenty three (23) staff; seven (7) technical and sixteen administrative. By February 2017 however, that number was reduced to sixteen (16); ten (10) technical and six (6) administrative staff and in October 2017 a total of thirteen (13) staff indicating a trend of staff attrition. Representatives from the Organization interviewed indicated that staff had simply moved on to other jobs and activities, often when their one year contracts expired.

With regard to the PMO, the planned project staff contingent was eight (8) staff; six (6) technical and two (2) administrative. The PMO started off with two members of staff. By 2014 there was one administrative staff, however the Head of the PMO who was interviewed for this Report and who joined the organization in 2015 indicated that the staff compliment rose to a high of six (6) and is now four (4). Once again, fluctuations are said to have resulted from personal choices of staff.

The GFC did not report any significant instances of staff attrition during the program execution period.

While quantitatively, these changes would suggest that there was less success with this component, for the purposes of this report, the interviews centered around “function”, that is, has the ability of the organizations to undertake the functions required for coordination activities and GRIF Projects been augmented by the end of the project. The answer from all representatives of the OCC and PMO was positive. The recently approved GRIF project being managed by the OCC and PMO is the ‘ICT access and e-services for Hinterland, Poor and Remote Communities’

(project implementation agreement signed on November 2017)². Furthermore, Guyana is currently drafting the Guyana Green State Development Strategy that will succeed the LCDS and will support Guyana to pursue the sustainable management of natural resources³. Negotiations with Norway are currently underway for the approvals of project proposals for the final disbursement of the GRIF agreement.

It was expressed that despite staff changes, both organizations have improved capacity to undertake activities associated with the progression of low carbon development projects and that the capacity persists. One of the reasons for this is that despite a number of staff and leadership changes, the gradual development of organizational procedures, documentation of project work, overlap between departing and arriving staff members, proper hand-over procedures and some retention of staff (and therefore institutional memory) is happening.

This would suggest that despite the challenges faced by both the OCC and PMO, once proper policies, documentation, document retrieval systems and hand-over procedures are put in place, there should be sustainability of the functions required to undertake GRIF funded and other climate financed projects. The OCC and PMO have been involved and leading on a number of activities that affirms the sustained functions of these two institutions as leading the Climate Change agenda in Guyana:

- Drafting the Country Work Programme for Engagement with the Green Climate Fund⁴ and subsequent training of local institutions in developing project proposals for this fund⁵.
- Transitioning to national energy security: Bartica as a model green town (with financing from the Government of Italy)⁶

III. NON-CORE CRITERIA

3.1 Strategic Alignment

This program was fully aligned with the IDB's strategy for Guyana from 2012 to 2016, the time period during which the Program was executed. According to the stated strategy from the IDB, its targets for Guyana fell under the categories: Sustainable Energy, Natural Resources Management, Private Sector Development and Public Sector Management.

² Source: <http://www.guyanareddfund.org/index.php/47-grif/127-signing-of-grif-funded-ict-access-and-e-services-for-hinterland-poor-and-remote-communities-project-agreement>

³ Source: <http://www.guyanareddfund.org/index.php/47-grif/126-multi-stakeholder-expert-group-will-move-green-agenda-from-imagination-to-reality-president-granger>

⁴ Source: <http://www.motp.gov.gy/index.php/2015-07-20-18-53-36/2715-stakeholders-to-give-feedback-on-draft-proposal-for-green-agenda-funding#.WmkDZh7Km1U.facebook>

⁵ <http://www.motp.gov.gy/index.php/2433-community-leaders-stakeholders-benefit-from-capacity-building-training-to-access-funding-for-green-initiatives>

⁶ <http://www.motp.gov.gy/index.php/2015-07-20-18-53-36/2194-bartica-will-be-a-microcosm-of-green-development-in-the-entire-caribbean-minister-harmon-says-as-us-650-000-green-project-launched-in-bartica>

Specifically this Program fell under the objective of “Increased Environmental Governance and Capacity for Sustainable Management of Natural Resources” especially with regard to maintaining or reducing the annual deforestation rate.

3.2 Monitoring and Evaluation

A Monitoring and Evaluation Plan was developed for the Program and was utilized in development of a Monitoring and Evaluation Report. Up to the time of developing the PCR, the Monitoring and Evaluation Report done had not yet been accepted by the Government of Guyana.

a. M&E Design

Monitoring and Evaluation of the Program was guided by a very detailed plan which included the following elements:

- i) Establishment of a baseline to permit the evaluation of the results of the Project;
 - ii) Monitoring of the technical and financial advance of the activities of the project during the implementation of the Project;
 - iii) Administrative monitoring and control of the procedures of the Program; and
 - iv) The final evaluation during the final four months of implementation of the Program.
- The establishment of the base line focused on obtaining the necessary data to permit the comparison of the situation before the start of the Project, with the situation at the end of the Project.
 - The monitoring of the technical and financial advance of the Program during implementation focused on monitoring the physical and financial advance of the Program activities, in accordance with the establish timelines and budgets using the Program Implementation Plan, the Annual Operation Plans (AOPs) the work plans of individual consultancies and the semi-annual Progress Reports prepared by the Executing Agencies.
 - Monitoring the timeliness and quality of consultancies. This required development of a monitoring system put in place for each consultancy guided by a Terms of Reference (TOR) and each TOR with clearly-defined deliverables. This included a checklist against which the completeness of the deliverables was to be assessed. Payments were to be made in accordance with the disbursement plan defined in each consulting contract after quality verification with regard to content of the work and technical specifications that were defined was done.
 - Archiving of Important Documents for Monitoring and Evaluation. Each Implementing Entity was required to maintain and have ready for consultation by external evaluators and by the Bank officers and other stakeholders, an electronic file containing:

- Project Appraisal Document;
- Project Contract;
- Project Implementation Plan;
- Annual Plans of Operation including detailed chronogram for all project activities;
- Annual Procurement Plans;
- Quarterly Progress Reports;
- Bank Aide Memoires and Supervision Reports;
- Consultant Terms of Reference;
- Consultant Inception Reports and Final Reports, with supervisory comments to the Inception Reports and Final Report, together with a completed Consultant Evaluation Form;
- Up-to-date statistics for all of the indicators of the Results Matrix, and up-to-date tables and graphs in Excel for the indicators of the Results Matrix.

The following table (Table 3) was sourced from the Monitoring and Evaluation Plan and provides more details of the tasks associated with each sub-component of the Program.

Table 3 Baseline Information Requirements

Subcomponent	Description and Source of Baseline Data Requirements
<p>1.1 Institutional Strengthening of the OCC</p> <p>1.2 Institutional Strengthening of the PMO</p> <p>1.3 Institutional Strengthening of the REDD Secretariat</p>	<p><u>Description:</u> The baseline Execution Capacity score will be calculated for OCC and GFC using the Institutional Capacity Evaluation System (SECI). A measurement of Technical Operation Capacity (TOC) has been added to the Execution Capacity section of the standard SECI questionnaire. The TOC provides a measure of the technical capacity of the institutional and is calculated as the ratio of current number of technical staff to the number of technical staff required for the institutional to efficiently and effectively implement its technical responsibilities under the LCDS.</p> <p><u>Source:</u> Baseline data was obtained by IDB team members during project preparation. A follow-up evaluation to be conducted by consultants at program completion as part of Final Evaluation of the Program.</p>
<p>1.4 Institutional Diagnostic of Other Agencies</p>	<p>No baseline data is required because the outputs (consultant reports) of this Subcomponent will include an assessment, based on the SECI, of the current institutional capacity of the agencies that are selected for institutional diagnostic. The institutional capacity index will be calculated as the weighted sum of the scores for each of the components of SECI. The results of the institutional analysis will serve as the baseline for subsequent investments to strengthen the institutional capacity of the agencies. The subsequent investments will not be implemented under the Program.</p>
<p>2.1 Develop and Implement a National MRV Coordination Mechanism</p>	<p>No baseline study is required as no MRV Coordination Mechanism currently exists.</p>
<p>2.2 Forest Area Assessment and Change Monitoring</p> <p>2.3 Forest Carbon Stock Assessment and Change Monitoring</p> <p>2.4 Develop MRV for a set of REDD-plus demonstration activities</p>	<p><u>Description:</u> The “Guyana Forestry Commission Guyana REDD+ Monitoring Reporting and Verification System (MRVS) Interim Measures Report”, March 16, 2011, by Guyana Forestry Commission and Pöyry Forest Industry, provides interim baseline measures for: Rate of conversion of forest area as compared to the agreed reference level; National area of Intact Forest Landscape (IFL) the extent of degradation associated with new infrastructure such as mining, roads, settlements post the benchmark period; and Timber volumes post 2008 as verified by independent forest monitoring (IFM).</p> <p>Under Subcomponents 2.2, 2.3, and 2.4, these interim baseline measures will be updated. The goals of all three Subcomponents include the development of baselines for subsequent GRIF REDD-plus activities. The outputs of all three Subcomponents include: (i) the development of methodologies for measuring the baseline data corresponding to each Subcomponent; and (ii) the collection of data to establish a baseline measurement and the calculation of the baseline measurement: of forest area in the case of Subcomponent 2.2; and of carbon stock in the case of Subcomponent 2.3. In the case of Subcomponent 2.4, the outputs will include baseline measurements and mechanisms for measuring subsequent change</p>

Subcomponent	Description and Source of Baseline Data Requirements
	related to one or more of the REDD indicators: conservation of forests, the sustainable management of forests and the enhancement of forest carbon stocks.
2.5 Engage with International Community	No baseline data required.
2.6 Develop a Sustained Communication Mechanism	<p><u>Description:</u> A national survey will be conducted to measure the extent of stakeholder awareness, comprehension and support of the Low Carbon Development Strategy. A baseline survey will be undertaken at the beginning of Year 2 within the activities of the Subcomponent 2.6 “Develop a Sustained Communication Mechanism”. An evaluation survey will be undertaken at Project Completion (end of Year 2). A stratified (urban and rural/interior) national survey of will be aimed at households and businesses. A total sample size of 568 respondents (238 urban and 238 rural/interior) will be selected randomly, in order to achieve a confidence level of 95%, plus or minus 5%.</p> <p><u>Source:</u> Consultancy to design the questionnaire and conduct the survey</p>
2.7 Conduct and Support Research on Key Issues	Baseline = 0. Target = 5 papers published. Each Research Paper will include a background section describing any relevant data that may be available and pertinent to the research topic.
2.8 Strengthen Capacity for Independent Forest Monitoring in Guyana	<p><u>Description:</u> The baseline data for this Subcomponent will be obtained during the Scoping Mission that is including within the Terms of Reference for this consultancy. The Scoping Mission will be conducted at the beginning of Year 1 and will collect information based on a set of indicators included in the TORs. The indicators will be used to establish the baseline for the following core competencies: Monitoring of Timber Sales Agreement and Wood Cutting Leases (22 indicators); Monitoring of State Forest Permission (13 indicators); Monitoring of Amerindian Villages if they opt In to the LCDS (10 indicators); related to monitoring of agricultural and mining property owners (5 indicators); and Monitoring of processing and export stages (5 indicators). The output of the Scoping Mission will include the baseline measurement of each indicator. A baseline index will be calculated as the weighted sum of the score for each core competency.</p>

b. M&E Implementation and Utilization

The Monitoring and Evaluation plan was implemented by the Executing Agencies as evidenced by a number of administrative project documents produced the progress reports and semi-annual reports created both for the original project period and for extended periods. The consultancy for the Final Evaluation Report was initiated and the evaluation conducted by the consultant. The Report produced has however not been accepted by the Government of Guyana.

3.3 Use of Country Systems

The Government of Guyana's procurement system was utilized in addition to IDB procurement processes.

3.4 Environmental and Social Safeguards

The Program was classified as C by the IDB, meaning that it was determined that no environmental and social assessments were required.

IV. FINDINGS AND RECOMMENDATIONS

Findings

Finding 1:

Component 1 was a complete success and a number of factors contributed to this as described above (Section 3.2 c). Guyana via the GFC is currently poised to continue undertaking MVR successfully with some support from Consultants. It is expected over time, once the function is soundly retained within the Commission, that no consultant support will be required and that the GFC will have full capacity to undertake MRV.

Finding 2:

The Institutional Strengthening of the PMO and OCC experienced some success, but suffered several setbacks which led to long delays in executing the program. The relevance of an institutional strengthening program was proven to be relevant by the challenges that these bodies faced in attempting to execute the program in a timely manner. Some of the staff procured during the Program have been retained and additional strategies will need to be employed to encourage long term staff retention and the continuity and augmentation of the capacity improvements that were experienced as a result of the Program.

Finding 3

Despite the setbacks that the OCC and PMO experienced during the program execution period with regard to staff attrition, there has been capacity built especially in terms of the ability of both these organizations to undertake stakeholder outreach activities (including outreach to Indigenous communities) and development of GRIF projects. Despite the improvements observed, there is need for further growth of the capacity and expertise of the organizations to develop and rapidly progress GRIF funded projects.

Finding 4

The initiation of the Opt-in mechanism is appropriate with regard to Guyana adhering to the tenets of the Joint Concept Note. Because of the nature of Indigenous communities, seclusion from the more developed parts of the Country and traditional ways of life, it is important for as much time

as is needed to be dedicated to working with the communities and to include them as widely as possible in GRIF funded and other climate financed projects.

Finding 5

While it has been demonstrated that there is widespread awareness of the LCDS concept within the Guyanese populace, there has been attrition of the progress made in developing positive attitudes toward it. It may be notable that the second survey was conducted during the election canvassing period and it has been suggested by representatives of the Executing Agencies that messaging about the LCDS may have been obscured in the flurry of information going out to the public in the period leading up to the second survey.

Recommendations:

Recommendations Relative to Finding 1

Recommendation 1

The Government of Guyana should consider developing a retention strategy within the GFC in order to keep on staff, the personnel who have received training in the MRVS. These staff should be allowed to continuously update their skills according to any advances made in the relevant disciplines.

Recommendation 2

In addition to the retention strategy, a training program should be developed for other staff at the GFC so that those who have been trained can use the same hands-on approach to train other officers in the organization, including any new officers who enter the GFC. This will grow the competence within the Organization. This will help to buffer any future staff departures and will ensure continuity of the function

Recommendation 3

A Standard Operating Procedure documented a formal handover policy whereby, should staff who have developed strong skills in MRVS leave the organization for any reason, a handover process of adequate length is instituted to ensure continuity of the function. This should be maintained.

Recommendation 4

As the capacity of the GFC is continuously strengthened and competencies excel, the Government of Guyana may consider the opportunity of offering its expertise to other 'forest countries' to assist them in developing their MRV Systems in order to generate revenue for the organization.

Recommendations Relative to Finding 2

Recommendation 5

It is recommended that a strategic planning process is undertaken within the PMO and OCC to work on helping to define the best configuration of the Organizations' structure/s. One of the outcomes of this process should be a human resource retention strategy.

Recommendation 6

These Organizations may need to address the duration of employment contracts. Longer contracts (e.g. 3 year durations as it has been said exist in the wider public service) are likely to give more confidence to hires to stay with the organization. Fears with regard to security of tenure are likely to persist where one year contract durations are used and the pattern of high staff overturn may continue.

Recommendations Relative to Finding 3

Recommendation 7

One of the major outcomes of a strategic planning process should be to rationalize the true human resource numbers and disciplines needed to allow the two organizations to best implement their mandates. In particular, this should focus on the ability of the PMO to manage a portfolio of projects valued in the hundreds of millions of US Dollars. The Program target of five technical officers identified in this Program may not be determined adequate to develop and oversee completion of projects at a desirable pace.

Recommendation 8

During discussions with the PMO representatives, there was mention of difficulties of keeping track of projects after they leave this body for execution. As part of the strategic planning process, procedures should be developed for collaboration with other Government bodies, as well as for maintaining adequate communication throughout the project development and implementation phases.

Recommendations Relative to Finding 4

Recommendation 9

The Opt-in mechanism should be developed into a long term program within the OCC. This mechanism presents Guyana with the opportunity to become a leader in the Americas with regard to methodologies for integrating Indigenous Communities into the execution of an economic strategy. All relevant safeguards should apply.

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Recommendations Relative to Finding 5

Recommendation 10:

There was decline in the population's positivity toward the LCDS between the initial and final attitude surveys. One of the ways to regain some goodwill in this regard could be to manage expectations of the population via proper and widespread messaging.

Recommendation 11:

Messaging used to manage public expectations should be wide reaching and not only apply to direct stakeholders (e.g. Indigenous communities). Efforts should be made to sensitize the public, possibly using mass media to facilitate continual updates and sharing of information about progress being made with regard to GRIF funded and other climate financed projects.

4.1 Dimensions 1 to 5

Dimensions 1 to 5 link the findings of this PCR to specific recommendations is presented in Table 4 below.

Table 4
Findings and Recommendations

Findings	Recommendations
Dimension 1:	
Finding # 1 The GFC is on its way to developing full capacity to undertake MRVS without the assistance of consultants.	Recommendation # 1 Development of a staff retention policy at the GFC and as well as a system for continuous learning for trained staff
	Recommendation # 2 Other staff members at the GFC should be trained to undertake the MRVS to avoid loss due to any staff leavings in future
	Recommendation #3 A formal handover procedure should be developed to help buffer against capacity loss with staff changes
	Recommendation #4 The GFC can in future consider exporting expertise to other 'forest countries' wanting to develop MRVS for REDD+ participation
Finding # 2 There was some success in increasing staff numbers at the PMO and OCC with regard to ISP however there was significant staff turnover and several departures during the project execution period.	Recommendation # 5 Development of a strategic planning process for the organizations including staff retention policy.
	Recommendation # 6 Review of employment contract duration including possibly significantly lengthening contract periods and exploring permanency.
Dimension 2:	
Finding # 3 Despite staff turnover, the OCC and PMO were able to develop and retain the competency to undertake GRIF projects. There is however the need to increase capacity to execute a large costly project portfolio	Recommendation # 7 Further staff expansion at the PMO and OCC to accelerate execution of large GRIF project portfolio.
	Recommendation # 8 Develop and formalize coordination and communication between PMO and those organizations executing GRIF projects
Finding # 4 The initiation of the Opt-in mechanism helps Guyana adhere to the tenets of the Joint Concept Note, represents best practice with regard to working with Indigenous communities	Recommendation # 9 The Opt-in mechanism should be translated into a long term project to allow their optimal inclusion during development of the LCDS and resolution of issues and regarding the rights of these communities to GRIF funded projects based on their percentage of the Country's land ownership.
Dimension 3	
Finding # 5 There has been an almost complete reversal of the progress made in developing positive attitudes toward the LCDS within the Guyanese populace	Recommendation # 10 Manage expectations using communications strategy
	Recommendation # 11 Develop a new mass media strategy to continually inform the population about progress made with regard to GRIF funded and other climate financed projects.