

Terminal Review

Knowledge and Capacity Development for Inclusive Green Development Transition in Guyana

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Biography

Valerie Gordon is an International Development Consultant with over 13 years of experience in Monitoring and Evaluation. She has over 30 years working experience in the Caribbean, 25+ years of which have been focused on environmental management, sustainable development and Climate Change.

Within the Caribbean region, she has undertaken evaluations for the Caribbean Development Bank, the UNDP Barbados- OECS Regional Office, UNESCO- Jamaica and the European Commission. She has also developed a Monitoring, Evaluation and Learning Strategy and Action Plan for the UNEP Special Programme to *Support Institutional Strengthening at the national level to enhance the implementation of the Basel, Rotterdam and Stockholm Conventions, the Minamata Convention on Mercury and the Strategic Approach to International Chemicals Management* in Geneva.

In addition to the Caribbean, she has worked extensively in Africa and the Pacific regions undertaking over 40 Results Oriented Monitoring (ROM) missions for European Union funded projects.

She is a founding member and current President of the Caribbean Evaluators International (CEI), and also has memberships with the American Evaluators Association, the International Development Evaluation Association and the Atlanta area Evaluation Association.

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ACRONYMS

CI	Conservation International
CRASP	Climate Resilience Strategy Action Plan
DOE	Department of Environment
GoG	Government of Guyana
GRIF	Guyana REDD+ Investment Fund
GSDS	Green State Development Strategy
IDB	Inter American Development Bank
LCDS	Low Carbon Development Strategy
MSEG	Multi Stakeholder Expert Group
NDC	National Determined Contribution
PAGE	Partnership for Action on the Green Economy
PIMS	Programme Information and Management System
PMO	Project Management Office
POW	Programme of Work
PPP	Peoples Progressive Party
ROLAC	Regional Office for Latin America and the Caribbean
SDGs	Sustainable Development Goals
UG	University of Guyana
UNCT	United National Country Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
WWF	World Wildlife Fund

UNEP Project Identification Table

UNEP PIMS ID:	01976		
Implementing Partners	United Nations Country Team (UNCT), mainly UNDP, FAO and UNICEF.		
Relevant SDG(s):	<p>Goal 1: End poverty - Targets 1.5</p> <p>Goal 2: End hunger, 2.2, 2.3, 2.4</p> <p>Goal 3: Ensure healthy lives and promote well-being for all at all ages - Targets 3.9</p> <p>Goal 4: Quality education. Targets: 4.2, 4.3, 4.4</p> <p>Goal 5: Gender equality. Targets: 5.1, 5.4, 5.5.</p> <p>Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all - Targets 7.2, 7.3</p> <p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all - Targets 8.2, 8.3</p> <p>Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation - Targets 9.1, 9.4</p> <p>Goal 10: Reduce inequality within and among countries - Targets 10.2</p> <p>Goal 11: Sustainable cities and communities – target 11.3</p> <p>Goal 12: Ensure sustainable consumption and production patterns - Targets 12.2, 12.6, 12.7</p> <p>Goal 13: Take urgent action to combat climate change and its impacts - Targets 13.1</p> <p>Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss- Targets 15.2, 15.6, 15.9</p> <p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, 16.6 and 16.7</p> <p>Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development - Targets 17.1, 17.13, 17.14</p>		
Sub-programme:	Resource Efficiency	Expected Accomplishment(s):	<p>PoW 2016-2017 EA (a) Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication.</p> <p>PoW 2018-2019 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and sustainable trade, and the adoption of sustainable consumption and production patterns at all levels.</p>

			PoW 2020-2021 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including an inclusive green economy and sustainable trade, and adoption of sustainable consumption and production patterns at all levels.	
UNEP approval date:	07.07.2017	Programme of Work Output(s):	614: Economic tools, technical assistance, policy assessments and capacity -building provided to countries and regions to support achievement of Sustainable Development Goals through multiple pathways, policies and action plans	
<i>Expected</i> start date:	07/2017	Actual start date:	11/2017	
<i>Planned</i> completion date:	12/2019	Actual operational completion date:	06/2020	
<i>Planned</i> project budget at approval:	USD 1,500,000	Actual total expenditures reported as of November 2020:	USD 1,452675.40	
<i>Planned</i> Environment Fund allocation:	N/A	Actual Environment Fund expenditures reported as of [date]:	N/A	
<i>Planned</i> Extra-Budgetary Financing:	N/A	Secured Extra-Budgetary Financing:	N/A	
		Actual Extra-Budgetary Financing expenditures reported as of [date]:	N/A	
First disbursement:	USD 95,772.97	Planned date of financial closure:	06/2020	
No. of formal project revisions:	2	Date of last approved project revision:	15.04.2020	
No. of Steering Committee meetings:	19	Date of last/next Steering Committee meeting:	Last:	Next:
Mid-term Review/Evaluation (<i>planned date</i>):	N/A	Mid-term Review/Evaluation (actual date):	N/A	
Terminal Review/Evaluation (<i>planned date</i>):	25/06/2020	Terminal Review (actual date):	25/07/2020	
Coverage - Country(ies):	Co-operative Republic of Guyana	Coverage - Region(s):	Latin America and Caribbean	

Dates of previous project phases:	N/A	Status of future project phases:	N/A
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EXECUTIVE SUMMARY

1. The project, **Knowledge and Capacity Development for Inclusive Green Development Transition in Guyana** (Guyana Green State Development Strategy - GSDS) was developed in response to a request by His Excellency David Granger, President of the Co-operative Republic of Guyana, to the United Nations Environmental Program (UNEP), to provide technical support for the development of a Green State Development Strategy to guide Guyana's economic and social development over the next 15 years. The Strategy would essentially guide the reorientation and diversification of Guyana's economy, reducing reliance on traditional/resource intensive sectors and opening up new sustainable income and investment opportunities in higher value and growth sectors, promoting equitable distribution of opportunities and benefits to all Guyanese.
2. The project's Terms of Reference evolved out of stakeholder deliberations initiated by the Ministry of the Presidency in 2016. With the support of UNEP, bilateral agencies and key stakeholders, the 2017 Framework document was prepared. The document identified seven themes that could contribute to the country's transition to a Green state:
 - i. Green and Inclusive Structural Transformation: Diversifying the economic base, accessing new markets and creating decent jobs for all
 - ii. Sustainable Management of Natural Resources and Expansion of Environmental Services: stewardship of natural patrimony
 - iii. Energy – Transition to Renewable Energy and Greater Energy Independence
 - iv. Resilient Infrastructure and Spatial Development
 - v. Human Development and Well-being
 - vi. Governance and Institutional Pillars
 - vii. International Cooperation, Trade and Investment
3. In keeping with UNEP's Evaluation Policy, a performance assessment must be carried out on completed projects to assess their performance in terms of relevance, efficiency, effectiveness and sustainability, and to determine actual and potential outcomes and impacts stemming from the project.
4. This Terminal Review is managed by UNEP's Regional Office for Latin America & the Caribbean (ROLAC) in Panamá and the National Coordination Office in Guyana, and has the following objectives:
 - i) to provide evidence of results to meet accountability requirements, and
 - ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and main project partners.
5. A mixed method approach was employed involving both qualitative and quantitative methods of data collection. In addition, a Theory of Change (ToC) approach was also applied to understanding the change process that has occurred and what factors influenced the changes. To inform this analysis, the ToC in the Project Document, was reconstructed and shared with the main stakeholders - GSDS/Partnership for Action on the Green Economy (PAGE) coordinating unit, Resident Coordinator, the United Nations Country Team (UNCT), Programme manager, UNEP Regional Office for Latin America and the Caribbean (ROLAC), and former head of the Department of Environment. Various inputs were made and these were incorporated. This Review ToC was used as the basis for analysis of the causal pathways and drivers by which change was effected.
6. The full Review was informed by the Inception period which consisted of a desk review and interviews with key informants in the GSDS Coordinating Office, the Department of Environment, Guyana REDD+ Investment Fund (GRIF), UNEP ROLAC office, and the UNCT.
7. Due to the COVID19 epidemic, all activities under the Review were conducted remotely using one or more of the following tools: Zoom, WhatsApp, Skype; Telephone; Microsoft Teams. Data gathered to assess progress against the milestones established in the logical framework was triangulated using

qualitative methodologies, which comprised mainly of document review, key Informant Interviews, small group interviews, and short online / telephone surveys.

8. Efforts were made to have the most representative viewpoints possible for both mainstream and more marginalised groups. The categories of persons interviewed or surveyed is as follows:

Persons Surveyed & Interviewed	No.
Female	49
Male	31
Indigenous	5
Government Officials	25
Community /Women groups/ faith based, etc	15
Private Sector	21
Other (Development agencies, project staff etc)	14

FINDINGS

9. The findings of this Terminal Review illustrate the strengths and weaknesses of the project implementation and document the lessons learned as a means to inform other similar projects implemented by UNEP; the UNCT, the project implementation unit of PAGE, the Government of Guyana; GRIF/the Government of Norway, the funding partner; the international development partners, and agencies and interest groups (private sector, civil society, indigenous groups) that were involved in the various stakeholder group discussions and consultations.

Strategic relevance

Rated: Highly Satisfactory

10. The project contributes to UNEP's Programme of Work outputs for 2016 – 2017, 2018 – 2019 and 2020 – 2021, with relevant Expected Accomplishment(s) as follows:

2016-2017 EA (a) Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy makers, including in urban practices in the context of sustainable development and poverty eradication.

2018-2019 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and at all levels.

2020-2021 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including an inclusive green economy and sustainable trade, and adoption of sustainable consumption and production patterns at all levels.

11. The project is also aligned with a number of national policies such as those which enable the Government of Guyana to meet its international Environmental and Climate Change obligations. The project established strong synergies with the UNEP project, "Strengthening the Environmental Dimensions of the SDGs (UNDA Project 1819Q)".

Quality of Project Design

Rated: Highly Satisfactory

12. It was comprehensive, addressing the need to: build capacity within the relevant agencies; establish mechanisms to ensure inclusiveness of the widest range of stakeholders; research the relevant technical and situational information and contextual data to inform discussions by the expert and advisory groups, and to elaborate the GSDS; raise awareness of the general public by way of "Green Conversations" events, and information dissemination via social media, and radio and TV broadcasts channels; and develop and

document reasonable policy recommendations within an ambitious timeline. It also considered all the national development strategies prepared over the past 2 decades including the most recent one, the Low Carbon Development Strategy, and incorporated means to mobilise financial resources from public, private and international development assistance sources to support the elaboration process as well as the implementation of the GSDS, following the project's end.

13. The results hierarchy in the log frame was sound and the design Theory of Change, although lacking in some detail, showed the path of the anticipated changes from the activities through to the Outcomes and anticipated impact. The Terminal Review Theory of Change reflects additional causal pathways that emerged over the period of implementation, as well as several drivers, and assumptions that were not initially included.

Nature of the context

Rated: Moderately Favourable

14. The project commenced in a very favourable environment having the full support of the President and his Office. However, the situation deteriorated markedly commencing December 2018 (the original project end date), when there was a vote of no confidence for the government administration, and the suspension of Parliament. The period of general uncertainty and unrest persisted through to, and including the run up to the General Elections of March 2nd 2020, and the eventual seating of the new administration in August 2nd 2020. The situation was compounded by the onset of the COVID 19 pandemic in March / April which also affected project activities.

Effectiveness

Rated: Satisfactory

15. The project delivered well on its planned outputs- i) Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS strengthened; ii) Green State Development Strategy (GSDS) developed based on evidence-based knowledge and on multi-stakeholder consultations; iii) Capacity development and knowledge services provided to government representatives and national stakeholders increasing understanding on Green State and Sustainable Development; iv) Open and participatory consultation for the elaboration of the GSDS facilitated; v) Resources for mobilisation identified and financial plan developed.
16. The project's Outcome "Enabling conditions for the transition to a Green State identified and designed, and inter- ministerial coordination and stakeholder engagement enhanced to support the Green State Development Strategy (GSDS) implementation" is largely achieved. The structured Multi stakeholder consultations in the MSEGs, in addition to the Green Conversations and National Consultations followed up by the work within the various government agencies to implement GSDS based sectoral recommendations, established the framework within which the GSDS would be implemented.
17. The Green State Development Strategy: Vision 2040 was fully completed in 2 volumes initially: Volume I: Policy Recommendations, Financial Mechanism and Implementation; and Volume II: Analytical Evidence to Support the Green State Development Strategy: Vision 2040, and submitted to Cabinet for approval in May 2019. In June 2019, the Ministry of Finance issued its annual budget circular (2020) instructing ministries to develop their annual estimates based on the priorities of the Green State Development Strategy. A third volume, Volume III: "Inclusiveness, Cost Estimates and Monitoring and Evaluation Framework" for the Strategy was developed at the request of the Ministry of Finance, supported through the Project budget savings.
18. The impact of the project is adversely affected by the consequential change in the political environment which evolved over the project implementation period, from an administration which initiated and strongly supported the development of the GSDS (a major Driver), with an anticipation of parliamentary approval (Assumption); to a situation where a new administration that is opposed to implementation of the Strategy, is now governing.
19. Although the drivers identified in the Review ToC were adequate to support realisation of the Outputs and Outcome, the most important driver, "Strong political will and cooperation of government", needed to

support realisation of the Intermediate state and consequently the Impact -“Guyana is diversified its economy and transitioned to a Green and Inclusive State”- were not in place by time the project implementation was completed.

20. Given that many of principles and strategies of the GSDS were embedded in several government agency work programs prior to the administration change, and the fact that while being opposed to the GSDS, the new administration is nonetheless committed to a path of sustainable green growth for Guyana, it is possible that the goal/ Impact identified in the GSDS that includes a “Green and Inclusive state” will be reflected in some form in a new national development strategy.

Financial Management

Rated: Satisfactory

21. Overall arrangements were appropriate, and funds management by UNEP ROLAC was aligned with UNEP financial rules and procedures. The project funds, amounting to US\$1.5M were entirely provided by the Government of Norway through the Guyana REDD Investment Facility for which the World Bank is trustee. Funds were transferred to UNEP in a single tranche. Accountability requirements of the funding mechanism were non bureaucratic and flexible throughout. In kind (staff fees) contributions were provided by UNEP ROLAC which was responsible for financial reporting (once per year to GRIF), audit reports and managing procurements. UNDP Guyana undertook local payments on behalf of ROLAC on a reimbursable basis. Final financial reporting was delayed due backlogged reconciliations accumulated by UNDP Guyana over the period of implementation. The final expenditure was less than the budgeted amount by just over US\$47,000. Most of the savings was due to the decision not to print the final Strategy documents (Volumes 1-3), estimated at a cost of US\$30,000 and the inability to convene a final donors meeting on the approved Strategy as part of the fundraising mechanism. The expenditure for printing was considered imprudent because of the aversion of the new administration to any of the previous administration's policies, particularly the GSDS. The GSDS Volumes 1-3 were available online for six months following project end,¹.

Efficiency

Rated: Satisfactory

22. The relevant inputs (financial and human resources) and plans for implementation were in place at the appropriate time and in sufficient quantity and quality. Activities were being carried out generally on time until the political dislocations which commenced in December 2018 (the anticipated project end date) and continued to the eventual project end date in mid 2020. There was cost effectiveness in implementation due to several “joined up” actions that were undertaken to deliver, for example, capacity building workshops by the United Nations Industrial Development Organisation and the United Nations Environment Programme; and support by the Partnership for Action on the Green Economy for studies. Although the completed Strategy was eventually able to be submitted to Cabinet, in May 2019 (including a draft in October 2018), there was no opportunity for submission to Parliament because of the political situation in the country. Four justified cost extensions were approved resulting in the project being extended from an expected timeline of 18 months (July 2017- December 2018), to 3 years (July 2017- July 2020). This means that the implementation stage of the Strategy could be meaningfully undertaken within the project period.

Monitoring and Reporting

Rated: Moderately Satisfactory

23. A detailed Monitoring and evaluation plan was developed as part of the project design. It included the necessary elements including actions and responsibilities for monitoring which lay with the Project Coordinator and Project Manager (ROLAC). The main tools for narrative reporting were the PIMS which captures reporting from the start of the project, but in very sparse, non-analytical terms, particularly in the earlier project implementation period; and the narrative reports provided to GRIF on a 6 monthly basis which provides more detailed accounts of activities and results. Weaknesses in the log frame included poorly

¹ The website www.guyanavision2040.org has since been removed at the request of the current government

articulated indicators; targets that were inadequately suited to expressing the extent to which outputs and outcomes were achieved; lack of sex disaggregated indicators and overwhelming dependence on quantitative indicators where qualitative indicators would have been more appropriate.

Sustainability

Rated: Moderately Unlikely

24. While the project design was undertaken with a keen focus on including elements that would ensure sustainability, and implementation was closely aligned to this design, the political divisiveness, lack of continuity in government transition, and hostility of the new government administration toward policies of the previous administration, militate against the benefits of the action being sustained. Among the elements designed to support sustainability were: persistent attempts to engage the Opposition (all of which were unsuccessful) to promote continuity; capacity building of government personnel, private sector and civil society to facilitate their contribution to the development and implementation of the Strategy; national discussions to explain the concepts of the Strategy and solicit buy-in from the wider public; the development of policy recommendations and strategizing by the Budget Office for these to be integrated into the sector planning process of the various ministries and government agencies, as a condition for approval of their respective budgets. The costing and identification of financial resources for implementation of the strategy was a critical component of the exit strategy and mechanism to contribute to sustainability.
25. Some positive prospects that could, even in the face of opposition, contribute to sustainability of some of the actions are: a private sector leadership that was energized by the GSDS development process; the recognition of the tremendous impact that implementation of the recommended policies could have on Guyana's economy; the fact that the principles and policy recommendations of the GSDS were mainstreamed into the sector planning of several government agencies, and were represented in the 2020 interim budget. While some of the specific actions may be otherwise influenced by the new administration, it will be difficult to completely side-line the thinking behind the common-sense approaches which characterized the GSDS recommendations.

Overall assessment of the project

Rated: **Satisfactory**

26. The project was considered successful and achieved much despite the difficult external environment, which involved an increasingly complex political environment that dominated a significant proportion of the project implementation period, and culminated in a change of administration 2 months prior to project end.
27. On the positive side, the project design provided for the necessary structures and processes to ensure the engagement of a broad cross section of the society in the discussions and consultation. This combined with the UNEP experience in undertaking green economy projects, the support of the UNCT and the ability of the Coordinating unit to manage difficult relationships and guide the right at process culminated in the delivery of an except product- the 3 volumes of the GSDS.
28. The implementation of the Strategy was provided for in the identification of possible avenues of funding, including a Plan embodied in the Volume 3- and the involvement of the Ministry of Finance in discussions, which enabled it to require government ministries and agencies under the former administration to integrate GSDS policy recommendations in their sector planning and budgets, thus facilitating the implementation of at least some aspects of the Strategy.
29. The main shortcomings involved weak indicators insufficiently able to measure major achievements; inadequate participation of the high level government officials in the expert groups and underrepresentation of vulnerable groups, indigenous people and women's groups in the expert groups and the Advisory group. The difficult transition to the new administration as well as its unfavourable perception of the GSDS, significantly diminished the possibility of achievement of the full project outcome and contribution to the impact.

The table below summarizes the overall project assessment and ranking.

A. Strategic Relevance	HS
B. Quality of Project Design	HS
C. Nature of External Context	MF
D. Effectiveness	S
E. Financial Management	S
F. Efficiency	S
G. Monitoring and Reporting	MS
H. Sustainability	MU
I. Factors Affecting Performance and Cross-Cutting Issues	S

HS- Highly Satisfactory; MS- Moderately Satisfactory; S - Satisfactory; MU- Moderately Unsatisfactory; MF- Moderately Favourable

30. The full set of assessed ratings for the Review criteria are found in Annex IX.

Recommendations

31. ROLAC: For projects which involve highly participatory processes such as the development of a National Strategy, ensure that the government authority is able to commit to a realistic timeframe, that allows for inclusive and engaged deliberations with adequate time for feedback by all stakeholders. This will ensure that the most comprehensive and representative product, fully understood and owned by all stakeholders can be developed, and approved as policy.
32. ROLAC: For future projects, it is recommended that a small number of strong indicators which can contribute to decision making, demonstrate accountability and foster learning be developed. This is preferable to having multiple indicators that have little value in providing data that can inform decision making, or reflect the extent of the most significant project achievements.
33. GoG: Strong directives must be given by government leadership to high level officials e.g. in charge of policy development/ recommendation to ensure their participation in sessions such as the MSEGs. In the case where this is not possible, targeted sessions should be established to solicit specific inputs at relevant intervals, to ensure connectedness with the process.
34. ROLAC: For projects which require broad participation, it is important to make adequate provisions for Civil Society Organisations (CSOs) and vulnerable groups in advance, to ensure that they can participate on an equal footing with other organisations who are likely participating as part of their jobs. Alternately, timely provision must be made to solicit these inputs in other settings which may be more cost effective, but no less inclusive.
35. ROLAC/GoG: Ensure that for process interventions such as the GSDS, decision makers with responsibility for budgeting and financing (e.g. Ministry of Finance) are kept abreast of, and involved in deliberations early in the process so that there is early understanding, and buy-in that can ultimately influence financial decision making.

36. UNCT: Specific protocols should be developed to guide interactions, and the overall process of collaborative working and decision making between members of the UNCT.

Lessons learned

37. Skills, experience and personal commitment to undertaking complex people and relationship focused processes must be weighted much more heavily than academic qualifications when identifying leadership for complex multi stakeholder processes. These attributes are important in the Project Coordinator to ensure that inclusion and ownership for all groups are adequately supported and safeguarded, so that the necessary capacities are built in relevant stakeholders, and the outcome of the process is much more than the document that is produced.
38. Engaging vulnerable groups in consultations requires time and patience to identify how and under what conditions they are able to participate meaningfully. Necessary provisions must be made for i) travel stipends and other facilitating mechanisms to eliminate any barrier to participation; ii) integrating consultations into the processes of consultation and decision making e.g. District Council meetings of the indigenous people of Guyana ; iii) ensuring that information is provided in advance of such consultations to facilitate internal review and preparation; iv) utilising audio-visuals to the extent possible, to facilitate maximum appreciation for the issues under discussion.
39. Multi stakeholder deliberations require adequate time, specific discussion guidelines and provisions for conflict resolution right at the outset. This ensures that participants are fully aware of the purpose, and scope of the proposed discussions; reduces the possibility for unresolved conflict and removes the added pressure to deliver an output within very constrained timelines.
40. The process to finalise the project's financial reporting proved to be very tedious and lengthy due to the necessity to accurately calculate reimbursements and fees owed to the UNDP, which made advance in-country payments on behalf of UNEP. A better approach for future interventions is to have periodic and regular (e.g. every 3 or 6 months) reconciliations e.g. of purchase orders with financial authorisations, as well as consistent application of administrative fees, to facilitate more accurate annual financial reports, and avoid backlogs and delays at project end.

I. Introduction

41. UNEP's Evaluation Policy requires that a performance assessment be carried out on completed projects to assess their performance in terms of relevance, efficiency, effectiveness and sustainability, and to determine actual and potential outcomes and impacts stemming from the project. This Terminal Review is managed by UNEP's Regional Office for Latin America & the Caribbean (ROLAC) in Panamá and the National Coordination Office in Guyana, and has the following objectives:
 - i) to provide evidence of results to meet accountability requirements, and
 - ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and main project partners.
42. The Project, "Knowledge and Capacity Development for Inclusive Green Development Transition in Latin America and the Caribbean Region" (Guyana Green State Development Strategy - GSDS) is the result of a request by His Excellency David Granger, President of the Co-operative Republic of Guyana to the United Nations Environmental Program (UNEP), to provide technical support for the development of a Green State Development Strategy to guide Guyana's economic and social development over the next 15 years. The Strategy would essentially guide the reorientation and diversification of Guyana's economy, reducing reliance on traditional/resource intensive sectors and opening up new sustainable income and investment opportunities in higher value and growth sectors, promoting equitable distribution of opportunities and benefits to all Guyanese.
43. The UNEP Regional office of Latin America and the Caribbean (ROLAC) developed a proposal which was approved by the UNEP Project Review Committee (PRC), and a project agreement signed in July 2017 by UNEP, the executing agency, and the Government of Guyana. Funding of USD1.5M was provided through the Guyana REDD+ Investment Fund (GRIF), a multi-contributor trust fund for the financing of activities identified under the Government of Guyana's Low Carbon Development Strategy (LCDS). GSDS project activities were implemented by UNEP's GSDS National Coordination Office based in the Department of Environment, Ministry of the Presidency. Implementing partners included the United Nations Country Team (UNCT), University of Guyana (UG), Conservation International, Guyana, (CI) and World Wildlife Fund – Guianas, (WWF) and who assisted with technical expertise, the development of situational analyses and stocktaking activities, green conversations (discussions geared toward explaining in practical terms the concept of a green state) and national consultations respectively.
44. The project was expected to contribute directly to UNEP's Sub-programme 6 on Resource Efficiency which has an overall objective to "Support the transition to sustainable development through multiple pathways including inclusive green economy and sustainable trade in the adoption of sustainable consumption and production patterns at all levels. The specific Programme of Work (POW) outputs that this project contributes to are the 2016 - 2017 Output " Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication"; the 2018 - 2019 POW output "Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and at all levels."; and the 2020-2021 Output - " Science-based approaches that support the transition to sustainable development through multiple pathways, including an inclusive green economy and sustainable trade, and adoption of sustainable consumption and production patterns at all levels".
45. The project's terms of reference were elaborated in a Framework document formulated in 2017 by the Ministry of the Presidency with the support of UNEP in coordination with the UNCT and bilateral agencies, among other key stakeholders. The Framework identified seven 'central themes' with considerable potential to contribute to the transition to a Green State:
 - i. Green and Inclusive Structural Transformation: Diversifying the economic base, accessing new markets and creating decent jobs for all
 - ii. Sustainable Management of Natural Resources and Expansion of Environmental Services: stewardship of natural patrimony
 - iii. Energy – Transition to Renewable Energy and Greater Energy Independence
 - iv. Resilient Infrastructure and Spatial Development

- v. Human Development and Well-being
- vi. Governance and Institutional Pillars
- vii. International Cooperation, Trade and Investment

46. The GSDS project expanded the multi-stakeholder consultations utilised for the development of the initial GSDS Framework document, to encompass the entire citizenry of Guyana, and includes government ministries and departments, civil society, the private sector, vulnerable groups as well as international organisations. Activities also included the preparation of technical studies, expert group meetings and capacity building activities to contribute to elaboration of the Strategy. Nationwide awareness programmes and consultations were also conducted to gain feedback and ensure that the interests and concerns of all rights holders were included in the final documents.

47. The final strategy consists of three volumes:

Volume I - Policy recommendations, financial mechanism & implementation

Volume II - Analytical evidence to support the Green State Development Strategy: Vision 2040

Volume III – Inclusiveness, Cost estimates, Monitoring & Evaluation Framework.

Volumes I & II of the GSDS first draft were submitted to Cabinet on 30th October 2018 for review, and after significant delays caused by the unstable political, the documents were finalised, re submitted to Cabinet on 28th May 2019 and subsequently approved. The delays over the implementation period led to three 'no-cost' extensions: i) From the original project end of December 31st 2018 to June 30th 2019 to finalize the Strategy; ii) from June 30th 2019 to December 31st 2019 for additional tasks on cost estimates, monitoring & evaluation and focused group consultations; and iii) subsequently from January 1st to June 30th 2020 to accommodate the completion and submission of the Strategy's Volume III on the aforementioned tasks.

II. Review Methods

48. A mixed method approach was employed involving both qualitative and quantitative methods of data collection. In addition, a Theory of Change approach was also applied to understanding the change process that occurred, and what factors influenced the changes. To inform this analysis, the ToC in the Pro Doc was reconstructed and shared with the main stakeholders i.e. the GSDS/PAGE coordinating Unit, Resident Coordinator UNCT, Programme Manager UNEP ROLAC, and former head of the Department of Environment. Various inputs were made and these incorporated. This Review ToC was used as the basis for analysis of the causal pathways and drivers that reflected the processes and causes of change.
49. An analysis of the revised (2019) log frame was also undertaken and some indicators reconstructed/rephrased to better align them with results (Outcome/Output) statements, and ensure that they met CREAM criteria i.e. **Clear, Relevant, Economic, Adequate and Monitorable**.
50. The full Review was informed by the Inception period which consisted of a desk review, and interviews with key informants in the GSDS Coordinating Office, the Department of Environment, GRIF, UNEP ROLAC office, and the UNCT.
51. Due to the COVID 19 epidemic, all activities under the Review were conducted remotely using one or more of the following tools: Zoom, WhatsApp, Skype, Telephone and/or Microsoft Teams. Data gathered to assess progress against the milestones established in the logical framework was triangulated using qualitative methodologies, which comprised mainly document review, Key Informant Interviews, small group interviews, and short online / telephone surveys.
52. The questions were guided by the main focus of the Review which was to: i) provide evidence of results to meet accountability requirements, and ii) promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and main project partners. Interview questions were open ended for the most part, in order to solicit responses from informants in their own words, and interviews were semi structured. Data derived from interviews was triangulated with information from other sources including internal and external project documentation and other informants.
53. The data reported against log frame indicators was also assessed, and verified based on available evidence in documents and/or other sources.
54. The documents considered during the review included, but were not confined to the following:
 - a. UNEP policies, strategies, programmes and guidelines,
 - b. Project design documents, work plans and budgets, logical frameworks, Theory of Change, periodic projects progress and financial reports, project terminal reports,
 - c. Relevant documents produced by the project e.g. technical studies, situational data, meeting minutes, reports of consultations and workshop reports
 - d. Project outputs such as the GSDS strategy and its annexes; communication products including public awareness materials, social media, websites and other promotional materials, workplans, policies, budgets and reports from implementation partners

The list of documents reviewed and referenced are in Annex I.

55. Individual and group structured and semi-structured interviews were carried out remotely with representatives of the stakeholder groups described in the Stakeholder Analysis. Discussion guidance and/ or questionnaires were provided beforehand to the interviewees where possible, to ensure that the relevant information was available, given the time that had elapsed between active project implementation and the Review. Responses and other information provided was triangulated

as appropriate to gain insight to the different perspectives of the stakeholders, particularly where the information was considered controversial or contradictory.

56. The interview questionnaires used can be found in Annex II and the survey questions and results are in Annex III.
57. Telephone / Online surveys: These were used primarily to capture information from rights holders / the general public, for example persons that had participated in the “Green Conversations” events and National Consultations. The online survey was supplemented by telephone calls given the limited time frame of the review, anticipated delays in responses, and the possibility of respondents’ lack of access to the internet.
58. Among the challenges experienced in the data collection process were:
 - a. A number of government officials had moved on from their previous positions due to the recent change in government. Special effort had to be made to locate these persons, or an alternate provided that were familiar with the activities of the GSDS.
 - a. Difficulties in accessing correct contact details for the participants in the Green Conversations, National Consultations and the focus groups for vulnerable persons. Special efforts were made to interview samples of vulnerable persons (Elderly and Disabled, HIV/AIDS and LGBTQ, Indigenous people, Youth/children (14 to 35), Women) to ascertain their level of participation and their perceptions of inclusion in the consultations in which they were involved as well as the outputs of the project.
 - b. Due to the remoteness of Guyana’s hinterland in particular, there was sometimes inconsistent cellular and internet accessibility to persons who participated in the National Consultations and Green Conversations. This caused some delays in completing the surveys.
 - c. Despite being assured of the anonymity of their responses, some interviewees / survey participants were reluctant to give their full and frank opinions due to the politically polarised environment existing in Guyana following the 2020 elections.
59. Throughout this review process, and in the compilation of the Final Review Report, efforts have been made to represent the views of both mainstream and more marginalised groups. The highest ethical and rights-based considerations were maintained throughout the collection of data, and interviewees were given the relevant assurances of confidentiality of their opinions. In these regards, all data / information were collected in line with the UN Standards of Conduct.
60. The list of persons surveyed and interviewed is located in Annex IV and V respectively.

Table 1: Gender and affiliation of persons surveyed and interviewed

Persons Surveyed & Interviewed	No.
Female	49
Male	31
Indigenous	5
Government Officials	25
Community /Women groups/ faith based, etc	15
Private Sector	21
Other (Development agencies, project staff etc)	14

III. The Project

A. Context

61. Guyana is rich in natural resources, and its economy is driven by the extraction and exploitation of these resources. This has predisposed the country to long term deforestation and other environmental pressures. Guyana's development in the past few decades has stagnated due to geopolitical events, stark internal political divisions, natural disasters and global commodity price swings as its economy is heavily dependent on primary commodities, which provide little opportunity for economic diversification, and consequently employment. Growth in the country is lagging behind that of its regional counterparts. Levels of education and health require significant improvement to build the human capital – knowledge, skills, creativity and wellbeing – that is essential for a transforming, productive and diversified economy and society. The country's institutions are in need of reform to ensure greater transparency, participation and confidence among the citizenry, and to drive the anticipated change.
62. Guyana's commitment to developing a green economy and galvanising green growth has been demonstrated in its initiative to forge important environmental partnerships and to become a signatory to the Paris Agreement on Climate Change. To these ends the country has developed a number of related strategies and plans including the following:
 - i. National Determined Contribution (NDC)
 - ii. Low Carbon Development Strategy (LCDS)
 - iii. Climate Resilience Strategy Action Plan (CRSAP)
 - iv. Poverty Reduction Strategy, National Forest Policy 2011
 - v. National Biodiversity Strategy an Action Plan 2012 to 2020,
 - vi. National Strategy for the Conservation of Sustainable use of Guyana's Biodiversity 1997
 - vii. National Protected Areas Strategy, 2002
 - viii. Guyana's Renewable Energy Transition Plan
 - ix. National Health Strategy
 - x. Guyana HIV/AIDS Strategy
 - xi. Climate Change Resilience Strategy and Adaptation Plan
 - xii. Strategic Plan for Promoting and Enhancing Social Cohesion in Guyana, 2017 - 2021
 - xiii. National Biodiversity Strategy and Action Plan (NBSAP), 2012-2020
 - xiv. National Adaptation Strategy for the Agricultural Sector (2009-2018)
63. The Government of Guyana (GoG) is faced with the dilemma of maintaining the country's abundant forest cover and biodiversity, key for climate regulation, poverty eradication, provision of freshwater while pursuing improvement in economic growth and diversification in the regions which could be more inclusive and sustainable. The GSDS responds to this need, and seeks development that provides a better quality of life for all Guyanese derived from the country's natural wealth – its diverse people and abundant natural resources (land, water, forests, mineral and aggregates, biodiversity) - that uses its resources efficiently, and is sustained over generations. The vision of the 'green agenda' is centred on principles of a green economy defined by sustainable, low-carbon and resilient development. It seeks to encompass the existing national strategies and commitments in one global document.
64. The economic structure of Guyana is quite basic, consisting largely of the intensive use of unskilled labour, small amounts of capital and technology; a small number of capital and technologically intensive extractive activities, and relatively small amounts of high-skilled labour. It therefore has low comparative advantage in knowledge-intensive products. This structure drives large income inequality, and is associated with lower economic growth in the medium to long-term. The result is that Guyana is the third poorest country in Latin America and the Caribbean (Guyana Budget Speech, 2017).
65. The extractive economy is vulnerable to environmental disasters, suffers from significant governance issues and inadequate environmental standards which leads to limited sustainable development infrastructure, insufficient physical planning and development opportunities in regions outside of the coastal areas. As a result, there is significant and increasing population concentration along the Guyana coastline which itself is susceptible to environmental disasters, as it is below sea level. This constitutes

a constant threat to lives and livelihoods. Consequently, the country suffers from social fragmentation and inequality, depletion of natural patrimony, and economic and social vulnerability to market shocks, natural hazards and climate change. One of the many barriers to the transition to Green State in Guyana is engendering in a greater appreciation by its citizens about the country's natural patrimony, as well as beginning a process leading to behavioural change regarding the way Guyana's natural patrimony is sustainably used to support livelihood and wealth creation. The underlying issue related to this is inadequacy in governance and deficiencies in political appetite and social cohesiveness in the country.

66. The journey began with the development of the GSDS Framework which incorporates the recommendations received during the initial multi-stakeholder cluster consultations that took place in Georgetown, in December 2016 with the support of the United Nations Environment Programme (UNEP), in coordination with the United Nations Country Team (UNCT). These consultations included meetings with government officials (from 12 different ministries and/or public agencies); the private sector (13 associations and organisations); civil society (13 organisations) and bilateral agencies, among other key stakeholders. The consultations were held as a transparent and fully participatory start to informing the GSDS. The Framework embraced the principles of the 2030 Agenda for Sustainable Development, considering economic, social and environmental safeguards, taking account of, and incorporating Guyana's existing national strategies. The consequence of the Green State Development Strategy would be "An inclusive and prosperous Guyana that provides a good quality of life for all its citizens based on sound education and social protection, low-carbon and resilient development, providing new economic opportunities, justice and political empowerment."
67. The elaboration of the '*Green State Development Strategy: Vision 2040*' comes at a unique stage in Guyana's development as the country is poised to become the newest producer of oil and gas. The Strategy is developed with the view that the increased revenues will facilitate the modernisation of the traditional sectors (e.g. forestry, fisheries), maximize efficiency and investment opportunities in high growth sectors (e.g. mining, rice), and invest in future value-adding sectors (e.g. business process outsourcing, tourism and agro-processing), ensuring better opportunities for Guyanese. These aspirations have been embodied in national and sector development strategies, policies and plans and have remained largely unimplemented in the past. The GSDS would be formulated in line with the country's commitments to the United Nations' 2030 Sustainable Development Agenda and Goals (SDGs).
68. The project has its genesis in a request from the then President His Excellency President David A. Granger and the coalition Government to UNEP to lead in the formulation of a 15-year strategy to bring about green economic and social growth. Following the commencement of the project there were a number of external factors which caused delays and difficulties during implementation. Firstly, His Excellency's illness, followed by the Government's loss of a motion of no-confidence brought by the Opposition on 21st December 2018. The issue went before the Caribbean Court of Justice (CCJ) and Parliament was only re-convened 11th April 2019, and without the participation of the Opposition. There was further uncertainty following the elections of 02 March 2020 following allegations of vote tampering. The situation was finally resolved five months later with the opposition candidate, Dr. Mohamed Irfaan Ali being sworn in as Guyana's new president.

B. Objectives and Components

69. The table below outlines the project's results hierarchy as stated in the latest revision (April 2020) of the logical framework. It also includes an assessment of the structure of the indicators and their restructuring to better align them with results (outcome and output) statements, so that they meet CREAM' (Clear, relevant, economic, adequate, monitorable) criteria.

Table 2: Logical Framework with assessment and proposed revisions

RESULTS	INDICATORS	PROPOSED INDICATOR REVISIONS
Outcome Enabling conditions for the transition to a Green State identified and designed, and inter-ministerial coordination and stakeholder engagement enhanced to support the Green State Development Strategy (GSDS) implementation.	a) Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies. Guyana has integrated the Green State Development Strategy: Vision 2040 into at least 1 sector plan or strategy. (Baseline: 0, Target: 1).	
	b) GSDS under discussion in Cabinet and in ministries. (Baseline 0, Target 5)	b) <ol style="list-style-type: none"> i. Number of ministries in which the GSDS is discussed ii. Number of discussions of GSDS in Cabinet.
	c) Development of the Green State Development Strategy: Vision 2040 M&E indicators and targets linked to &/or embedded within the national 2020 Budget and reporting processes. (Baseline:0, Target: 1)	c) Number of GSDS M&E indicators and targets linked to, and/ or embedded within the national 2020 Budget and reporting processes
	d) Number of sector plans and /or strategies into which the policies of the Green State Development Strategy: Vision 2040 has been integrated (Baseline:0,Target 10)	OK, however this indicator is removed from the latest revision of the Log frame
Output A Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS strengthened.	a) National UN Environment Coordination Desks in Guyana set up. (Baseline: 0, Target: 1)	a) Status of National UN Environment Coordination Desk in Guyana Baseline: no coordination unit in place Target: Coordinating desk established and staffed
	b) Number of Multi-Stakeholders Advisory Committee. (Baseline: 0, Target 1)	b) Number of representatives named to the Multi-Stakeholders Advisory Committee Baseline:0 Target 14+:
	c) Number of meetings with the Advisory Committee and Multi-stakeholder expert groups (MSEG) for the elaboration of the GSDS. (Baseline: 0, Target 10) *Consider 10 per MSEG	c) i) Number of meetings of the Advisory Committee for the elaboration of the GSDS

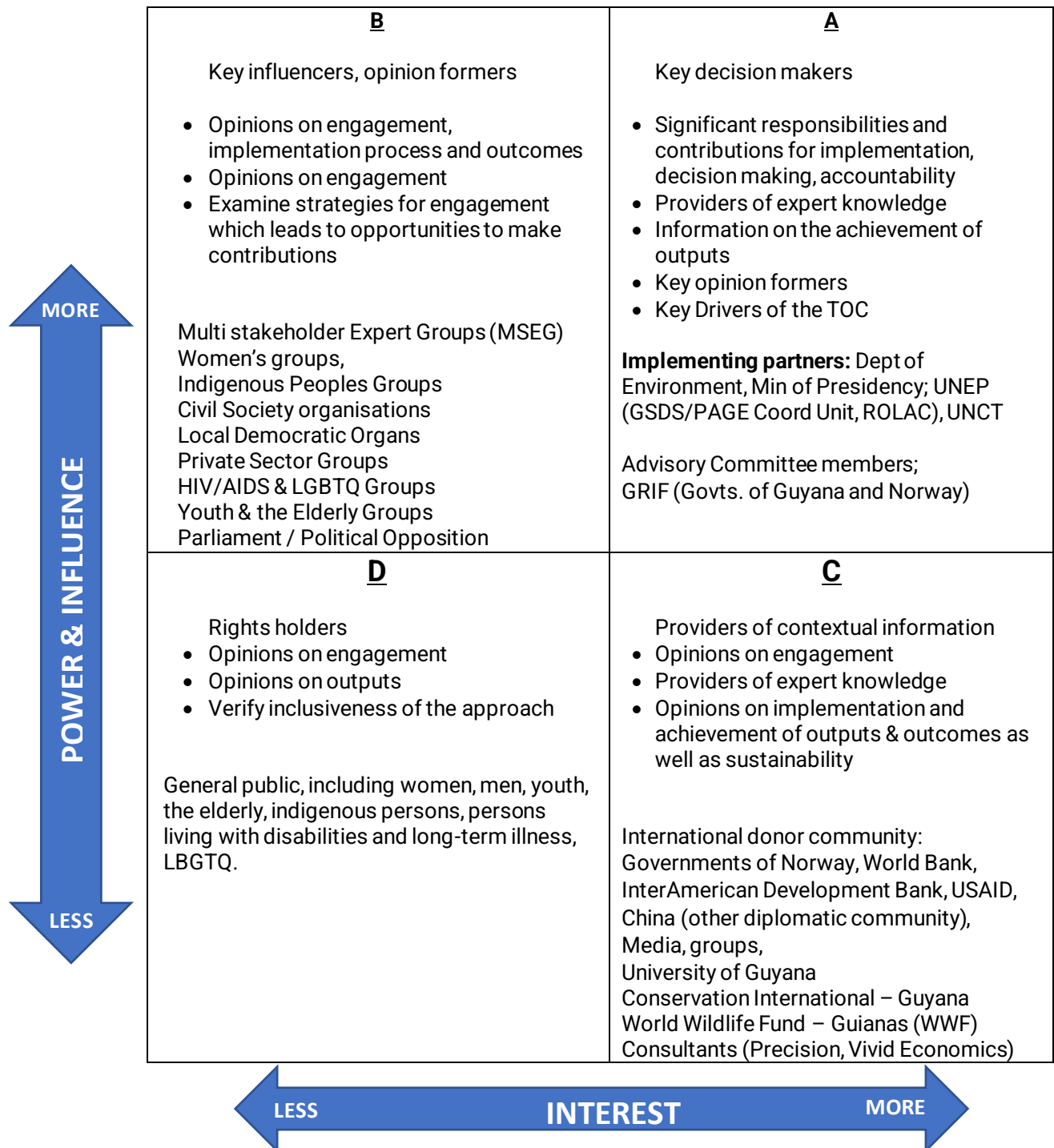
RESULTS	INDICATORS	PROPOSED INDICATOR REVISIONS
		ii) Number of Multi-stakeholder expert groups meetings for the elaboration of the GSDS.
	d) Number of Indigenous and rural community people associations participating in the Advisory Committee and Expert Groups. Advisory Committee – (Baseline 0, target: 1) Expert Groups – (Baseline 0, target: 8).	d) i) Number of Indigenous and rural community people association represented on the Advisory Committee ii) Number of Indigenous and rural community people association represented in Expert Groups
	e) Number of national reporting frameworks integrated with GSDS M&E Framework. (Baseline: 0; Target: 1)	OK
	f) Action minutes of meeting for the newly established PAGE Advisory Committee. (Baseline: 0; Target: 1)	The value of this indicator is not clear
Output B: Green State Development Strategy (GSDS) developed based on evidence-based knowledge and on multi-stakeholder consultations.	a) Number of sectoral studies prepared to inform the elaboration of the GSDS. (Baseline: 0, Target: 7)	OK
	b) Publication of the Green State Development Strategy (Baseline: 0, Target: 1)	OK
	c) Report of the Monitoring and Reporting Framework of the GSDS has been disseminated to at least ten (10) public and private sector agencies. (Baseline:0, Target: 10)	c) Number of public and private sector agencies to which the Monitoring and Reporting Framework of the GSDS has been disseminated
C) Capacity development and knowledge services provided to government representatives and national stakeholders increasing understanding on Green State and Sustainable Development	a) Number of capacity building and training workshops delivered to support the preparation of the Green State Development Strategy. (Baseline: 0, Target: 3)	OK
	b) Number of government staff and stakeholders trained. (Baseline: 0, Target: 80)	b) Number of government staff and stakeholders trained in development topics relevant to the GSDS (M/F)
	c) Webpage for access to information and to support the consultation process of the strategy. (Baseline 0, Target: 1)	c) Number and type of online communication tools used to support the consultation and wider awareness of the strategy
	d) ABC & FAQ of Green State Development Strategy (clarifying concepts). (Baseline 0, Target: 1)	d) Number and type of communication products prepared to clarify the GSDS concepts
	e) Number of surveyed participants who indicate increased understanding of GSDS and SDG monitoring and reporting	OK, however this indicator was removed in the revision

RESULTS	INDICATORS	PROPOSED INDICATOR REVISIONS
	(Baseline: 0, Target = 50)	
D) Open and participatory consultation for the elaboration of the GSDS facilitated.	a) Number of meetings with the Local Democratic Organs of the State to support the national consultation of the GSDS. (Baseline: 0, Target: 3)	OK
	b) Nation-wide multi-stakeholder public consultation for the elaboration of the GSDS. (Baseline: 0, Target 1)	b) i) Number of communities participating in national consultations ii) Number of persons reached for national consultations/ Green Conversations (M/F)
	c) Participation of women associations, youth groups and indigenous people in GSDS focus group sessions. (Baseline: 0, Target: 10)	c) Number of women associations, youth groups and indigenous people that participated in GSDS focus group sessions.
	d) Infographics on the GSDS, and translation and adaptation for rural and indigenous communities. (Baseline: 0, Target:7)	d) Number and type of communication products developed and translated and /or adapted to promote the GSDS to rural and indigenous communities.
	e) Video script on the GSDS, translated and adapted to rural and indigenous communities. (Baseline: 0, Target: 3)	e) Number and type of communication products translated to local languages
	<i>Comment: Indicator f) "Number of rural and indigenous communities who have acknowledged access to GSDS videos and communication material*." Baseline: 0, Target: 1000)" was deleted, but would have been a very strong indicator to gauge the success of the communication strategy of the project. Other useful indicators include the number of hits on the web page, the number of visits on social media platforms and or the number of likes/dislikes- (this data is actually available)</i>	
E) Resources for mobilisation identified and financial plan developed, with one project proposal for resource mobilization to support the GSDS implementation.	a) Research on finance and resource mobilization for the GSDS produced and made available to Ministry of Finance, Ministry of the Presidency and Cabinet. (Baseline: 0, Target: 1)	a) Number of Research studies on finance and resource mobilization for the GSDS produced and made available to Ministry of Finance, Ministry of the Presidency and Cabinet.
	b) Workshops with the International cooperation Agencies (Baseline: 0, Target: 1)	b) Number of workshops with international cooperation agencies to discuss areas to support the Government implementation of the GSDS
	c) New proposal concept to support GSDS implementation and stakeholder engagement. (Baseline: 0, Target: 1)	

C. Stakeholders²

70. The Stakeholders groups of the project are shown below with their main characteristics, general roles with respect to the project and relevance to the Review

Figure 1: Stakeholder classification

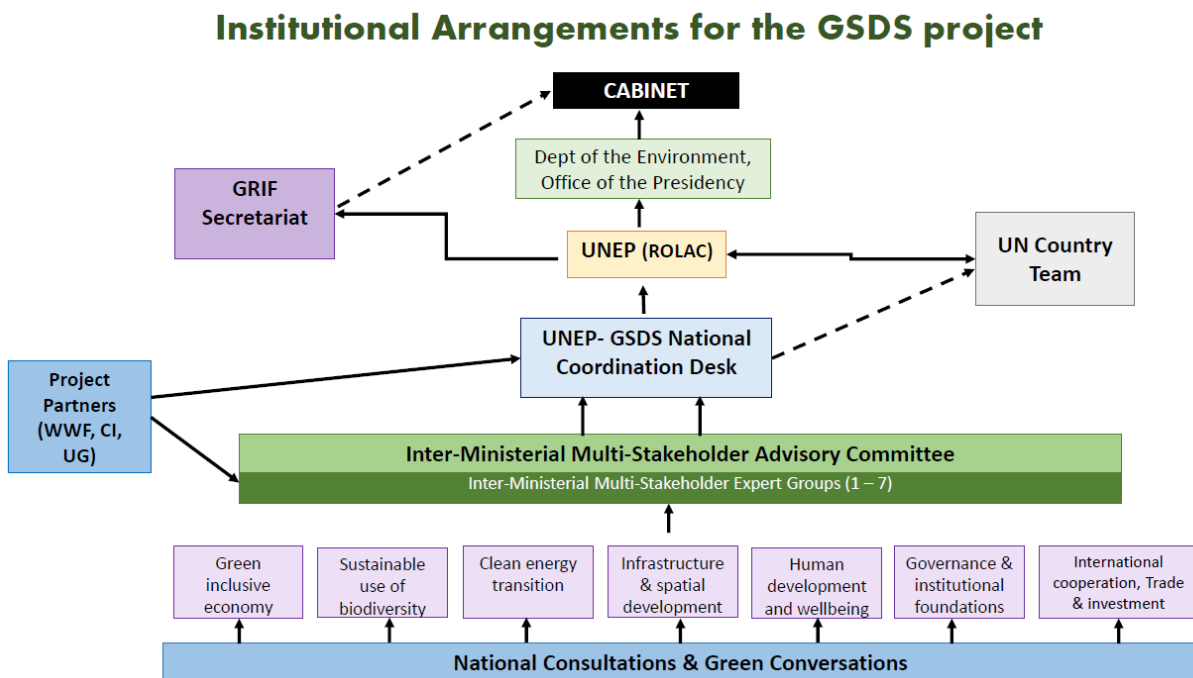


² Evaluation Office of UN Environment identifies stakeholders broadly as all those who are affected by, or who could affect (positively or negatively) the project's results. At a disaggregated level key groups should be identified, such as: implementing partners; government officials and duty bearers (eg national focal points, coordinators); civil society leaders (e.g. associations and networks) and beneficiaries (eg households, tradespeople, disadvantaged groups, members of civil society etc).

D. Project implementation structure and partners

71. The institutional arrangements for the GSDS project included a number of stakeholders all performing different roles in the achievement of the project objectives and most importantly in ensuring an inclusive approach.

Figure 2: Institutional Arrangements for the GSDS project



72. Cabinet

The Central Organ of the Executive Branch played a critical role in the GSDS development and its approval, as well as ensuring that resources are available for formulation and implementation. An Inter-ministerial multi-stakeholder Advisory Committee under the Chairmanship of the President, two co-chairs representing the Ministry of Finance, Budget Office and the Department of Environment, the Designate of the President; and comprising of Ministries' representatives and representatives of various major stakeholders.

73. Department of the Environment, Ministry of the Presidency

The Department of the Environment (DoE) has the ultimate responsibility for the delivery of the GSDS with technical support provided by UNEP. The Department provided office space at its High Street, Kingston office, and logistical support for the operations of the GSDS Coordinating Desk.

74. UNEP Regional Office for Latin America and Caribbean (ROLAC)

The Project Manager was the Regional Coordinator for the Sub-programme on Resource Efficiency, who was supported by an Assistant-Project Coordinator, (Senior Programme Officer, Caribbean Small Island Developing States (SIDS)). The Office provided technical support for the elaboration of the GSDS, commencing with the project design up to and including the finalisation of the strategy. A National GSDS Coordination Desk was established in Guyana to undertake the day to day implementation and reporting.

75. UNEP GSDS National Coordinating Desk

The GSDS National Coordinating office was established in July 2017 in the offices of the UNDP, but was later given a second office located in UN House and the DoE. Co-location with the DoE facilitated logistical support by the GoG. The main role of the Coordinating desk was the overall coordination and implementation of the project under the supervision of UNEP- ROLAC, and in partnership with the DoE. The core staff included a National Coordinator, Technical Expert and an Administrative Officer. In 2018, two new international staff joined the Coordination office: an economist expert (January 2018), and a senior specialist/project manager (March 2018). At its peak the coordinating unit consisted of six personnel, and

had offices in both UN House and DoE. This facilitated close cooperation with key staff at the Ministry of the Presidency, the neighbouring Ministry of Finance, and the UN Country Team (UNCT).

76. GRIF Project Management Office (PMO)

The Office is established by the GoG and is responsible for managing the implementation of all GRIF projects. In its oversight role, the PMO is responsible for: monitoring the progress of the project against the agreed results framework and work plan, ensuring that the GRIF funds are utilised by the project for the purposes intended and within the agreed frameworks, ensuring the project is implemented in accordance with the vision of the Government of Guyana and in line with the LCDS, GRIF framework and decisions of the GRIF Steering Committee, and providing technical inputs and guidance throughout the course of the project, as necessary. Initially there was no requirement for progress reporting, however following a request from the PMO periodic reports were instituted.

77. UN Country Team (UNCT)

UNEP worked closely with the UN Resident Coordinator and the UNCT, who contributed considerably to the elaboration of the framework for the GSDS, and later to the development of the full GSDS. The team provided expert guidance and technical knowledge to inform the processes, and also ensured that synergies with other UN projects in Guyana as well as non-resident UN Agencies were identified and prioritised to ensure coherence with and the greatest possible impact to the GSDS. The informal monthly donor meetings convened by the Resident Coordinator also provided an opportunity to communicate progress of the GSDS and identification of synergies with non-UN projects in the country.

78. Inter-Ministerial and Multi-Stakeholder Advisory Committee

The Advisory Committee (Annex VI) was established to guide the elaboration of the GSDS and provide advice on policy development. It is comprised of the seven chairs and co-chairs of the thematic Multi-stakeholder Expert Groups (MSEGs). The Committee met monthly for the period of the project implementation and its activities were guided by a Terms of Reference established at project outset. The Coordinating Office acted as secretariat of the Advisory, supporting and facilitating its work through, for example, establishing meeting agenda and preparing documentation which were revised and/or agreed to by the Advisory Committee in advance. The Advisory was instrumental in working to finalise the GSDS report.

79. Multi-stakeholder Expert Groups (MSEGs)

Seven (7) thematic MSEGs were established by the GSDS Coordinating Unit, comprise public sector, private sector, civil society (Women Youth Academia NGOs and indigenous peoples) representatives (Annex VII). Each group was led by a named Chair- a senior government official, and Co-chair – a private sector, or civil society representative. The MSEGs were tasked with contributing information for GSDS elaboration, discussing and setting priorities, identifying data gaps, establishing synergies for good co-operation and providing political advice and inputs (reports) to feed into the GSDS. Each group was supported by GSDS Coordinating Office staff, expert consultants, and by the Department of the Environment; and the deliberations were guided by terms of reference which were provided some time after their establishment. Several UN agencies (FAO, UNICEF, UNDP, ILO) were also represented in groups discussing themes relevant to their respective areas of focus.

E. Changes in design during implementation

80. There were no major changes in the design of the project, apart from the significantly changed timeline within which the action was to be delivered, and the necessary adjustments to the milestones. Ultimately, an expected timeline of 18 months (July 2017- December 2018), was extended to 3 years (July 2017- June 2020).
81. The timeline changes were justified by 4 formal no cost extensions. The first no cost extension was requested in Dec 2018, for extension to June 2019 to complete Volumes I and II of the GSDS following the loss of the Government's majority in the Parliament from the 'no-confidence' motion (December 21, 2018) and non-receipt of Cabinet's feedback on the draft GSDS submitted 23rd October 2018.

82. The second no cost extension was to facilitate the additional tasks requested of the Ministry of Finance for the Strategy's cost estimates and monitoring and Evaluation Framework, from July to December 2019. The third no-cost extension became necessary to extend the project end date to 30 June, 2020 for completion of this work and focus group sessions requested by the GRIF Secretariat with vulnerable groups to complete stakeholder consultations, and to validate the finalized GSDS Volume III with the Ministry of Finance and other stakeholders
83. A final 'no-cost' extension was requested (from June to July 2020) to facilitate finalisation of the project financial accounts closure and accounting.
84. At the time of the first 3 extensions, some targets, milestones and indicators were adjusted to be better aligned to the new timelines.

F. Project Financing

Table 3: Project Budget

Funding source	Planned funding USD	% of planned funding	Secured funding USD	% of secured funding
<i>All figures as USD</i>				
<i>Cash</i>				
Funds from the Environment Fund	Nil			
Funds from the Regular Budget	Nil			
GRIF Secretariat	1,401,869		1,500,000	
Project support costs	98,131			
<i>Sub-total: Cash contributions</i>	<i>1,500,000</i>		<i>1,500,000</i>	
<i>In-kind</i>				
Environment Fund staff-post costs	176,340			
Regular Budget staff-post costs	147,090			
Extra-budgetary funding for staff-posts (listed per donor)	Nil			
<i>Sub-total: In-kind contributions</i>	<i>1,823,430</i>			
<i>Co-financing*</i>				
Co-financing cash contribution	Nil			
Co-financing in-kind contribution	Nil			
	Nil			
<i>Sub-total: Co-financing contributions</i>	<i>Nil</i>			
Total	1,823,430			

*Note: Financial figures are provisional (as at February 2020) pending final project budget reporting.

The total funding of US\$1.5 M was provided by the GRIF Secretariat.

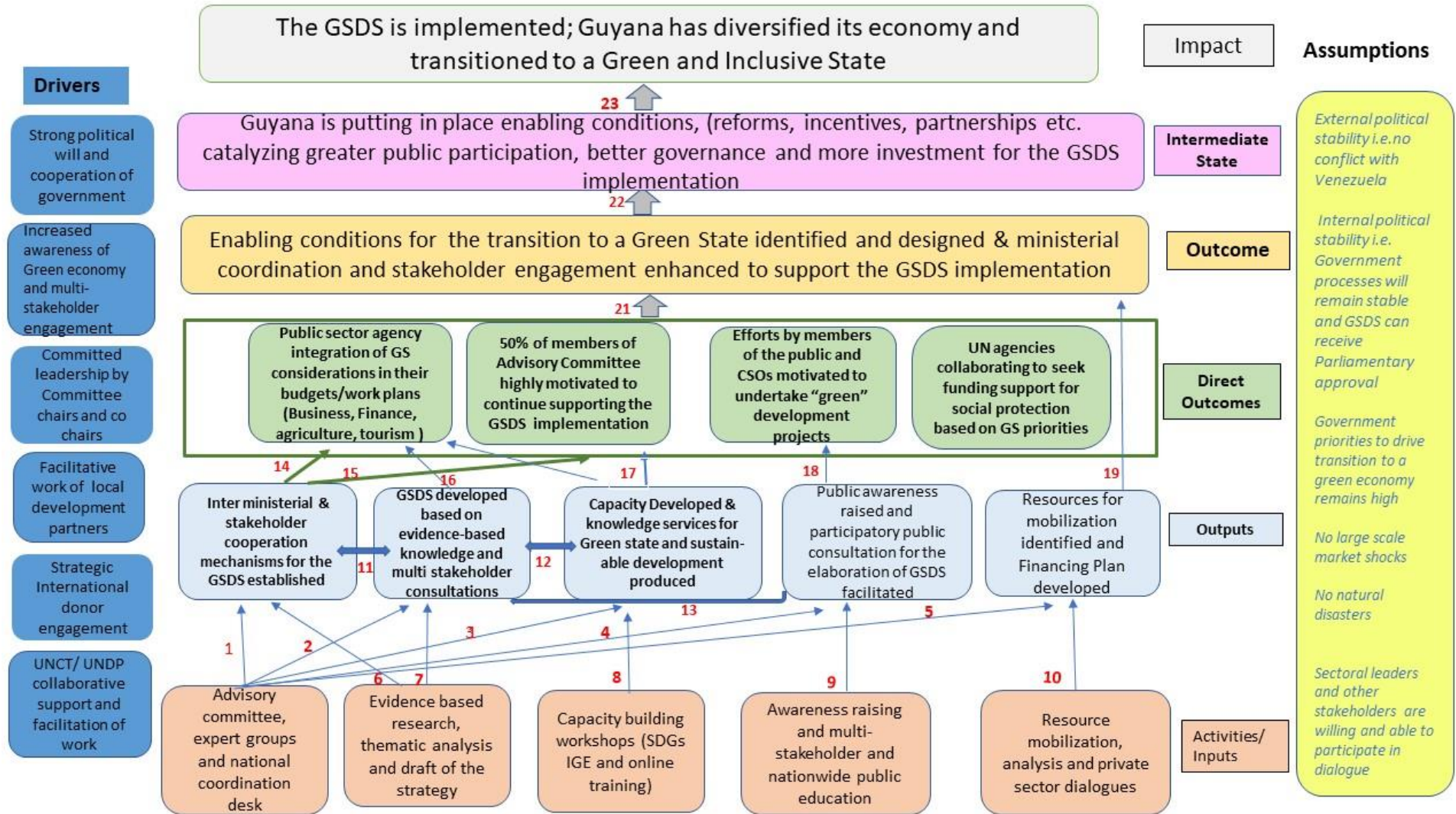
Table 4: Expenditure by Outcome/Output

Component/sub-component/output <i>All figures as USD</i>	Estimated cost at design	Actual Cost/ expenditure	Expenditure ratio (actual/planned)
Component 1 / Outcome 1 Output 1: Inter-ministerial and Multi-stakeholder	436,700	278,604.91	0.64
Component 2 / Outcome 2 Output 2: GSDS developed based on evidence	300,869	460,756.71	1.53
Component 3 / Outcome 3 SB-008177.03: Output 3: Capacity development and knowledge management	216,000	242,906.86	1.12
SB-008177.04: Output 4: Open and participatory consultation	362,000	274,116.45	0.76
SB-008177.05: Output 5: Resources for mobilisation ide	54,000	85,824.94	1.59
Evaluation of the Project (by external partner)	32,000	20,000.00	0.63
Sub total	1,401,569.00	1,362,209	
UNEP PSC (7%)	98,131.00	90,466.40	
TOTAL	1,500,000.00	1,452,675.40	

The total expenditure was US\$ 1,452,675.40, leaving a balance of US\$47,324.60. Details on the variances are shown in Table 12.

Figure 3: Revised Theory of Change

IV. Theory of Change



85. This Review ToC has the same Activities, Outputs and Outcome, and Impact, as the design ToC, and the results hierarchy (vertical logic) in this ToC also continues to reflect that of the design ToC and the log frame. In addition, some of the causal pathways leading from Activities to Outputs to Outcomes and Impact in the design ToC are also unchanged. However, Direct Outcomes, have been added which constitute major contributors to the stated final outcome. These include **Public sector agency integration of GS considerations in their budgets/work plans; 50% of members of Advisory Committee highly motivated to continue supporting the GSDS implementation**-through participation on the PAGE advisory committee; and **UN Agencies collaborating to develop a funding proposal** for a project to address priority issues identified in the course of the development of the GSDS. Although unsuccessful in receiving the funding, this action still reflects use of the outputs of the process, and exemplifies the joint effort of members the UNCT which is an objective of the UN system. An additional direct outcome is **Action by members of the public and CSOs motivated to undertake “green” development projects**. These projects were reportedly motivated by the messages delivered in the course of the National consultations, Green Conversations and public messaging during the GSDS development period. Among those mentioned was tree planting on private property and around communities, installation of solar panels to power a peanut factory, installation of energy efficient lights, improved garbage disposal, and educating people on the importance of the natural environment.
86. Some additional causal pathways have emerged over the period of implementation as well as several drivers, and assumptions that were not initially included. As such, a number of Assumptions, Drivers and causal pathways have been added. The drivers are the forces catalysing some of the pathways that resulted in change.
87. **Causal Pathways 1 - 5.** Activity /Input: **Advisory Committee, expert groups and national coordination desk** contributed to all outputs including i) the **inter-ministerial multi-stakeholder cooperation mechanisms** ii) **GSDS developed based on evidence based knowledge in multi stakeholder consultations** iii) **capacity developed and knowledge services for green state** iv) **Public awareness raised and participatory public consultation for the elaboration of GSDS facilitated** and v) **Resource mobilization Identified and financing plan developed**. These paths are clear because the Advisory Committee, the Expert Groups and National Coordination Desk were the main operational structures leading and coordinating the overall activities of the project. The pathways toward these outputs and the direct and ultimate Outcome and influenced by several drivers including a) strong political leadership of the government administration; b) the committed leadership of the Advisory Committee; c) the steadfast actions of the GSDS coordinating unit d) the coordinated actions of the UNCT e) strategic international donor engagement and f) the support actions of the local development community.
88. **Causal Pathway 6&7.** Activity/ Input: **Evidence based research thematic analysis and draft of the strategy** contributing to the output i) **Inter-ministerial & stakeholder cooperation mechanisms for the GSDS established** and ii) **GSDS developed based on evidence-based knowledge and multi stakeholder consultations** through that to the outcome. Drivers - **Expert Groups leadership, UNCT/ UNDP collaborative support and facilitation of work**
89. **Causal Pathway 8:** Shows Activity/ Input: **Capacity development workshops contributing to the output capacity development and knowledge services for green state and sustainable developments enhanced and produced.** Driver: **UNCT/ UNDP collaborative support and facilitation of work**
90. **Causal Pathway 9:** Shows Activity/ Input: **Awareness raising and multi-stakeholder and nationwide public education** resulting in **Awareness raised and open anticipated public consultation facilitated** Driver: - **Facilitative work of local development partners, Conservation International and World Wildlife Fund**

91. **Causal Pathway 10** - Shows Activity/ Input: **Resources mobilised analysis and private sector dialogues undertaken** resulting in the Output: **Resources for mobilization identified and financing Plan developed**. Driver: **Strategic International donor engagement**.
92. Additional pathways at the Output level are between the **Inter-ministerial & stakeholder cooperation mechanisms for the GSDS established** and the **GSDS developed based on evidence based knowledge and multi stakeholder consultations (Pathway 11)**; between **GSDS developed based on evidence based knowledge and multi stakeholder consultations and Capacity Developed & knowledge services for Green State and sustainable development produced (Pathway 12)** and between **GSDS developed based on evidence based knowledge and multi stakeholder consultations and Public awareness raised and participatory public consultation for the elaboration of GSDS facilitated (Pathway 13)**
93. Three Outputs contribute to the Direct Outcomes, **Public sector agency integration of GSDS considerations in their work planning**. These are i) **Inter ministerial multi-stakeholder cooperation mechanisms via pathway 14**; ii) **GSDS developed based on evidence-based knowledge in multi stakeholder consultations (Pathway 15)** iii) **capacity developed and knowledge services for green state (Pathway 17)**.
94. The Output **Public awareness raised and participatory public consultation for the elaboration of GSDS facilitated, also** contributed to **individual efforts to undertake green projects (Pathway 18)**. These were reportedly motivated by messages delivered in the course of the National Consultations, Green Conversations and public messaging during the GSDS development period, to undertake green projects (see 46).
95. **Resources for mobilization identified and financing Plan developed** contribute more directly to the ultimate Outcome- **Enabling conditions for the transition to a Green State identified and designed & ministerial coordination and stakeholder engagement enhanced to support the GSDS implementation Pathway 19**), which in turn is expected to contribute to the Intermediate state: **Guyana is putting in place enabling conditions, (reforms, incentives, partnerships etc. catalysing greater public participation, better governance and more investment for the GSDS implementation (pathway 21)**
96. Additional Assumptions identified are: i) **Government priorities to drive transition to a green economy remains high**; ii) **No natural disasters**; iii) **Internal political stability i.e. Government processes will remain stable and GSDS can receive policy approval** iv) **Sectoral leaders and other stakeholders are willing and able to participate in dialogue**.
97. The assumption for internal government stability is actually articulated as a risk in the ProDoc as divisiveness has been a feature of Guyana politics for many years. Because the risk has manifested, the likelihood for the Direct Outcomes to contribute seamlessly to the ultimate Outcome (**Pathway 21**) has been challenging,
98. Achievement of the Intermediate state from the Outcome (**Pathway 22**) is even more challenging in the environment of political divisiveness and this places the achievement of the Impact (**Pathway 23**) at **considerable risk**.

V. Review Findings

A. Strategic Relevance

The Assessment of Strategic Relevance is **Highly Satisfactory**

99. The project contributes to UNEP's Programme of Work outputs for 2016 – 2017, 2018 – 2019 and 2020 – 2021, with relevant Expected Accomplishment(s) as follows:

2016-2017 EA (a) Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy-makers, including in urban practices in the context of sustainable development and poverty eradication. Indicator (i): Increase in the number of UNEP supported regional, national and local institutions that make progress in the development and integration of the green economy, in the context of sustainable development and poverty eradication and sustainable consumption and production approaches and tools into their policies.

2018-2019 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and at all levels. Indicator (i): Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies.

2020-2021 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including an inclusive green economy and sustainable trade, and adoption of sustainable consumption and production patterns at all levels. Indicator (i): Number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production and sustainable trade policies, with UNEP support.

100. The project is well aligned with a number of national policies and strategies (para 24) which enables the GoG to meet its international Environmental and Climate Change obligations to which it is strongly committed.
101. Regional strategies with which the GSDS is aligned include the Caribbean Community (CARICOM) Environment and Natural Resources Policy Framework and the CARICOM Fisheries Policy. The proposed Green Climate Fund (GCF) project to address community resilience to climate change in the coastal areas of Guyana focuses on building capacity to identify, prioritise, plan and implement medium to long-term climate resilient adaptation action, and is complementary to the GSDS. Synergies were built with the UNEP project, "Strengthening the Environmental Dimensions of the SDGs" and the project on sustainable cities lead by UNEP that focuses on Sustainable Green Towns in Bartica.

B. Quality of Project Design

The Assessment of the Quality of Project Design is **Highly satisfactory**

102. The project design was comprehensive, and took good account of the critical and challenging task to ensure that the necessary capacity was built within the relevant agencies; the necessary structures and mechanisms established to ensure inclusiveness of the widest range of stakeholders' voices could be heard; that the relevant technical and situational information was researched and made available for consideration by the expert and advisory groups and all forged into reasonable policy recommendations, within a fairly tight timeline.
103. Involvement of the target beneficiaries in the project design was assured from the outset. The framing for the development of the GSDS commenced in December 2016 with participatory multi stakeholder

consultations involving twelve ministries and/or public agencies; thirteen private sector associations and organisations; thirteen civil society organisations, bilateral agencies and other stakeholders. The deliberations and follow on activities culminated in the finalisation of the document Framework of the Guyana Green state and Financing Mechanisms in March 2017. The Framework built on past national development strategies for Guyana, and laid out the elements to be examined and consulted toward the preparation of the GSDS, identifying seven priority areas upon which the Strategy would be based.

104. Among improvements that were called for by the PRC were more specific details for engagement of project partners and stakeholders, specifically the private sector who would be key actors in creating the Green Economy. Similarly, it advised that programming of appropriate collaborations with implementing partners should be detailed to ensure support in areas where UNEP lacked expertise. It was considered that working with the UN Country Team (UNCT) could ensure that the GSDS would not only focus on 'Green' issues, but incorporate the wider development needs of Guyana and improve inter-ministerial ownership and participation. The PRC also urged the team to consider the means of measurement when selecting indicators.
105. One of the outputs addressed mobilization of resources and funds to support both the elaboration of the GSDS and its implementation. Alliances were sought through international cooperation, and with NGO projects that could have synergies with the GSDS, and therefore collaboratively support some of the technical studies and outreach in specific communities. Similarly, through the awareness raising and capacity building, it was hoped that the government officials responsible for budgeting in their various departments would be able to identify opportunities and future initiatives to mainstream principles of the GSDS into their annual budget planning and by so doing, support implementation of the strategy.
106. The project design had a number of specific strengths as follows:
 - It ensured the anticipated the need for situational analyses, technical studies and other contextual data to inform the elaboration of the GSDS; these studies provided solid evidence against which the strategy could be developed.
 - The multi-level stakeholder consultation mechanisms made it possible for various groups to be integrally involved in the development of the Strategy.
 - It incorporated capacity building for a wide range of stakeholders by way of structured workshops; and awareness raising for the general public by way of Green Conversations, and information dissemination via social media, and radio and TV broadcasts channels in order to facilitate them making input to the GSDS and therefore enhancing inclusivity.
 - The National Consultations carried out throughout the 10 regions of the country facilitated discussions with significant sections of the indigenous population, which is largely located in the remote hinterland.
 - It incorporated means to mobilise financial resources from public, private and international development assistance sources to support the elaboration process as well as the implementation of the GSDS following project end.
 - Efforts to involve the Opposition to increase the probability that there would be continuity in national prioritising of the goal of Guyana transitioning to a Green economy.
 - Stakeholders were involved in the design and the validation of the global product as specified in the PRC.
107. The shortcomings in the original design involved deficiencies in the log frame including:
 - The absence of qualitative indicators in the log frame. Together with the quantitative indicators, these would have been better able to describe the nature and significance of particular achievements.

- The limitation of some indicators to add value to the understanding of the extent of some achievements.

C. Nature of the External Context

The assessment of the external context of the project was found to be **Moderately Favourable**.

108. The rating is reflective of the fact that while the project started in a favourable political environment, the political situation deteriorated considerably from the end of 2018 when there was a vote of no confidence in the government. This caused delays which necessitated a project extension to June 2019, in the first instance and then to December 2019, as very little could be accomplished in the way of policy consultations and verification of the draft GSDS with stakeholders. This was eventually accomplished and the Strategy finalised with some effort. However, the general elections in March 2020 and the installation of a new administration that had been hostile to the GSDS while in opposition, and likely to persist in this mindset in leadership, poses new and continuing threats to the implementation of the Strategy in its current format.

D. Effectiveness

The assessment of Effectiveness is **Satisfactory**.

109. The project has delivered well on its planned outputs, and these have been available to relevant stakeholders. The achievement of the Outcome is somewhat incomplete as ideally this process would have culminated with approval of the Strategy by Parliament and its institutionalisation within the government agencies, as an initial step. Tables 5 -10110 show the Indicators at the Outcome and the Output levels, and the extent to which the targets were achieved.
110. **Outcome:** Enabling conditions for the transition to a Green State identified and designed, and inter-ministerial coordination and stakeholder engagement enhanced to support the Green State Development Strategy (GSDS)

Table 5: Outcome Indicators and Results Achieved

INDICATOR	RESULTS / DESCRIPTION OF IMMEDIATE GAINS TO TARGET GROUPS
<p>a) GSDS under discussion in Cabinet and in ministries. (Baseline 0, Target 5)</p>	<p>Achieved.</p> <p>The <i>Green State Development Strategy: Vision 2040</i> was submitted to the Cabinet on 28th May 2019 in 2 Volumes: Volume I: Policy Recommendations, Financial Mechanism and Implementation; and Volume II: Analytical Evidence to Support the Green State Development Strategy Vision 2040.</p> <p>In June 2019, the Ministry of Finance issued its annual budget circular (2020) instructing ministries to develop their annual estimates based on the priorities of the Green State Development Strategy. To support the effort the GSDS Coordination Office participated in several budget meetings facilitated by the Ministry of Finance, providing assistance to participating ministries' budgets and M&E staff.</p> <p>The GSDS is also available on a number of Ministry websites and a number of presentations have been delivered to ministry staff on it.</p>
<p>b) Development of the Green State Development Strategy: Vision 2040 M&E indicators and targets linked to &/or embedded within the national 2020 Budget and reporting processes. (Baseline:0, Target: 1)</p>	<p>Achieved.</p> <p>The project undertook virtual validation meetings on Volume III because of the COVID-19 Pandemic and made M&E presentations to the Advisory committee, UNCT heads and 30 Permanent Secretaries and M&E Staff from 10 government ministries. The Cost Estimates were presented to 15 senior staff of 3 Ministry of Finance departments - Office of Budget, Fiscal & Monetary Division; and Project Cycle Management Division.</p> <p>These actions explained the concepts and policy recommendations of the GSDS and influenced the target ministries and government agencies to align their planning and budgeting with the Strategy. The Budget Circular 2020 sent to the agencies by the Ministry of Finance specifically required this, and the subsequent actions of the government agencies to integrate the recommendations of the GSDS into sector plans and budgets constitute the best opportunity for the implementation of aspects of the GSDS, especially given the new administration's stated inclination to set the strategy aside.</p>

111. **Output A: Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS strengthened**

Table 6: Output A indicators and results achieved

<p>a) National UN Environment Coordination Desks in Guyana set up. (Baseline: 0, Target: 1)</p>	<p>Achieved: 1 The National UNEP GSDS Coordination Desk established in July 2017 with office space in UN House and the DOE where it benefitted from access to the UNCT and political and logistical support respectively. Staffed initially by 4 professionals; Project Coordinator, Technical expert, an Economist and the Administrative Assistant the Desk would be pivotal in driving the development of the Strategy, and once complete, ensuring that the government agencies had the necessary understanding to integrate into their work. The first few months of the Coordinating unit operations were challenged with the establishment of relationships/connections with government agencies, and the UNCT members, and the initial Project Coordinator did not manage these activities optimally. However the Project Coordinator, who commenced work in March 2018, addressed the task effectively, with the support of the UNEP regional office, and proved to be pivotal to the success of the complex process that ultimately led to the completed GSDS.</p>
<p>b) Number of Multi-Stakeholders Advisory Committee. (Baseline: 0, Target 1)</p>	<p>Achieved:1 The Inter-ministerial steering committee (Advisory Committee) was established 25th January, 2018, and comprised the chairs and co-chairs of the 7 thematic Multi-stakeholder expert groups (MSEGs). It was chaired by the President, and co- chaired by the head of the DoE and the Head of the Office of the Budget. This body was a major driver in moving the outputs from technical studies, the MSEGs and other expert inputs to the completed GSDS. Members of this body have been integrated to the PAGE Advisory Committee which has a mandate to support the implementation of the GSDS.</p>
<p>c) Number of meetings with the Advisory Committee and Multi-stakeholder expert groups (MSEG) for the elaboration of the GSDS. (Baseline: 0, Target 10)</p>	<p>Achieved. The Advisory Committee met 11 meetings, the final one being on 27 May 2019. Each of the 7 MSEGs each had different meeting frequencies varying from weekly at the peak of the deliberations, to monthly for others. Additionally, there was varying availability of meeting records / minutes across the different groups. For example, minutes/agenda available as follows: EG1 – 15 meetings; EG2 – 8 meetings; EG3 – 9 meetings; EG4 - 7 meetings; EG5 – 6 meetings; EG6 – 2 meetings; EG7 – 12 meetings The quality of the outputs of the EGs varied widely with several focussing mainly at the macro level. Initially, there was no guidance to direct the discussion of how these groups would operate, and this also resulted in poor functionality in some of the groups. Guidance notes were provided some weeks after they commenced meeting, and a member of the GSDS unit attended each meeting to assist in providing direction. Some of the barriers to producing good quality outputs included; time constraints, a lack of technical expertise among members and a lack of availability of national data & information to inform the process. In some cases, the lack of clear priorities from the GoG made it difficult to formulate the assumptions, which in turn would form the basis for the GSDS recommendations. In Group 6, severe interpersonal conflicts emerged among some members and created an unproductive environment which culminated in the Group</p>

	dissolving after a few meetings (only 2 meetings were recorded), and no output being delivered by the group. Otherwise, the MSEGs were very useful for testing the hypotheses developed by some of the consultants, who were able to gauge reactions to some of their recommendations. The outputs from groups was either integrated into, or informed the final product.
d) Number of Indigenous and rural community people associations participating in the Advisory Committee and Expert Groups. Advisory Committee – (Baseline 0, target: 1) Expert Groups – (Baseline 0, target: 8) *target reduced from 10).	Achieved, although it is noted that the target was reduced from the initial value of 10. It is also noted that only one of the special / vulnerable groups is represented on the Advisory Committee – Guyana Women Miners’ Association, and reportedly their meeting attendance was relatively low. Expert Groups – Eight of these vulnerable groups were named as part of MSEGs, including the problematic Group 6, where the discussion process had been derailed.. Attendance of these representatives in other groups was also quite low, and the reasons for this was assumed to be either lack of interest, or possibly inadequate support for attendance (transport costs etc) However no specific investigation was made to ascertain what if any measures, could have been put in place to facilitate their greater involvement in the process.

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

Table 7: Output B indicators and results achieved

INDICATOR	RESULTS / DESCRIPTION OF IMMEDIATE GAINS TO TARGET GROUPS,
a) Number of sectoral studies prepared to inform the elaboration of the GSDS. (Baseline: 0, Target: 7)	Achieved: 8. Studies were carried out by University of Guyana, ILO, and PAGE partners, including PAGE funded studies (vi, vii, viii). The studies were of varying quality and utility, however they contributed to the discussions on the elaboration of the GSDS, and identified the factors to be considered. i) Rapid Impact Assessment (RIA)/SDGs mapping study by UNDP; ii) Forest Sector analysis study; iii) UG Stocktaking Report; iv) UNFPA – Guyana Green State Development Strategy Concept Document: Pillars 5, 6 & 7; v) UNEP -The Theory of Change of Guyana’s Green State Development Strategy; vi) Mr. A. Bassi, Consultant – Guyana Green Economic Modelling: A Study to Inform the Green State Development Strategy: Vision 2040 Final Technical Report & Synthesis Report”; vii) ILO – Addressing the Labour and Employment Implications for a Just Transition to a Green Economy in Guyana: A Think Piece by the Decent Work Team for the Caribbean viii) UNIDO – Towards a Green Industry and Trade Assessment (GITA). Through their expert technical inputs, UNCT members constituted a driver ensuring that relevant and appropriate inputs were available to inform the GSDS development.
b) Publication of the Green State Development Strategy (Baseline: 0, Target: 1)	Achieved The final and revised Strategy (Volume 1: Policy Recommendations, Financial Mechanism and Implementation and GSDS Volume 2: Analytical Evidence (Annexes)) were submitted to the Ministry of the Presidency and the Ministry of Finance on April 30 th 2019. Volume III:

	Cost Estimates and M&E Framework was completed June 2020. While the documents have not been printed widely due to political sensitivities, they are available on a number of government websites. Thirty cabinet members and Ministers were provided with printed and e-copies.
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113. Output C: Capacity development and knowledge services provided to government representatives and national stakeholders increasing understanding on Green State and Sustainable Development

Table 8: Output C indicators and results achieved

INDICATOR	RESULTS / DESCRIPTION OF IMMEDIATE GAINS TO TARGET GROUPS
a) Number of capacity building and training workshops delivered to support the preparation of the Green State Development Strategy. (Baseline: 0, Target: 3)	Achieved: 7 Workshops were held on: Green Economy Modelling (I): 4 priority sectors (agriculture, forestry, energy, infrastructure), ii) Incorporating SDGs into theory of change for the GSDS; Theory of Change for the Green State Development Strategy (GSDS); Green Industry & Trade Assessment Validation Workshop (UNIDO), 5 th December 2018; role of fiscal policies in delivering the Green State Development Strategy: Vision 2040: the role of green fiscal policies. Stakeholders all reported that the capacity building was useful, pitched at an appropriate level, and their capacity to contribute to the elaboration of the GSDS improved over time.
b) Number of government staff and stakeholders trained. (Baseline: 0, Target: 80)	Achieved: 84. Although this figure was recorded in the PIMS as well as the reports to GRIF, no gender dis-aggregated data was recorded. A survey of the persons attending these workshops showed that trainings were well received by the participants.
c) Webpage for access to information and to support the consultation process of the strategy. (Baseline 0, Target: 1)	Achieved. The GSDS Website (https://guyanavision2040.org/web/) was not publicly launched initially because of the heightened political sensitivities. The website has since been launched with downloadable Volumes and reports, on various government websites as well as other external websites e.g. CEPAL (Observatorio), PAGE, IDB (The Dialogue).
d) ABC & FAQ of Green State Development Strategy (clarifying concepts). (Baseline 0, Target: 1)	Achieved. Despite the fact that a number of knowledge products were developed to communicate key messages and policies to various audiences in Guyana, there was no indicator to capture this important information.

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

Table 9: Output D indicators and results achieved

INDICATORS	RESULTS / DESCRIPTION OF IMMEDIATE GAINS TO TARGET GROUPS
<p>a) Number of meetings with the Local Democratic Organs of the State to support the national consultation of the GSDS. (Baseline: 0, Target: 3)</p>	<p>Achieved – 4. This is target was exceeded although there were no reports of the sessions available and no gender dis-aggregated data. The meetings involved: capacity building and awareness workshop for, and follow up meeting for Regional Executives; meeting with the 17 Village Captains in the Regional Democratic Council (Region 8); the national meeting of Regional Executive Officers (REOs)</p>
<p>b) Nation-wide multi-stakeholder public consultation for the elaboration of the GSDS. (Baseline: 0, Target 1)</p>	<p>National consultations and Green Conversations were held to engage the wider public. They were organised and delivered by the coordination office as well as the UG, WWF- Guianas and CI- Guyana.</p> <ul style="list-style-type: none"> • Seventeen (17) national consultation meetings convened in 6 rural and hinterland Regions (1, 2, 7, 8, 9 & 10). 660 persons participated, 338 of which were women. • Five (5) Green Conversations; public events were conducted in main towns for public feedback on the GSDS main themes. • Fifteen (15) national consultation meetings convened in 4 coastal Regions (3, 4, 5 & 6) with total of 921 participants, (F- 566) for feedback and input, during the elaboration on the GSDS.
<p>c) Participation of women associations, youth groups and indigenous people in GSDS focus group sessions. (Baseline: 0, Target: 10)</p>	<p>Achieved and exceeded – 11. Focus groups were conducted with number of vulnerable groups (Women, Youth Indigenous people, elderly, LGBTQ/AIDS and disabled), and a report produced on the most effective modes of communication for each group, as well as the issues of importance to the groups, that should be prioritised in the course of the GSDS implementation. The output was of high quality and it was noted that this information would have been very useful during the elaboration phase of the project, particularly in achieving enhanced participation of these groups in the EGs.</p>
<p>d) Infographics on the GSDS, and translation and adaptation for rural and indigenous communities. (Baseline: 0, Target:7)</p>	<p>Achieved. Despite the fact that a number of knowledge products were developed to communicate key messages and policies to various audiences in Guyana, there was no indicator to capture the reach and efficacy of this information. Notwithstanding, the communication consultant did capture some of the relevant metrics which reflected good outreach and visibility for the period Sept 2018-Jan 2019, when 300,000 users logged on to Facebook. The communication plan which guided the outreach actions throughout was of good quality, as were the materials developed. These ranged from guidelines and manuals on the GSDS, the monthly newsletter (June2018- Jan 2019); Social media including Facebook, Twitter and Instagram which had a total of 1799 followers across the 3 platforms; brochures and fact sheet explaining the main objectives and key information on the Strategy; and a booklet on Frequently Asked Questions (FAQs)</p>

	Outreach activities were affected due to electoral campaigning and there were delays in having the materials translated into 4 indigenous languages. The translations are just being completed.
e) Video script on the GSDS, translated and adapted to rural and indigenous communities. (Baseline: 0, Target: 3)	Eight (8) videos were completed on i) Regional consultations; ii) Economic opportunities; iii) Vision; 2040 national policy; iv) Renewable energy; v) ICT; vi) Health; vii) Education; viii) Infrastructure (40). The video scripts were translated into three (3) main indigenous languages via the University of Guyana, Language Studies Department, tested and verified in indigenous communities. These languages are also understood and spoken by other indigenous tribes.

115. Output E: Resources for mobilisation identified and financial plan developed, with one project proposal for resource mobilization to support the GSDS implementation

Table 10:

INDICATORS	RESULTS / DESCRIPTION OF IMMEDIATE GAINS TO TARGET GROUPS
a) Research on finance and resource mobilization for the GSDS produced and made available to Ministry of Finance, Ministry of the Presidency and Cabinet. (Baseline: 0, Target: 1)	Achieved. Research on financing the GSDS was undertaken and informed relevant sections in Volume 1 and later for Volume III. The choice to use the same consultant in both cases allowed the process to proceed more smoothly due to their familiarity with the GSDS, as well as the stakeholders.
b) Workshops with the International cooperation Agencies (Baseline: 0, Target: 1)	Achieved and exceeded. The original target was 1, changed to 2. Presentations were delivered to international cooperation partners in Guyana in collaboration with the UN Resident Coordinator. Participants were from: USA, Canada, U.K., EU, Brazil, Chile, Russian Federation, Mexico, India and China. In 2019 due to the political situation bilateral meetings were held instead with partners including Government of Norway and the Inter-American Development Bank. Meetings were also held with the World Bank in 2020.
c) New proposal concept to support GSDS implementation and stakeholder engagement. (Baseline: 0, Target: 1)	Achieved. Proposal concepts were prepared for i) a nature-based, low carbon model solution for mitigating carbon emissions and forest impacts from the construction and operation of the Georgetown-Lethem road; and 2 project proposals were developed and submitted in 2020 based on GSDS policy priorities to support implementation

Likelihood of Impact

116. The project impact is stated as “The GSDS is implemented; Guyana has diversified its economy and transitioned to a Green and Inclusive state”. Despite making significant strides and achieving the expected Outputs and the main aspects of the Outcome, the likelihood of achieving the full Impact is rated as Moderately Unlikely.

117. The timeline of the project extended over a period of which commenced with all of the drivers³ identified in the Review ToC, being in place to support the transition from Output to Outcome, and from Outcome to Impact. The most important driver – the “Strong political will and support of government”, in particular

³ Drivers: Strong political will and cooperation of government; increased awareness of green economy and multi stakeholder engagement; committed leadership by committee chairs and co-chairs; facilitative work of local development partners; strategic international donor engagement; and UNDP/UNCT collaborative support and facilitation of work.

created a very favourable environment for the development of the GSDS. In addition, the Assumptions⁴ identified were all holding at this point.

118. However, as time progressed the political environment became increasingly challenging, with the administration first losing a vote of confidence in 2018, and later the general election in 2020. While all of the essential work to develop the Strategy was complete and the Outcome largely achieved, due to the necessary drivers being in place up to this point, the new administration which had been hostile to the development of the GSDS from the outset, was resolved to ignore the process, and is unlikely to facilitate the work necessary to achieve the Intermediate state- “ Guyana is putting in place conditions (reforms, incentives, partnerships etc.), catalysing greater public participation, better governance and more investment for the GSDS implementation”, and ultimately contribute to the achievement of the Impact.
119. Notwithstanding, because government agencies had, prior to the administration change, embraced and integrated the principles of the Strategy into their workplans, and the new administration is strongly supportive of a path of sustainable development for Guyana (although averse to the GSDS), it is expected that several aspects of the Strategy will find their way in some form, into any new development strategy. Therefore, Guyana could well transition, over time to a green economy, based on the principles established and sector strategies developed under the GSDS.
120. There is no evidence of any adverse effects of the project.

E. Financial Management

The assessment of Financial Management is **Satisfactory** (see Annex X)

121. All funding for the project was provided by the government of Norway through the GRIF financing facility for which the World Bank is trustee. No co-financing was necessary or provided as the funds approved under the Agreement with the Government of Norway were adequate for the implementation of all activities. In kind (staff fees) contributions were provided by UNEP ROLAC.
122. Fund management was carried out by the UNEP ROLAC office in accordance with UN Financial Rules. Funds from GRIF were transferred to UNEP in one tranche and expended directly from the Panama office for services e.g. SSFAs. Funds earmarked for expenditure in Guyana were transferred to the UNDP Office in Guyana for the respective payments, on the instructions of ROLAC office. The ROLAC office is also responsible for financial reporting (once per year to the World Bank), audit reports and managing procurements.
123. Procurement of staff (e.g. for the Coordinating Unit), services and goods were carried out by ROLAC in line with the UN Financial rules and procedures. Reportedly some of the SSFAs (UG, WWF, CI) took a long time to finalise (up to 3 months) as changes had to be approved by the bureaucracies of each of these institutions as well as by UNEP prior to finalisation. This resulted in some delays in starting these contracts.
124. There were some variances between planned and actual expenditure on the project components. This was because some Components experienced cost savings, whereas other required additional expenditures based on specific requests and the need for additional studies (see Table 12). All budget line transfers were approved by the World Bank.
125. The final expenditure fell somewhat short of the budgeted amount by just over US\$ 47,000.00. The main cause for the under expenditure is that a decision was taken not to print the 3 Volumes that comprise the

⁴ Assumptions: external political stability; internal political stability/stable government processes, and possibility for GSDS to receive parliamentary approval; government priorities to drive transition to a green economy remains high; no large scale market shocks ;no natural disasters ;sector leaders and other stakeholders are willing and able to participate in dialogue

Strategy package. The cost of this was estimated at US\$30,000. The decision was influenced by the fact that in view of the aversion of the new administration for the GSDS, it was felt that the printed copies may not be utilised in the way they were originally planned. Instead, the documents are available in several online locations.

126. Reporting of provisional accounting information was quite delayed due to lengthy reconciliations being undertaken by the UNDP Guyana office which carried out financial transactions on behalf of UNEP, as UNEP has no office in Guyana. No audit has been carried out to date.

Table 11: Project Financing (*Provisional)

Funding source	Planned funding USD	% of planned funding	Secured funding USD	% of secured funding
<i>All figures as USD</i>				
<i>Cash</i>				
Funds from the Environment Fund	Nil			
Funds from the Regular Budget	Nil			
GRIF Secretariat	1,401,869		1,500,000	
Project support costs	98,131			
<i>Sub-total: Cash contributions</i>	<i>1,500,000</i>		<i>1,500,000</i>	
<i>In-kind</i>				
Environment Fund staff-post costs	176,340			
Regular Budget staff-post costs	147,090			
Extra-budgetary funding for staff-posts (listed per donor)	nil			
<i>Sub-total: In-kind contributions</i>	<i>1,823,430</i>			
<i>Co-financing*</i>				
Co-financing cash contribution	Nil			
Co-financing in-kind contribution	Nil			
	Nil			
<i>Sub-total: Co-financing contributions</i>	<i>Nil</i>			
Total	1,823,430			

*Note: Financial figures are provisional (as at February 2021) pending final project budget reporting.

Table 12. Expenditure by Outcome/Output** (Provisional, at Feb 2020)

Component/sub-component/output <i>All figures as USD</i>	Estimated cost at design	Actual Cost/ expenditure	Expenditure ratio (actual/planned)	Comments
Component 1 Output A: Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS	436,700	278,604.91	0.64	The under- expenditure was due to efficiencies in undertaking the regional consultations. The costs for this were lower than anticipated
Component 2 Output B: GSDS developed based on evidence-based knowledge and multi-stakeholder consultations	300,869	460,756.71	1.53	This higher than planned expenditure is due to the additional work that was necessary to complete various studies, in particular the M&E indicator framework.
Component 3 / Output C: Capacity development and knowledge services for Green State and Sustainable Development enhanced and produced.	216,000	242,906.86	1.12	Ok

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Component/sub-component/output <i>All figures as USD</i>	Estimated cost at design	Actual Cost/ expenditure	Expenditure ratio (actual/planned)	Comments
Component 4 Output D: Open and participatory consultation for the elaboration of the GSDS facilitated	362,000	274,116.45	0.76	Funds were transferred to other Components 2, 3 and 5 to cover the related activities.
Component 5 Output E: Resources for mobilisation identified and financial plan developed	54,300	85,824.94	1.59	This additional cost included the consultancy to develop the Cost Estimates of the M&E framework for the GSDS that was requested by the Ministry of Finance
External Terminal Review	32,000	20,000.00	0.63	OK
Total	1,401,569	1,362,209.00		
UNEP PSC (7%)	98,131	90,466.40		
GRAND TOTAL	1,500,000	1,452,675.40		Balance remaining due to GSDS documents not printed
Unspent funds		47,324.60		

** *Note: Financial figures are provisional (as at February 2021) pending final project budget reporting.

F. Efficiency

The Assessment of Efficiency is **Satisfactory**.

127. The project was subject to delays from quite early. There was an initial delay in accessing the start-up funding, necessitating an advance provided by the UNDP Executive Director, and pushing back the start date from July 2017, the planned start date to November 2017. The advance funds facilitated the implementation of activities ahead of the receipt of the GRIF funds.
128. The short-term contract of the first Coordinator was not renewed after the first 4 months of the project, reportedly due to inadequate performance, necessitating recruitment of a replacement. The recruitment process could have been much longer, except for the fact that the targeted candidate was already being recruited by UNEP for another activity. This saved considerable time, and the candidate took up the position of Coordinator in March 2018.
129. The major cause of dislocation and delays throughout much of the project period was the unstable political situation commencing in December 2018 with the vote of no confidence for the sitting administration and extending in some form up to the general elections of March 2020, and August 2020 when the new government was seated. While the draft GSDS was able to be laid before Cabinet eventually (March 2019), there was no opportunity for submission to Parliament because of the chaotic political situation in the country.
130. The delays necessitated four no cost extensions, and resulted in the project period being extended from 18 months (July 2017-December 2018) to 36 months (July 2017 to July 2020). The main result of this was that the implementation stage of the Strategy could not be meaningfully undertaken within the project period. July 2020 also marked the change of government from the Granger administration to the opposition Peoples Progressive Party (PPP) which despite several invitations, did not engage with the process to develop the strategy, and still remains strongly inclined to ignore the Strategy and the work that went into it.
131. The cost effectiveness of the project was considerable, bolstered as it was by the number of “joined up” actions that were undertaken to, for example, deliver capacity building workshops to stakeholders. The various workshops such as the Green Economy Modelling Incorporating SDGs into Green Industry & Trade Assessment Validation Workshop (UNIDO), provided stakeholders from government, private sector and civil society with improved understanding of various aspects of a green economy and provided inputs to the development of the strategy. In addition, PAGE supported the preparation of several technical studies which informed the elaboration of the Strategy (113). The UNCT was active in these activities, and the principle of Delivering as One was in evidence, although the highly constrained timelines for deliberation and feedback affected the extent to which some inputs by the Team could be reflected in a manner agreed by all. Many inputs were reflected in the Appendices which constitute valuable elaborations to the content condensed in the Volumes.
132. Some cost effectiveness was also achieved by the contracting of consulting teams as individuals. For example, opting to have highly qualified experts contracted as individual consultants to avoid the more complex, lengthy and costly bureaucracy involved in developing Small Scale Funding Agreements (SSFAs) with agencies or institutions.
133. The in-kind contribution of the UNEP ROLAC staff to the design and implementation of the project was considerable over the period. Synergies with projects such as the “Strengthening the environmental dimensions of the Sustainable Development Goals” (SED- SDG Guyana Project)”, also implemented by UNEP, enabled the GSDS participants to benefit from training in reporting on the environmental dimensions of the Sustainable Development Goals (SDGs).

G. Monitoring and Reporting

This criterion is assessed as Moderately Satisfactory

134. A detailed Monitoring Plan is included in the ProDoc, alongside a budget with adequate funding for a Terminal Evaluation. No mid-term evaluation was programmed, due to the short implementation period (under 4 years) of the project.
135. As mentioned in para.107, there were several indicators in the Log frame, as well as targets that were inadequately suited to expressing the extent to which outputs and outcomes were achieved. Instead, it is left to the person reporting to develop statements to describe the achievement. This is largely because quantitative indicators were used throughout the log frame, even in cases where qualitative indicators would have been better suited to reflecting the achievement. Paragraph 28 details the indicators which fell short of the SMART standard, and offers some suggestions for better formulation.
136. A few indicators were superfluous, not contributing significantly to understanding of the project's most critical achievements e.g. "Action minutes of the PAGE Advisory Committee", while others that would contribute to this understanding were absent from the revised version of the Log frame. Examples of these are the indicators: "Number of sector plans and /or strategies into which the policies of the Green State Development Strategy: Vision 2040 has been integrated at the outcome level"; and " Number of surveyed participants who indicate increased understanding of GSDS and SDG monitoring and reporting" at the output level.
137. There were no disaggregated indicators (sex or otherwise) in the log frame, and so this data was not routinely reported, although gender data was included in several of the reports of various activities e.g. the National consultations; green conversations etc. This data is relevant to understanding to what extent women, men and youth, for example, participated in the various activities and would have provided an indication of inclusiveness.
138. The responsibility for monitoring and reporting was shared by the Project Coordinator and Regional Coordinator (ROLAC), however the financial reporting was largely the responsibility of the ROLAC office. The main tools for narrative reporting were the PIMS which captures reporting from the start of the project, but in very sparse, non-analytical terms, particularly in the earlier project implementation period; and the narrative reports provided to GRIF on a 6 monthly basis which provides more detailed accounts of activities and results.
139. The risks and assumptions were not specifically monitored, although a detailed risk log was developed and included in the ProDoc. It is noteworthy that the highest level risk identified eventually manifested itself i.e. that of a change of government to an administration that is not inclined to support the implementation of the Strategy. This will affect the possibility of achieving the anticipated project impact.

H. Sustainability

The assessment of Sustainability is Moderately Unlikely

140. This assessment is mixed because, while a considerable amount of effort went into designing the intervention for sustained action toward the country transitioning to a green economy, the political divisiveness and lack of continuity that is a feature of the change from one administration to another, pose a significant threat to achieving and sustaining the full benefits of the GSDS.
141. The design elements of the project that were intended to contribute to sustainable action and benefits included: persistent attempts to engage the Opposition (all of which were unsuccessful) to promote continuity; the building of capacity in government personnel, private sector and civil society to understand and contribute to the development and implementation of the strategy; engagement in national discussions to explain the concepts of the strategy and solicit buy-in from the wider public; the development of policy recommendations and strategizing by the Budget Office for these to be integrated into the sector planning process of the various ministries and government agencies as a condition for approval of their respective budgets. Finally, costing and identifying financial resources for implementation of the strategy was a critical component of the exit strategy and mechanism to contribute to sustainability.
142. While the change in government, and the avowed intention of the new administration to shelve the GSDS is a major cause for concern, the process to develop the Strategy involved, and found some level of resonance with all sectors of Guyana society. Significantly, after being very reticent about the proposal to develop yet another national strategy, the main private sector organisations became very involved in the process to develop the GSDS, to the extent that the private sector was represented on all of the seven Multi-stakeholder Expert Groups (MSEGs), four of which they co-chaired. The recognition of the GSDS as an expansion of the LCDS which had been developed by the PPP, the party which has just returned to power, and the tremendous impact that implementation of the recommended policies could have on the Guyana economy, has invested the private sector with enthusiasm, and there is a distinct possibility that they could well emerge as the strongest advocates for its implementation. A number of these private sector representatives who currently sit on the PAGE Advisory committee and others, are well placed to provide this influence.
143. Another factor favouring the implementation of the strategy in some form, is the fact that the principles and policy recommendations have been mainstreamed into the sector planning of several government agencies and are represented in the 2020 interim budget. The presentations made to the ministries by the Coordinating Unit during the period of budget preparation went a far way toward unpacking the GSDS in terms that were relevant to the mandates of the respective ministries and agencies. As such, inclusion in their planning constituted a common-sense response, although the Budget office had also made this action a requirement for the agencies having their budgets approved. Notwithstanding, it became clear to many government agents that GSDS policy recommendations are not out of alignment with those of the LCDS which is favoured by the new government.
144. The overseas development community was deliberately engaged by the Coordinating Unit and the Resident Coordinator of the UNCT in discussions on the GSDS through various fora to inform and solicit support for implementation. While the sentiment among the community following the government change has been to await the articulation of the priorities of the government, the GSDS policy recommendations have to some extent already influenced the framing of country strategies of UNCT members, the IDB and the World Bank.
145. The inclusion of institutions such as the University of Guyana, Conservation International and the World Wildlife Fund (Guianas) as partners to implement particular aspects of the GSDS development process, not only brought the local expertise of these institutions to bear on the respective activities for which they were contracted, but also contributed to the local body of knowledge on sustainable development. This

increases the respective capacities of these institutions to undertake actions such as these in the future, and is a net benefit to the country. In the case of the WWF, a consultation strategy developed in collaboration with the Coordinating Unit will be valuable for future actions.

146. Evidence from surveys undertaken as part of this Review revealed that most persons who were involved in national consultations and /or Green Conversations i) appreciated the convening of the events ii) felt that they gained an improved understanding about what a green economy was, and that this increased understanding was shared by other participants; vi) felt that their issues were addressed in national consultations; vi) had no idea whether their issues were reflected in the final document. A number of persons either expressed the resolve to/or had already taken individual or collective action aligned with green state principles and recommendations. These included the planting of trees, educating persons on the principles of a green economy, and the installation of garbage disposal units, and solar energy panels. (See Annex III)
147. Another expression of the public regarding the GSDS development process which was captured in a social media postings in the last few months of the project. It called for the new government to consider the significant time investment and effort of so many individuals, CSOs and public and private sector entities, to develop a sound strategy that should be implemented rather than set aside because the other party spearheaded it.

I. Factors Affecting Performance

This is assessed as Satisfactory

Preparation and readiness

148. The preparation for the project, from proposal development, review revision and submission for funding approval was very effectively implemented. First, the high quality proposal received inputs from the PRC, that were expeditiously and thoroughly addressed, and the submission, project approval, the securing of funds and project mobilisation were carried out very efficiently. The GRIF Secretariat to which the proposal was sent for funding consideration, noted that the proposal was the only one the Secretariat had ever received that had been completed and approved in so short a time period (less than a year)
149. This was effected through the steadfast commitment of the Regional Coordinator, Resource Efficiency, ROLAC office, with support of the ROLAC team. Although located in Panama, the Regional coordinator (now Manager of the GSDS Project) spent long stretches of time in Guyana establishing the foundations for solid working relationship with the Department of Environment, in the Office of the Presidency, the UN Country Team, particularly the Resident Coordinator who supported the orientation process, and the UNDP financial unit which would be responsible for the management of local funds on behalf of UNEP ROLAC. The establishment of the Coordinating office was expeditiously carried out including the necessary staffing and office space, being provided first in UN House and later, within the Office of the Presidency.

Quality of Project Management and Supervision

150. Project management and supervision were professionally executed and effective throughout. A prompt decision to replace the initial Project Coordinator once alignment with the necessary approach was found to be lacking, saved the project a great deal of time. A replacement was quickly recruited and among other things, promptly set about structuring the discussions of the Expert groups which had already started, but without the requisite guidance. Management of these MSEGs and the Advisory groups, was well executed, as was the management and coordination of the various consultants and UN agencies providing various inputs, and capacity building support. The challenges which arose due to the difficult political climate which emerged midway through the project were met with sound adaptive management approaches that enabled the delivery of a quality product, available to all stakeholders and other interested parties.
151. The project was managed through the coordinated action of the ROLAC office in Panama, and the GSDS Coordination Unit that was established in Guyana. The working relationship was a productive one, with

supervision and guidance being provided by the ROLAC team, particularly in financial management and other UNEP systems and protocols, while the Coordinating Unit was responsible for the day to day management of activities on the project.

Stakeholder participation and cooperation

152. It was determined early that the process to develop the GSDS should be driven by stakeholder participation and ownership of the process, and ultimately the final product. As such, it needed to be carefully fostered, commencing with the development of a credible and extensive stakeholder analysis, and identification of the optimum ways in which all levels of the Guyana citizenry could be reached.
153. The support from the highest levels of government, and the UN system provided the Coordinating team with a high level of credibility that was prudently used to leverage the interest and participation of the diverse and significant number of stakeholders that would be involved in the complex discussion and consultation process necessary to inform the development of the Strategy. The Coordinating team realised and accepted that its most consequential role would be to provide the necessary support to the various levels of stakeholders involved first in the deliberations, and later in the implementation of the GSDS. Over the duration of the implementation period, the team lived up to this responsibility

Responsiveness to Human rights and Gender Equity

154. Human rights and gender equity were major considerations in the project design. Guyana is a complex society with peoples of different ethnicities, traditions and cultures. The Amerindians who comprise 12% of the Guyanese population are a distinct group with their own governance structures and vast landholdings, the extent of which is second only to those held by the government. Nonetheless, they tend to be disadvantaged because of the remoteness of their communities that are not well served by infrastructure including health and educational facilities. Engagement with this group was considered vital and was accomplished through the Green Conversations (regional consultations) carried out by the Conservation International. Unfortunately, this group was not represented in the MSEGs despite being invited. It is likely that in the absence of special support for transport and accommodation their attendance would not be possible.
155. To address this, the Coordination Office consulted with the National Toshias Council comprising the heads (Toshias) of the major indigenous tribes to compensate, and presented at their biannual convention in July 2018. In addition, a special workshop was convened close to the end of the project that included some of the Amerindian representatives and their voices were heard regarding the types of communication by which they can best be reached.
156. Women were another important group to be engaged. It is noted that in Guyana, there are higher numbers of women who are not employed, and women who live in poverty. Many are subject to domestic and other types of violence, as well as other disadvantages. They were also not well represented on the MSEGs, although invited. It is unfortunate that the groups on which they would have been included (Groups 6-) was actually quite dysfunctional.
157. Some women's groups were in attendance at the National Consultations and raised issues in those fora. Women's groups along with other vulnerable groups were also in attendance at the special focus group consultation workshops that were convened close to the project end. Unfortunately, the focus of that workshop was to understand the best means by which to communicate with these groups, and the sessions were not facilitated to raise very substantive issues.

Risks identification and Social Safeguards

158. A number of safeguards were developed in order to address the various risks identified. The risk log in the project document, and the risk assessment identified risks according to category (political, financial and organizational), and ranked them according to i) Severity of impact and ii) Likelihood.

159. Both “Severity of Impact” and “Likelihood” were scored on a scale of 1-5 with 5 being most severe. The Severity score and the Impact scores for each risk are multiplied to give a final score. The highest score (4X4=16) was calculated for the following risks:
160. “There is not enough time allocated to complete the exercise outlined by the government of Guyana”. This is a political risk for which the mitigation was “Careful planning is undertaken to ensure that as far as practicable the timetable outlined by the government of Guyana is kept”.
161. This risk actually materialized, although mitigated somewhat by the various extensions of the project. In as much as careful planning had been done to ensure that activities were undertaken in a timely manner, the situations that caused the delays (vote of No Confidence of government leading to closure of Parliament; election campaigning and following period of unrest that made field activities impossible; elections and a prolonged transition period, could not be avoided nor readily mitigated, other than by way of the extensions that were granted.
162. “Parliament does not endorse the final GSDS because of opposition by the opposition (score 16) i.e. this was considered quite severe political risk and quite likely. The overall risk rating was 16 and the mitigation mechanism was a special mechanism built into the governance structure for the preparation of this Strategy that allowed for regular dialogue between the Office of the President and the Office of the Opposition. Unfortunately, this risk materialized and the Opposition was not willing to engage in any discussions on the GSDS.
163. “The strategy is endorsed but its implementation is halted due to political change”. This risk also materialized and unfortunately, the related mitigation strategy, “This strategy will be presented to parliament as a state paper which is endorsed by both the Government and the Opposition”, was not able to be implemented because Parliament was suspended from the end of 2018, prior to that and following, the Opposition was not willing to endorse any part of the GSDS.

Communication and Public Awareness

164. This project strategized significantly to ensure that communication on the objectives and benefits of the project were communicated via a range of messages to ensure that all sectors of society were reached. A Communication Plan and Strategy was developed by a local public relations company, and approved after inputs by the Coordination Unit and RoLAC in March 2019.
165. The Plan centered around “raising awareness about the Green State Development Strategy -Vision 2040 and helping Guyanese to understand that the strategy is a long-term plan for prosperity, built on the fundamental pillars of environmental consciousness. It also sought to “demonstrate the benefits that can accrue from the government’s implementation of the Green State Development Strategy -Vision 2040 and the transformative impact it will have on Guyana and its future economic prospects. At the core of the communication plan is to have Guyanese recognize that the government has a solid long-term vision and to engender public support for that vision.
166. The branding of the GSDS was appropriate, with a distinctive logo being established and used on all PR and outreach material including banners for events and presentations. The tagline Vision 2040: securing Guyana’s natural wealth for the prosperity of all was developed and a website established at <http://greenstatedevelopmentstrategy.com/>⁵
167. The Plan identified various strategies to be executed, the media to be used, target audience a budget and timeline for each. It also identified various messages for use by government agencies in promoting the GSDS concepts. Specific products included: videos on the GSDS and how it will benefit Guyanese people,

⁵ The website has been removed at the request of the new government administration

and on the Consultation process; press releases over the period August 2018 to March 2019, coinciding with the start and ending of the Regional Consultations; a monthly newsletter published between June 2018 and January 2019; a social media presence on Facebook, Twitter and Instagram which together garnered some 1800 followers; and a GSDS brochure and factsheet with the main objectives and key information on the strategy

168. Unfortunately, data on persons reached by the various outreach and public awareness strategies, and the impact of the various messages on their understanding of the GSDS was not systematically collected, although an initial survey had been done on the extent to which persons were aware of the GSDS.
169. A workshop held at the end of the project implementation period with vulnerable groups (youth, elderly disabled, women, indigenous persons) identified the various communication media most utilised by them. This will be important to inform future interventions, however it was too late to inform the outreach under this project.

V. Conclusions and Recommendations

A. Conclusions

170. The project was very well designed, as it comprehensively addressed the most important elements necessary for an intervention of this kind i.e. appropriately constituted multi-stakeholder and multilevel structures, and broad based outreach and consultative actions to engage large sectors of the society across difficult terrain. The capacity building actions and technical studies were vital as they would generate respectively, additional inputs, the evidentiary underpinning for the final product. In addition, the documentation of cost estimates and potential financial resources all together constitute a turn-key model that can be implemented immediately. The main shortcomings in design were found to be in some poorly developed indicators in the log frame which either solicited inconsequential information, or did not adequately reflect some of the most meaningful metrics of achievement.
171. The establishment of the MSEGs and the Advisory committee were appropriate mechanisms by which to ensure inclusiveness in the deliberations under the seven thematic areas. However, the effectiveness with which the groups functioned varied, with some hindered by the absence of necessary inputs of senior government officials representing sector priorities; and in at least one MSEG (Group 6 - Governance and Inclusiveness), which comprised mainly CSOs, including indigenous peoples organisations and women's groups, the conflicts that emerged caused participants to disengage and leave the process. This group eventually failed to deliver a product. Fortunately, the National Consultations and Green Conversations were able to capture some of these perspectives, and engaging indigenous groups, for example, was also mitigated by the meetings with the National Toshias Association by the Coordinating Office.
172. It was very strategic to have had the Ministry of Finance in general, and specifically the Budget Office represented on the Advisory Committee as co-chair with the DoE. Having been centrally involved in the discussions and receiving weekly updates on progress, the head of the Budget Office was sufficiently equipped to send budget circulars to government ministries and agencies that required them to integrate GSDS policy recommendations in their sector planning and budgets, as a condition of their budgets being approved. As such, even in the absence of the formal endorsement of the strategy by Parliament, and approval as national policy, its elements have been integrated into government ministries and agencies actions and this augurs well for implementation of at least of some elements of the strategy.
173. The Project set a precedent for how UN agencies can work together to make input to national strategies. This is of vital importance to the UNCT, as under current UN reform, a minimum of 2 agencies have to work

jointly in order to be eligible for funding. The collaboration between the agencies was not, however, without challenges to manage the relationships while taking adequate account of the various inputs from all parties in the time-constrained setting of the project.

174. It was challenging to manage the tensions caused by a time constrained activity with so many players and interrelationships to manage while moving the participants toward making inputs to developing and finalising the Strategy. The ability of the Coordinating Unit, Regional Coordinator and the Project Coordinator in particular to encourage, guide and infuse balance, while driving the process to a successful conclusion is a major success factor.
175. UNEP was a worthy candidate to lead the project, not only because the President made the request based on the agency's previous work on the green economy, but also because it was well positioned to draw on the wealth of expertise existing within the UNCT, and the complementarity and synergies that could be established with other actions in Guyana and the region. As a result, the intervention benefitted from a range of enriching inputs from other related actions which came at little to no cost to the project. It also served to bring many of the best minds in the field to bear on the peculiar situation of Guyana and how the path toward a green economy could be forged.

B. Recommendations

176. ROLAC: For projects which involve highly participatory processes such as the development of a National Strategy, ensure that the government authority is able to commit to a realistic timeframe, that allows for inclusive and engaged deliberations with adequate time for feedback by all stakeholders. This will ensure that the most comprehensive and representative product, fully understood and owned by all stakeholders can be developed, and approved as policy.
177. ROLAC: In future interventions, develop a small number of strong indicators (including qualitative indicators), which can effectively contribute to decision making, demonstrate accountability and foster learning; and avoid listing multiple indicators that do not provide data that can inform decision making or reflect the most significant achievements.
178. GoG: Strong directives must be given by government leadership to high level officials e.g. in charge of policy development/ recommendation to ensure their participation in sessions such as the MSEGs. In the case where this is not possible, targeted sessions should be established to solicit specific inputs at relevant intervals, to ensure connectedness with the process.
179. ROLAC: For projects which require broad participation, it is important to make adequate provisions for Civil Society Organisations (CSOs) and vulnerable groups in advance, to ensure that they can participate on an equal footing with other organisations who are likely participating as part of their jobs. Alternately, timely provision must be made to solicit these inputs in other settings such as local community meetings, and in the case of the indigenous people of Guyana, in their scheduled District council meetings. These are likely to be more inclusive and cost effective.
180. ROLAC/Government: Ensure that for process interventions such as the GSDS, decision makers with responsibility for budgeting and financing (e.g. Ministry of Finance) are kept abreast of, and involved in deliberations early in the process so that there is early understanding, and buy-in that can ultimately influence financial decision making.
181. UNCT: Establish specific protocols to guide interactions amongst UNCT members and the overall process of collaborative working and decision making. This is particularly important as recent UN policies requires these closer collaborations among country teams.

C. Lessons Learned

182. **Lesson 1:** Experience from the recruitment actions under the project revealed that recruiting of personnel for highly interactive, people and relationship focused activities, such as required for the Project Coordinator, requires that skills, experience and personal commitment to undertaking these complex processes be weighted much more heavily than academic qualifications. These processes are more about people management than a narrower focus on getting to the end line with a great document. Respect for all perspectives, patience and encouragement of the groups are as important as ensuring the production of a good, but quite possibly, imperfect product. The value of the ownership and respective buy-in that evolves as persons go through the process is vital for ensuring that despite the external changes, hearts and minds of persons in leadership positions for all sectors are influenced/ changed. Gaps resulting from inadequate rigor in the analysis of the issues can be filled by subsequent research and elaboration, however the massive investment in ensuring inclusion and ownership provides substantial insurance against the possibility that the recommended actions are sidelined because a document is not officially approved by the administration.
183. **Lesson 2:** Engaging vulnerable groups in consultations requires time and patience to identify how and under what conditions they are able to participate meaningfully. Travel stipends and other facilitating mechanisms need to be in place in advance and extended alongside invitations, to these groups so that there is no barrier to them participating. In the case of the indigenous people of Guyana, while representations to select groups are laudable, it is posited that the best mechanism in which to fully engage them is as part of the quarterly District Council meetings. Information should be provided in advance so that if necessary, they can request expert review on their own behalf. In this way eventual presentation will not be the first time they are seeing the information. In these and other contexts of multi-stakeholder consultations involving non-technical persons, the use of audiovisuals in transmitting messages is extremely important and should be utilized to the extent possible in settings with persons undertaking multi-stakeholder consultations.
184. **Lesson 3:** The provision of solid guidance for discussions in multi stakeholder discussions such as those involving MSEGs is extremely vital right at the outset. This ensures that participants are fully aware of the purpose, and scope of the proposed discussions, and saves valuable time. Late imposition of this guidance can push participants into defensive mode as they will feel as if the rules are being changed midstream. An additional support to groups such as this would be a rudimentary “fleshing out” of the themes in advance by unbiased experts that would trigger more focused discussions, and possibly save time.
185. **Lesson 4:** The process to finalise the project’s accounting proved to be very tedious and lengthy due to the necessity to accurately calculate reimbursements and fees owed to the UNDP, which made advance in-country payments on behalf of UNEP. A better approach for future interventions is to have periodic and regular (e.g. every 3 or 6 months) reconciliations e.g. of purchase orders with financial authorisations, and consistent application of administrative fees, to facilitate more timely and accurate financial reports and avoid backlogs and delays at project end.

ANNEXES

Annex I - List of documents consulted for the Terminal Review

PRODOC Guyana GRIF Green State Dev Strategy Approved & Signed 07-07-2017
Framework for Guyana Green State Development Strategy Final 04-04-17
Volume I - Policy Recommendations -July24
Volume II- Annexes to the report
Volume III-
Terms of Reference Inter Ministerial Advisory Committee
Terms of Reference Multi-stakeholder Expert Groups
180523 Project Executive Summary -Environmental Dimensions and SDG (Guyana)
GSDS-UNEP-GRIF, First NarrativeReport_21March2018
WWF Project Proposal - Consultations for Elaboration of Guyana's Green State Development Strategy
PRC Report Guyana 08052017 Revised Document Responses 260617
PRC Report Guyana_Rev_DPS +AZ 060719
Guyana GSDS Revision 15.04.2020
UNEP-GSDS-ProgressReport_GRIF_Jan-Jun2019 Rev AZ-1
Thematic Group contact list 1 – 7
Inter-ministerial Advisory Group Minutes
Various minutes from the MSEGs 1 – 7
Thematic GP1 - Final Report,
Thematic GP2 - Final Report
Thematic GP3 - WIP Vision, Transformative or Strategic Changes-Goals, Targets Indicators, Policy Recommendations
Thematic GP4 - SWOT Analysis
Thematic GP5 - Draft Report
Thematic GP 7 - Systems Theoretic Model Document
Feedback on Hinterland Reports_20181031
Concept Note for Consultations on GSDS (Final)
Guyana GSDS Revision 15.04.2020 NS+DPS+AZ
UNEP-GSDS-ProgressReport_GRIF_Jan-Jun2019 RevAZ-1
GSDS Progress Report 23 Feb2018 Rev AZ (presentation)
GSDS_PIMS_Report_27-07-2020
GSDS Focus Group Findings
UNEP Mid-term Strategy 2018 – 2021
GSDS_OperationalCompletionReport_Jul2020
Project Revision Template_Rev GSDS Guyana request for an extension Jan19
SSFA for Green Conversations - CIG, WWF & UG
UNEP-GSDS-ProgressReport_GRIF_Jan-Jun2019
Communications Final Report
GSDS Agriculture Presentation
GSDS Presentation Nov 2019
MSEG Master Sheet
GSDS Master Contact List2
GSDS monthly budget reports.
GSDS_MonthlyUpdate_Jun2018
GSDS_MonthlyUpdate_July2018
GSDS_MonthlyUpdate_August2018

Annex II– Interview questions

MSEG members

1. How were you involved in the Project?
2. Can you describe the Expert group you participated in and how was it was managed?
3. What was the role of the Coordinating Unit, GRIF/UNEP and other?
4. Do you think the correct people were in your group?
5. If not, who else should have been there? Why? Why did the not attend?
6. Was it considered a safe place to discuss the issues regarding the establishment of the GSDS in Guyana?
7. How many times did you meet?
8. Were you provided with guidelines for discussion?
9. Were the members well engaged?
10. If not, what were the reasons? (were they prepared? Did they/you know what a Green state is?
11. What went well with the group?
12. What did not do well?
13. If it could be convened again, what would you want to be different?
14. What would remain the same?
15. Can you confidently say that the consensus of the groups was reflected in the Strategy that was finally developed?
16. Do you expect the strategy to be implemented? If not, why not?
17. What do you think would be needed to get it implemented?
18. Do you consider yourself a champion for the GSDS? Is there anyone you would identify as a champion to getting the Strategy implemented?
19. Have you personally been able to integrate any GS considerations in your organization/ any other area of your private or professional life?
20. How has your understanding / attitude/ perception of Guyana as a Green State changed since being involved with the project?

Inter Ministerial Advisory Committee

1. How significant would you say the Advisory committee activities were?
2. How well did the Committee perform its tasks?
3. Were the meetings very interactive i.e. with full participation?
4. What was the support provided by UNEP, GSDS Coordinating unit, GRIF, and UNCT?
5. What was the decision making process?
6. What were the main challenges involved in the tasks of the Committee?
7. What lessons were learned in the process of implementing the activity?
8. Were there any unexpected negative, or positive outcomes?
9. Were there any issues with procurement, recruiting, reporting, financial management?
10. How was monitoring carried out, and was it effective in identifying issues for addressing?

Annex III – Survey of attendees at National consultation and /or Green conversations

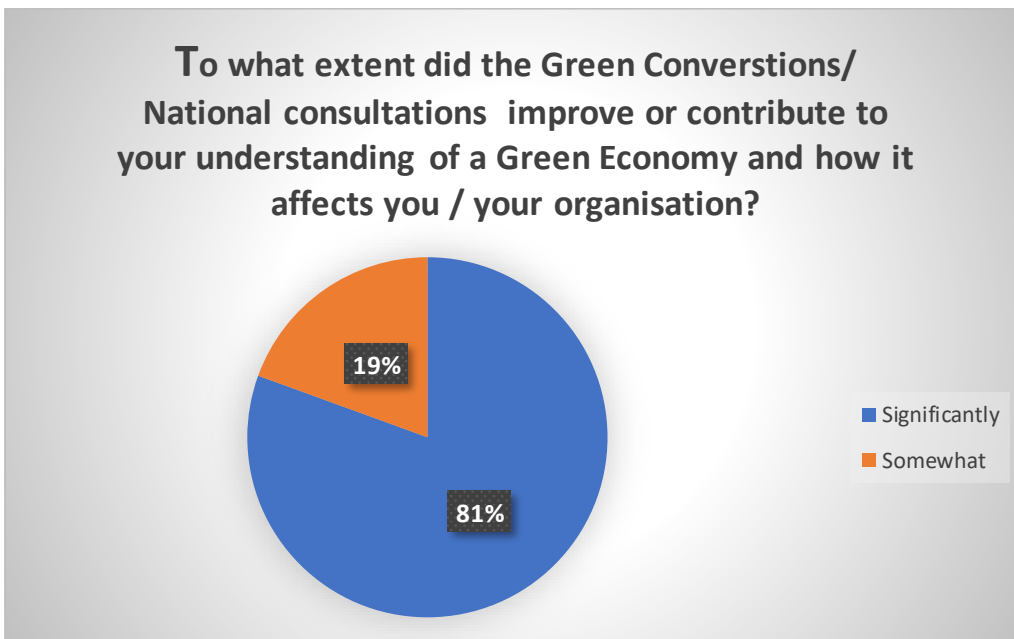
1. Which sessions did you attend? (Indicate all)

- Green Conversations
- National Consultations

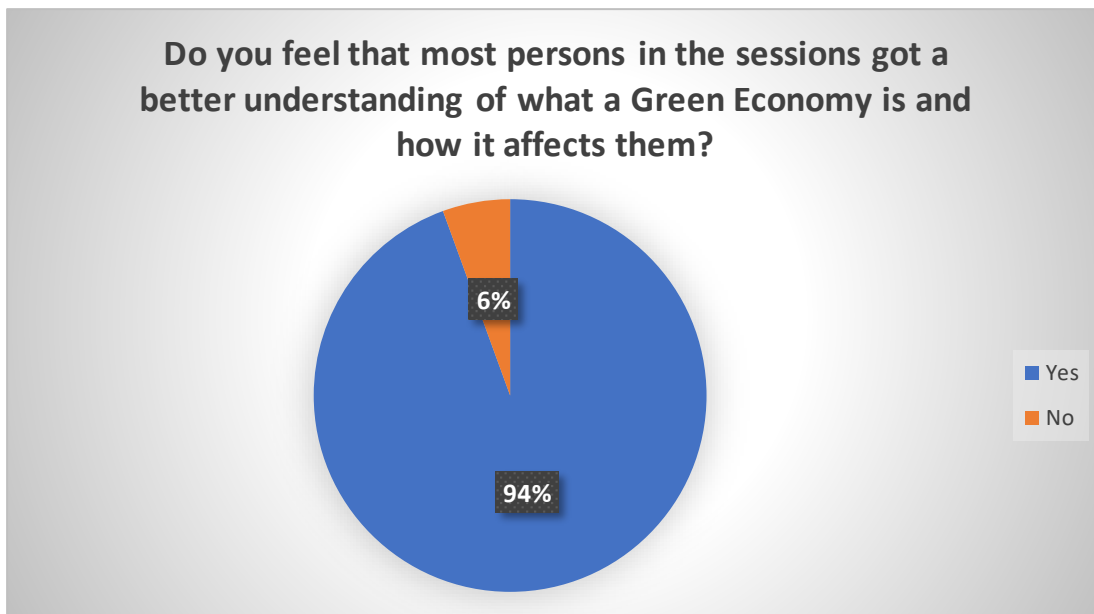


2. To what extent did the Green Conversations improve or contribute to your understanding of what a green economy is and how it affects you/your organization?

- Significantly
- Somewhat
- Not at all
- Not applicable

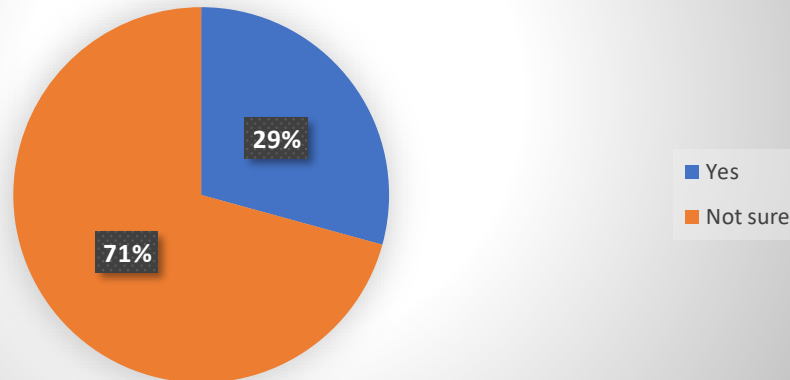


3. Do you believe that most persons present in the Consultations/Conversation session you attended got a better understanding of what a green economy is, and how it affects them?
- Yes
 - No
 - Not sure
 - Other (please specify)



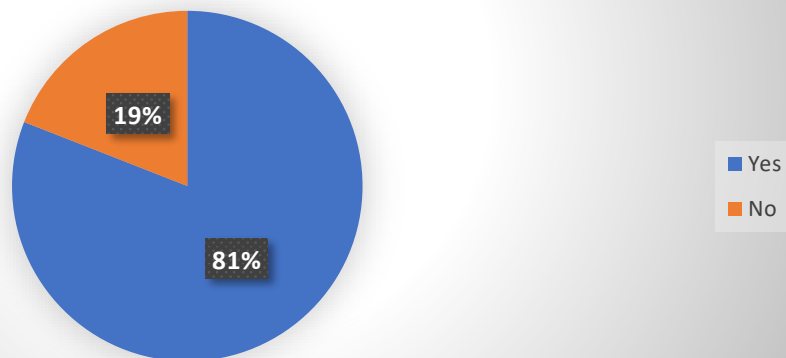
4. Do you believe that the issues raised in the Consultations in your area were reflected in the final GSDS document that was prepared?
- Yes
 - No
 - To some extent
 - Not sure
 - Not applicable
 - Other (please specify)

Do you feel that the issues raised in your area were reflected in the final GSDS document?



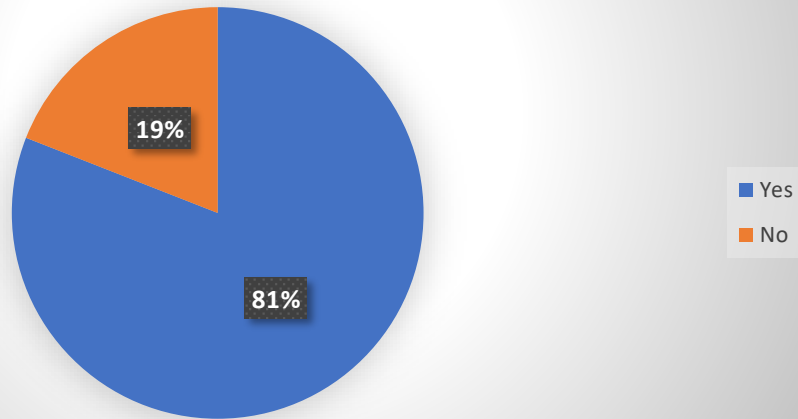
5. Were you satisfied with the way the Green conversations were conducted? Please explain your answer.
- Yes
 - No
 - Not applicable
 - Other (please specify)

Were you satisfied with the way the Green Conversations / National Consultations / Focus Groups were conducted?



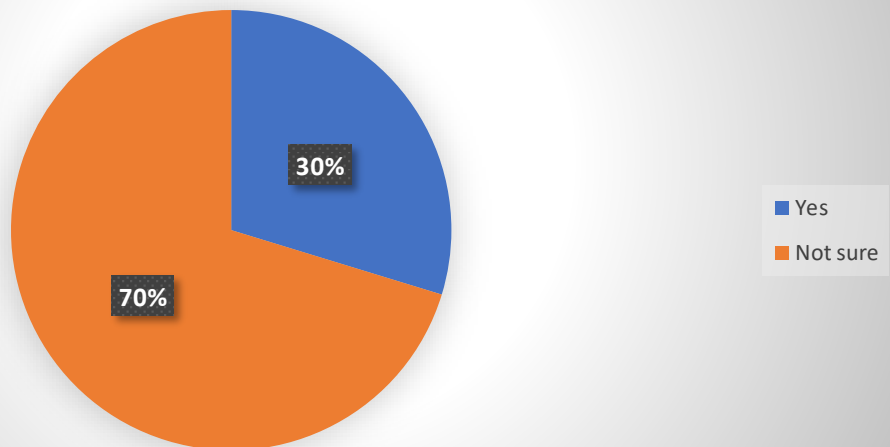
6. Were you satisfied with the way the National Consultations were conducted? Please explain your answer.
- Yes
 - No
 - Not applicable
 - Other (please specify)

Were you satisfied with the way the Green Conversations / National Consultations / Focus Groups were conducted?



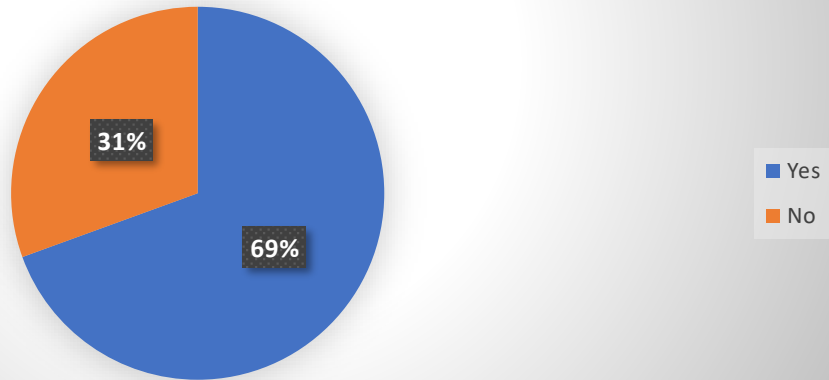
7. Do you believe that the issues raised in your sessions are reflected in the GSDS report?
- Yes
 - No
 - Not sure
 - Other (please specify)

Do you feel that the issues raised in your area were reflected in the final GSDS document?



8. Do you intend to implement any of the discussed/recommended actions to contribute to Guyana

Do you intend to implement any of the discussed / recommended actions to contribute to Guyana transitioning to a Green Economy?



**No includes- "too soon; not yet organised"*

Annex IV. List of Persons Surveyed

#	NAME	ORGANISATION	DESIGNATION
1	Ms. Lyn Robinson	Regional Democratic Council (Region 1)	Information Officer
2	Mr. Brian Hercules	Anna Regina Town Council	Superintendent
3	Mr. Roop Persaud	Regional Democratic Council (Region 2)	Deputy Regional Executive Officer
4	Ms. Denneze Lovell	Regional Democratic Council (Region 3)	Registry Supervisor
5	Mr. Earle Lambert	Regional Democratic Council (Region 4)	Vice Chairman
6	Ms. Annetta Humphrey	Linden Mayor & Town Council	Sr. Environmental Health Inspector
7	Ms. Leola Leonia Narine	Regional Democratic Council (Region 10)	Assistant Regional Executive Officer
8	Ms. Simone Johnson	Regional Democratic Council (Region 10)	Sr. Personnel Officer
9	Ms. Sandra Ruffino	Regional Democratic Council (Region 9)	Regional Councillor
10	Mr. Sherwyn Wellington	Regional Democratic Council (Region 9)	Deputy Regional Executive Officer
11	Mr. George Henry	Lethem Town Council	Former Councillor
12	Mr. Naim Gafoor	Regional Democratic Council (Region 8)	Regional Councillor
13	Mr. Mark Ambrose	Regional Democratic Council (Region 7)	Regional Sports Organizer
14	Ms. Shevon Cobis	Regional Democratic Council (Region 7)	District Development Officer
15	Ms. Keisha Mendoza	Regional Democratic Council (Region 6)	Clerk II
16	Mr. Deonarain Singh	Corriverton Town Council	Councillor
17	Ms. Winifred Heywood	New Amsterdam Mayor & Town Council	Mayor
18	Devon Gally	New Amsterdam town council	Building Inspector
19	Mr. Abel Seetaram	Regional Democratic Council (Region 5)	Former Councillor
20	Mr. Ramnarine Singh	Regional Democratic Council (Region 4)	Assistant Regional Executive Officer
21	Mr. Virgil Harding	North Rupunini radio station	Manager
22	Ms. Khadidja Ba	Caribbean Youth Environmental Network, Guyana	Member-
23	Ms. Johanna Garnett	Grove Craft Centre	Member-
24	Ms. Michelle Austin	Region 6 Corriverton Roadside Baptiste / Women in Progress	Member-
25	Ms. Lorna Short	Region 3 Parika Women in Practice Coop Society	Member-
26	Ms. Marilyn James	Region 1 Moruca Women's group – Huridiah	Member-
27	Ms. Fiona Benjamin	Region 1 Moruca Women's group - Mora	Member-

28	Ms. Helen Thomas	Region 1 Moruca Women's group – Kumaka	Member-
29	Ms. Denese Griffith	Women Across Differences WAD	Admin assistant
30	Ms. Kendria Carrington	Georgetown Public Hospital Corporation GPHC Clinic	-
31	Ms. Wemyss DeFlorimonte	Women and Gender Equality	Investigative / Research officer
32	Mr. Julian Da Luz	International Shotokan Karate Federation	Youth & Amerindian Rep
33	Ms. Althea Woolford	Essequibo Youth Grp - Presidents Youth Award Prog. PYARG	Field Officer
34	Ms. Naomi Marshall	Linden Youth Leaders	Committee Member
35	Ms. Brentlene Julian	Linden Youth Leaders	PRO

(Total: 35 - 11M / 22F)

Annex V – List of persons interviewed

	Name	Title / Organisation	Gender
1	Ms Deirdre Shurland	Project Coordinator GSDS Office	F
2	Ms Adriana Zacarias	Regional Coordinator, Resource Efficiency, UNEP	F
3	Ms Ndibi Schwiers	Former Director, Department of Environment, Office of the President	F
5	Ms Mikiko Tanaka	Resident Coordinator, UNCT, former Resident Representative UNDP	F
6	Dr Marlon Bristol	Head of GRIF	M
7	Mr Niklolaus Oudkerk	Coordinator, Project Management Office, GRIF	M
8	Mr Eustace Alexander	Former National Technical Officer, GSDS Coordination Desk, GSDS Secretariat & GP3	M
9	Ms Onika Stellingburg	Stakeholder advisor, Dept of the Environment, Office of the Presidency	F
10	Ms Sofi Obrestab Halling	Senior Advisor, Dept Climate, Energy & Environment, Norwegian Agency for Development Cooperation	F
11	Mr Orzan Sevimli	Resident Representative for Guyana and Jamaica, World Bank	M
12	Mr Clement Duncan	Co-Chair, Guyana Manufacturing and Service Association, Executive Member GP1	M
13	Mr Clayton Hall	Project Coordinator, First Carbon Partnership Facility, Ministry of Natural Resources:	M
14	Mrs Emilia Maslen	Guyana Women Miners Organization CO-CHAIR Executive Member GP2	F
15	Dr Mahender Sharma	Guyana Energy Agency: Chief Executive Officer Chair GP 3 Shevon -	M
16	Mr Norwell Hinds	University of Guyana Students Society (UGSS) - CO-CHAIR GP5	M
17	Mr Ramesh Dookhoo	Private Sector Commission	M
18	Mr Nicholas Deygoo	Georgetown Chamber of Commerce & Industries: Senior Vice President Co-Chair -GP4	M
19	Ms Tamika Bokoyo	PS Ministry of Legal Affairs Chair GP 6	F
20	Ms Jude DaSilva	Coordinator, National Toshias Council	F
21	Ms Jean La Rose	Head, Amerindian Peoples Association	F
22	Ms. Laura George	Governance and Rights Coordinator - Amerindian Peoples Association	F
23	Mr Anil Roberts	Principal Regional Development Office, Ministry of Indigenous Peoples Affairs,	M
24	Ms. Aiesha Williams	Country Manager, WWF - Guianas	F
25	Mr Curtis Bernard	Technical Director, Conservation International Guyana	M
26	Mr. William Woolford	Consultant, Member of EG 1 & 2	M
27	Mr Ajay Baksh	Public Relations, Perception Inc	M
28	Ms Matina Johnson	Communications Specialist, Perception Inc	F
29	Mr Joe Capp	Consultant, VIVID Economics	M

30	Ms Astrid Lynch	Programme Analyst – JCCCP UNDP	F
31	Ms. Vedyawattie Looknauth	Programme Analyst – Governance, UNDP	F
32	Dr. Gillian Smith	Country Representative Food and Agriculture Organization of the United Nations	F
33	Onika Baptiste	Assistant Country Representative Food and Agriculture Organization of the United Nations	F
34	Mr Felix Girard	Food and Agriculture Organization of the United Nations	M
35	Diego Rei	International Labor Organisation	M
36	Ma Prithi Singh	Formerly PAHO/WHO/ Current -Development Coordination Officer, UN One	F
37	Dr Paulette Bynoe	Team Leader of UG activities, Member of AC Former Dean – Faculty of Earth & Environmental Sciences, University of Guyana	F
38	Mr Rawle Edinboro	Urban Planning & Land Issues. Faculty of Earth & Environmental Sciences University of Guyana	M
39	Ms Verlyn Klass	Team Member (Energy Sector), Faculty of Earth & Environmental Sciences, University of Guyana	F
40	Ms Denise Simmons	Team Member (Energy Sector) – Faculty of Earth & Environmental Sciences – Lecturer, University of Guyana	F
41	Ms Heetasmin Singh	Team member (Agricultural Sector) EG 2. Lecturer/Researcher Faculty of Natural Sciences & Faculty of Earth & Environmental Sciences University of Guyana	F
42	Mr Tennie Houstly	Attorney, Team member, Consultations with Business Community, University of Guyana	M
43	Ms Diana Gobin	Team member (business, private sector EG) Lecturer Faculty of Earth & Environmental Sciences University of Guyana	F
44	Ms Christine Thompson	Team member Engineering Faculty, University of Guyana	F
45	Ms Hasani Tinnie	University of Guyana	F
46	Mr Cecil Boston	Team member (Health Sector), Faculty of Earth & Environmental Sciences University of Guyana	M
47	Ms Vanda Radzik	Red Thread Women' s Organisation	F
48	Mr Paul Atkinson	Indigenous representative on CSO MS Groups Guyana Extractive Industries Initiative (GYEITI) Amerindian Peoples association	M

Total: 47, Male: 20; Female: 27.

Annex VI – Members of the Multi-stakeholder Advisory Committee

1. Green and Inclusive Structural Transformation
Chair:
Ministry of Finance: Dr. Nelson Modeste – Ph.D. Chief Planning Officer. Alternate: Ms. Sonya Roopnauth – Director of Budget
Co-Chair:
Guyana Manufacturing and Service Association: Mr. Clement Duncan, Executive Director Alternate: Ms. Nerissa Thronhill, Secretary/Accountant
2. Sustainable Management of Natural Resources
Chair:
Ministry of Natural Resources: Mr. Clayton Hall – Project Coordinator, First Carbon Partnership Facility
Co-Chair:
Guyana Women Miners Organization: Ms. Quyanna Elliot – Executive Member. Alternate: Ms. Emilia Maslen – Executive Member
3. Energy Transition
Chair:
Guyana Energy Agency: Dr. Mahender Sharma – Chief Executive Officer Alternate: Ms. Shevon Wood – Head, Energy and Energy Statistics Division
Co-Chair:
Georgetown Chamber of Industry and Commerce: Mr. Kester Hutson, Secretary
4 Resilient Infrastructural and Spatial Development
Chair:
Ministry of Public Infrastructure: Mr. Maitland Stewart – Senior Engineer Districts
Co-Chair:
Georgetown Chamber of Commerce & Industries: Mr. Nicholas Deygoo, Senior Vice President
5 Human Development and Well-being
Chair:
Ministry of Education: Mr. Gerald Jewram – Senior Education Officer
Co-Chair:
Youth: Mr. Norwell Hinds – President, University of Guyana Students Society Alternate: Ms. Gomin Camacho, Rep., University of Guyana Students Society, Academic Board
6 Governance and Institutional Pillars
Chair:
Ministry of Legal Affairs: Ms. Tamika Barkoye – Permanent Secretary (Ag)
Co -Chair:
Transparency Institute of Guyana Inc.: Dr. Troy Thomas – President
2. International Cooperation, Trade and Investment
Chair:
Ministry of Foreign Affairs: Mr. Rawle Lucas – Ministerial Advisor on Foreign Trade and International Cooperation Alternate: Mr. Troy Torrington – Director Multilateral and Global Affairs
Co-Chair:

Private Sector Commission: Mr. Ramesh Dookoo – Chairman

Annex VII – Members of the Multi-stakeholder Expert Groups

Expert Group 1: Green and Inclusive Structural Transformation			
#	Organization	Name	Designation
1	Ministry of Finance	Dr. Nelson Modeste - CHAIR	Chief Planning Officer
	Alternate	Sonia Roopnauth	Director of Budget
2	Guyana Manufacturing and Service Association	Mr. Clement Duncan, CO-CHAIR	Executive Member
	Alternate	Ms. Nerissa Thronhill	Secretary/Accountant
3	Bankers Association of Guyana	NA	NA
4	Conservation International - Guyana	Dr. David Singh	Vice President
5	Department of Environment	Mr. Edon Daniels	Sustainable Development Coordinator
6	Federation of Independent Trade Unions of Guyana	NA	NA
7	Guyana Civil Aviation Authority	Mr. Saheed Sulaman	Director of Air Transport Management
	Guyana Civil Aviation Authority	Mr. Dinello Mahabir	Air Transport Officer
8	Guyana Geology and Mines Commission	Mr. Aditya Persaud	Environmental Officer
9	Guyana Gold and Diamond Miners Association	Mr. William Woolford	Consultant
10	Guyana Oil and Gas Association	NA	NA
11	Guyana Tourism Authority	Ms Carla Chandra	Deputy Director
12		Ms. Annarie Seecharan	Snr Marketing Officer
13	Ministry of Agriculture	Ms. Olanna Bacchus	Fisheries Officer
	Ministry of Agriculture	Mr. Michael Welch	Livestock Industry Development Specialist
14	Ministry of Business	Ms. Nichole Haynes	Economist- Strategy & Policy Unit
15	Private Sector Commission	Mr. Devon Seeram	Economist/Manager
16	Consultant	Mr. Rawle Small	Green Jobs Assessment - ILO
	GSDS Coordination Office	Ms. Eleanor Bacani	Group Liaison

Expert Group 2: Sustainable Management of Natural Resources

#	Organization	Name	Designation
1	Ministry of Natural Resources	Mr. Clayton Hall - CHAIR	Project Coordinator - First Carbon Partnership Facility
2	Guyana Women Miners Organization	Mrs. Quyanne Elliot - CO-CHAIR	Executive Member
3	African Culture and Development Association	Ms. Shabakie Fernandes	
4	Amerindian Peoples Association	Ms. Jean La Rose	Head of Association
5	Caribbean Youth Environment Network - Guyana	NA	NA
6	Center for the Study on Biodiversity/Faculty of Agriculture and Forestry	NA	NA
7	Conservation International - Guyana	Mr. Curtis Bernard	Technical Director
8	Environmental Protection Agency - Guyana	Mr. Kemraj Parsram	Executive Director (Ag)
9	Forest Producers Association	Sonia Reece	
10	Guyana Forestry Commission	Mr. Rawle Lewis Mr. Shuba Soamandaugh	Deputy Commissioner of Forests Assistant Commissioner of Forests
11	Guyana Geology and Mines Commission	Mr. Carlos Todd Mr. Quincy Thom	Mining Engineer - Environmental Division Senior Environmental Officer
12	Guyana Gold and Diamond Miners Association	Mr. William Woolford Mr. Hilbert Shields	Consultant
13	Guyana Lands and Survey Commission	Mr. Trevor Benn	Commissioner
14	Guyana Rice Development Board	Mr. Nizam Hassan Ms. Allison Peters	General Manager
15	Guyana Water Incorporated	Mr. Aubrey Roberts	Executive Director-Design Infrastructure
16	Iwokrama International Center for Research	Mr. Dane Gobin	Chief Executive Officer
17	Ministry of Agriculture	Mr. Michael Welch	Livestock and Development Specialist
18	National Toshias Council	Mr. Aubrey Samuels	Toshao
19	Sustainable Development Unit	Mr. Eric Phillips	Presidential Advisor on Sustainable Development
20	Guyana Manufacturing and Service Association	Ms. Nerissa Thornhill	Secretary/Accountant
21	Transparency Institute of Guyana Inc	Mr. Troy Thomas	President
22	World Wildlife Fund - Guyana	Ms. Juliana Persaud	Biodiversity Officer
23	Protected Areas Commissions	Ms. Denise Fraser	Commissioner
24	Opposition Representative	NA	NA

25	Food & Agriculture Organization	Mr. Rueben Robertson	Country Representative
26	Food & Agriculture	Ms. Onika Baptise	
27	Organization	Mr. Basdeo Odwarka	
28	FAO	Mr. Felix Girard	
30	Private Sector Commission	Ms. Annette Arjoon-Martins	Chairwoman, PSC Environmental Sub-Committee
	GSDS Coordination Office	Mr. Eustace Alexander	Group Liaison

Expert Group 3: Energy Transition			
#	Organization	Name	Designation
1	Guyana Energy Agency Alternate	Dr. Mahender Sharma - CHAIR Ms. Shevon Wood	Chief Executive Officer Head, Energy and Energy Statistics Division
2	Georgetown Chamber of Industry and Commerce	Mr. Kester Hutson - CO-CHAIR	Managing Director- Dapper Technology
3	Bureau of Standards Bureau of Standards	Ms. Ramrattie Karan Ms. Candelle Walcott-Bostwick	Head - Standardization Department Executive Director
4	Department of Environment	Ms. Sandra Britton	Renewable Energy Liaison Officer
5	Guyana Energy Agency	Ms. Shevon Wood	Head - Energy and Energy Statistics Division
6	GO-Invest	Mrs. Roxanne Sumner	Senior Investment Officer
7	Guyana Power and Light	Mr. Amir Dillawar	Project Officer
8	Guyana Revenue Authority	Mr. Patrick Hyman	Deputy Commissioner
9	Institute of Private Enterprise and Development	NA	NA
10	Ministry of Business	NA	NA
11	Office of Climate Change	Ms. Janelle Christian	Head, Office of Climate Change
	<i>Alternate</i>	Mr. Gavin Bovell	Project Manager
12	Public Utilities Commission	NA	NA
13	Private Sector Commission	Mr. Desmond Sears	Vice-Chairman
14	Small Business Bureau	Ms. Gillian Edwards	Credit Fund Manager
15	UNDP	Ms. Astrid Lynch	Programme Analyst - JCCCP
16	Ministry of Natural Resources	Ms. Joanna Homer	Legal Officer
17	Ministry of Public Infrastructure	Ms. Kiran Mattai	Legal/Energy Advisor
	GSDS Coordination Office	Ms. Deirdre Shurland	Group Liaison

Expert Group 4: Resilient Infrastructural and Spatial Development			
#	Organization	Name	Designation
1	Ministry of Public Infrastructure	Mr. Maitland Stewart, CHAIR	Senior Engineer Districts, Sea and River Defense Department
2	Georgetown Chamber of Industry and Commerce	Mr. Nicholas Deygoo, CO-CHAIR	Senior Vice President
3	Central Housing and planning Authority	Ms. Germene Stewart	Chief Development Planner
4	Civil Defense Commission	Retired Colonel Ramsarup	Director General
5	Guyana Lands and Surveys Commission	Mr. Derwin Humphrey	Manager, Commission's Secretariat
6	Guyana Power and Light	Mr. Walter George	Design Engineer
7	Ministry of Business	Mr. Gordon Spencer	
8	University of Guyana	Ms. Shion Norton	Head of Department (Architecture)
9	Gender Affairs Bureau	NA	NA
10	Guyana Association of Municipalities	NA	NA
12	Opposition Representative	NA	NA
13	Guyana Association of professional Engineers	NA	NA
14	Guyana Water Inc.	NA	NA
15	Private Sector Commission	Retired Major General Norman McLean	Chairman of the PSC Infrastructure Sub-Committee
GSDS Coordination Office		Mr. Eustace Alexander	Group Liaison

Expert Group 5: Human Development and Well-being

#	Organization	Name	Designation
1	Ministry of Education	Ms. Petal Jetoo - CHAIR	National Science Coordinator, NCERD
2	University of Guyana Students Society (UGSS) Alternate University of Guyana	Mr. Norwell Hinds - CO-CHAIR Ms. Gomin Camacho Dr. Barbara Reynolds	President Representative, University of Guyana Students Society, Academic Board Deputy Vice Chancellor- Planning & Intl Development
3	African Culture and Development Association	Dr. Shabakie Fernandes	Representative
4	Caribbean Youth Environment Network	NA	NA
5	Chinese Association of Guyana	NA	NA
6	Department of Culture Youth and Sport	NA	NA
7	Environmental Protection Agency	Mr. Whoopi Liverpool	Environmental Officer
8	Georgetown Hub - Global Shapers Community	Ms. Andriska Ridley	Global Shaper
9	Guyana Equality Forum	Ms. Kean Chase	Programme Manager
10	Guyana Human Rights Association	Mr. Joel Thompson	Consultant
11	Guyana Responsible Parenthood Association		
	Ministry of Education	Mr. Gerald Jewram	Senior Education Officer
12	Ministry of Indigenous Peoples Affairs	Mr. Anil Roberts	Principal Regional Development Officer
13	Ministry of Public Health	NA	NA
14	Ministry of Social Cohesion	Mr. Steve Ninvalle Mr. Esan Hall Mr. Ruel Johnson	Deputy Permanent Secretary Project Officer
15	Ministry of Social Protection	Mr. Wentworth Tanner	Director of Social Services
16	National Commission on Disability	NA	NA
17	National Toshias Council	Ms. Grace Roberts	Member
18	Red Thread Guyana	NA	NA
19	Society Against Sexual Orientation Discrimination	Mrs. Valini Leitch	Human Rights Coordinator
20	National Youth Council	NA	NA
21	Ministry of Public Security	Ms. Shireen Andrews	Principal Assistant Secretary
22	Ministry of Citizenship	NA	NA
23	Opposition Representative	NA	NA
24	Private Sector Commission	Mr. Samuel Goolsaran	Executive Director of the Consultative Association of Guyanese Industry
25	UNICEF	Ms. Sylvie Fouet Mr. Paolo Marchi	Country Representative Deputy Representative

26	NCERD	Ms. Petal Punalall-Jetoo	National Science Coordinator
	GSDS Coordination Office Liaison	Ms. Deirdre Shurland	Group Liaison

Expert Group 6: Governance and Institutional Pillars			
#	Organization	Name	Designation
1	Ministry of Legal Affairs	Ms. Tamika Barkoye - CHAIR	Deputy Permanent Secretary
2	Transparency Institute of Guyana Inc.	Dr. Troy Thomas - CO-CHAIR	President
3	Department of Information	NA	NA
4	Gender Equality Commission	Mrs. Diana Swan-Lawrence	Chief Executive Officer
5	Guyana Bar Association	NA	
6	Guyana Entrepreneurship Network	Mr. Dennon Lewis	Executive Member
7	Inter-American Development Bank	NA	NA
8	Ministry of Communities	Mr. Roger Rogers Mr. Martin Pertab	Special Project Officer Economist
9	Ministry of Education -NCERD	NA	NA
10	Ministry of Indigenous Peoples Affairs	Ms. Mariah Hartman	Personnel Officer II
11	Ministry of Public Security	NA	NA
12	Ministry of Public Telecommunication	NA	NA
13	National Toshao Council	NA	NA
14	Office of the Prime Minister	NA	NA
15	Public Procurement Commission	NA	NA
16	Religious Groups	NA	NA
17	Rights of the Child Commission	NA	NA
18	Guyana Human Rights Association	Mr. Mike Mc Cormack	Co- President
19	University of Guyana	Dr. Fitzgerald Yaw	Director- Officer of Strategic Initiatives
20	Opposition Representative	NA	NA
21	UNDP	Ms. Vedyawattie Looknauth	Programme Analyst - Governance

		Ms. Astrid Lynch	Programme Analyst - JCCCP
22	Private Sector Commission	Captain Gerald Gouveia	Chairman of the PSC Governance and Security Sub-Committee
23	Guyana Small Businesses Association	Mr. Patrick Zephyr	President
	GSDS Coordination Office Liaison	Ms. Deirdre Shurland	Group Liaison

Expert Group 7: International Cooperation, Trade and Investment			
	Organization	Name	Designation
1	Ministry of Foreign Affairs <i>Alternate</i>	Ambassador Rawle Lucas - CHAIR <i>Ambassador Troy Torrington</i>	Ministerial Advisor on Foreign Trade & International Cooperation <i>Director Multilateral and Global Affairs</i>
2	Private Sector Commission	Mr. Ramesh Dookhoo - CO-CHAIR	Executive Member
3	CARICOM	Ms. Amrikha Singh	Programme Manager - Sustainable Development
4	Georgetown Chamber of Industry and Commerce	Mr. Richard Rambarran	Executive Director
5	Guyana Office for Investment	Ms. Alexis Monize Ms. Uchenna Gibson	Head of Research Unit Senior Export Promotion Officer
6	Guyana Revenue Authority Guyana Tourism Authority	Mr. Patrick Hyman Mr. Kamrul Baksh	Deputy Commissioner- Customs & Trade Administration Snr. Product Development Officer
7	Ministry of Business	Ms. Nicola Namdeo	Director of Commerce
8	Ministry of Finance	Nelson Modeste, Ph.D.	Chief Planning Officer
9	Ministry of the Presidency	Ms. Roxanne Bharrat	
10	Ministry of Agriculture (Sanitary AND PHYTO sanitary)	NA	NA
11	Project Management Office, GRIF Secretariat Project Management Office, GRIF Secretariat	Dr. Marlon Bristol Mr. Nikolaus Oudkerk	Head of Office Coordinator
12	IPED	NA	Na
13	Small Business Bureau	Mr. Lowell Porter	Chief Executive Officer
14	Opposition Representative	NA	NA
15	UN Environment/ GSDS Coordination Office	Ms. Eleanor Bacani	Group Liaison

Annex VIII – Milestone Table

Project Outcome	Milestones	Achievements
<p>Enabling conditions for the transition to a Green State identified and designed, and inter-ministerial coordination and stakeholder engagement enhanced to support the Green State Development Strategy (GSDS) implementation.</p>	<p>M1: Establishment of the inter-ministerial steering committee to guide the development of the GSDS. 06/2018</p> <p>M2: National Multi-stakeholder consultation has been conducted 12/2018</p> <p>M3: Final draft document of the GSDS to be presented to the Cabinet 12/2018</p> <p>M4: Green State Development Strategy is mainstreamed in the National Budget of 2019. 06/2019</p> <p>M5: Finalise GSDS Volume III: M&E Framework integrated with national M&E reporting processes (e.g. Budget 2020, VNR/SDGs, UNDAF-CIP) 12/2019</p> <p>M6: GSDS Volume III Cost Estimates and M&E Framework is discussed with various (4) Ministries to include GSDS targets in their sectorial plans. 06/2020</p>	<p>M1: Inter-ministerial steering committee established 25th January 2018.</p> <p>M2: National Multi-stakeholder Seven thematic national Multi-stakeholder Expert Groups established and meetings / consultation commenced on 22 November 2017</p> <p>M3: Final draft document of the GSDS presented to Cabinet on 30 October 2018</p> <p>M4: Green State Development Strategy is mainstreamed in the National Budget of 2019.</p> <p>M5: Delayed, GSDS Volume III: Inclusivity, Cost Estimates and Monitoring and Evaluation (M&E) Framework presented to Ministry of Finance on 8th June 2020 and integrated.</p> <p>M6: As above.</p>
<p><i>A) Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS strengthened.</i></p>	<p>M1: National UN Environment Coordination Desk is established and leading the activities for the elaboration of the GSDS in the country 06/2018</p> <p>M2: Multi-stakeholder Advisory Committee and Expert Groups have provided inputs to the first, second and semi-final drafts of the GSDS. 12/2018</p> <p>M3: Multi-stakeholder Advisory Committee supports and participates in the dialogues with private sector and donor for resource mobilization. 06/2019</p>	<p>M1: National UNEP GSDS Coordination Desk established in July 2017</p> <p>M2: Multi-stakeholder Advisory Committee and Expert Groups have had multiple meetings commencing in November 2017 and provided inputs to the first, second and semi-final drafts of the GSDS.</p> <p>M3: Multi-stakeholder Advisory Committee includes a number of representatives from the private sector who participate in the GSDS dialogue. The GSDS was presented to the international donors for resource mobilization on various occasions starting with</p>

	<p>M4: GSDS national targets and indicators integrated into national reporting processes engaging all Ministries, encouraging inter-ministerial cooperation 12/2019</p> <p>M5: Final meeting of the GSDS Advisory Committee and establishment of the PAGE Advisory Committee 06/2020</p>	<p>1 December 2017, 11 July 2018 and also in August 2018.</p> <p>M4: GSDS policies are now prioritized in the Ministry of Finance Budget 2020 circular and features in all budget line agency budgets, and GSDS staff have been routinely assisting ministerial staff in the budget consultation meetings to align sector strategies and elaborate budget priorities.</p> <p>M5: Final meeting of the GSDS Advisory Committee was held on 27 May 2019 (11th Meeting). First meeting of the PAGE Advisory Committee was held on 22 October 2019.</p>
<p>B). GSDS developed based on evidence-based knowledge and multi-stakeholder consultations.</p>	<p>M1: Thematic studies are developed for the elaboration of the GSDS (3 studies/chapters) 06/2018</p> <p>M2: Thematic studies are developed for the elaboration of the GSDS (4 studies/chapters) 12/2018</p> <p>M3: Three sectoral economic studies are developed to support the GSDS in cooperation with PAGE members (3 sectoral studies) 06/2019</p> <p>M4: The Monitoring and Reporting (M&E) Framework completed 12/2019</p> <p>M5: GSDS Volume III: is validated by Ministry of Finance 06/2020</p>	<p>M1 & M2: Five sectoral studies through UG and by October and November 2018 respectively (delayed).</p> <p>M3: Three sectoral studies with PAGE members completed by October 2018</p> <p>M4: Virtual validation workshops held for The Monitoring and Reporting (M&E) Framework on 4th and 8th June 2020, (delayed)</p> <p>M5: GSDS Volume III: is validated by Ministry of Finance on 8th June 2020</p>
<p>C) Capacity development and knowledge services for Green State and Sustainable Development enhanced and produced.</p>	<p>M1: Workshop on integrated approach of Agenda 2030 for Sustainable Development and SDGs (2 Workshops) (SDG MAPS exercise) 06/2018</p> <p>M2: Two online trainings are conducted, one on Green Economy and Trade, and the second on "Sustainable Consumption and Production-tools and approaches. 12/2018</p>	<p>M1: Workshop on integrated approach for Sustainable Development and SDGs - 2018-05-24 also Incorporating SDGs into theory of change for the GSDS, March 15-16 2018, UNDP mapping Exercise conducted in December 2017.</p> <p>M2: UNIDO Green Industry & Trade Assessment (GITA) Validation workshop on Dec 5 2018. Green Economy Modelling (I): 4 priority sectors (agriculture, forestry,</p>

	<p>M3: Workshop on Inclusive Green Economy and Fiscal & Monetary Policies (3 workshops including as well economic modelling and Media training) 06/2019</p> <p>M4. Outreach sessions and focused group surveys conducted to increase understanding of the GSDS-M&E 12/2019</p> <p>M5: New website of the GSDS is launched 06/2020</p>	<p>energy, infrastructure) – February 28-29 2018.</p> <p>M3: Green Economy Modelling II & III and Media training conducted all conducted in March 2019.</p> <p>M4. Virtual validation workshops held for The Monitoring and Reporting (M&E) Framework on 4th and 8th June 2020, (delayed).</p> <p>M5: Website launched: https://guyanavision2040.org/web/</p>
<p><i>D) Open and participatory consultation for the elaboration of the GSDS facilitated.</i></p>	<p>M1: Design methodology and information material for the National Multi-stakeholder Consultation for the GSDS have been developed. 06/2018</p> <p>M2: Information tools are developed and translated in key native languages (website, infographics, ABC of GSDS and video) 12/2018</p> <p>M3.: National Multi-stakeholder Consultation for the elaboration of the GSDS facilitated 06/2019</p>	<p>M1: Collaborated with Conservation International (CI-Guyana), the Department of Environment, the Ministry of Finance, the University of Guyana (UG), and World Wildlife Fund; Guianas (WWF-Guianas) to convene and conduct the Green Conversations.</p> <p>M2: Scripts of the videos were translated into three (3) main indigenous languages via the University of Guyana, Language Studies Department, tested and verified in indigenous communities. Eight (8) videos were completed: i) Regional consultations (7:57 mins); ii) Economic opportunities (30s); iii) Vision 2040 national policy (45s); iv) Renewable energy (40s); v) ICT (30s); vi) Health (30s); vii) Education; viii) Infrastructure (40s).</p> <p>M3 & M4: Up to June 2018 - Fifteen (15) national consultation meetings convened in 4 coastal Regions (3, 4, 5 & 6) with 921 participants for feedback and input, during the elaboration on the GSDS. Up to December 2018 - Seventeen (17) national consultation meetings convened in</p>

	<p>M4: Hard and electronic versions of the GSDS are available to all citizens, and Green conversations and outreach activities with youth, NGOS and minority/vulnerable groups, increasing the number of participation of women associations, youth groups and indigenous people. (3 sessions, and 1,000 people) 12/2019</p> <p>M5: Report on feedback received from stakeholders on the use/application of new knowledge and/or skills in work activities 06/2020</p>	<p>6 rural and hinterland Regions (1, 2, 7, 8, 9 & 10) with 660 participants. Five (5) Green Conversations; public events were conducted in main towns for public feedback on the GSDS main themes. Up to June 2020 - Additional consultations were held with the Ministry of Public Health, over five (5) days with approximately 70 participants. Focus groups were conducted with vulnerable groups for the elaboration of GSDS - Elderly and Disabled, HIV/AIDS and LGBTQ, The Indigenous people, Youth/children (14 to 35), Women, (five sessions, 56 persons), delayed.</p> <p>M4: Hard copies and electronic versions of the GSDS (on flash drives) were made available to Ministers.</p> <p>The Strategy is also available on external websites - UN-ECLAC /CEPAL, UN-PAGE, UN Sustainable Development; IADB Global Trends. All GSDS Volumes (1, 2 & 3) are downloadable from www.guyanavision2040.org.⁶ Also available on some Government websites including Ministry of the Presidency - Department of Environment, the Office of Climate Change and the GRIF Secretariat; the Ministry of Finance; the Ministry of Agriculture; the Ministry of Public Infrastructure - Guyana Energy Agency; the Ministry of Social Cohesion.</p> <p>M5: Survey feedback received from 24 participants on GSDS training experiences (June 2020);</p> <p>Feedback received from 25 participants on workshop experiences. (June 2019);</p>
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⁶ This website has been removed at the request of the current administration

		Feedback from 28 participants received on workshop experiences (June 2018).
<i>E) Resources for mobilisation identified and financial plan developed.</i>	<p>M1: First draft of the financial mechanisms and plan available 06/2018</p> <p>M2: Dialogue session is organised with the Development Cooperation Agencies, donors and finance sector to mobilise resources for the GSDS implementation. 12/2018</p> <p>M3: Chapter of financial instruments for the GSDS implementation is developed 06/2019</p> <p>M4: 2nd Dialogue session organised with the International Cooperation Agencies, donors and finance sector to discuss investment based on initial GSDS cost estimates, increasing the number of Donors and international partners aware of the opportunities to support the GSDS implementation 12/2019</p> <p>M5: Project proposals are developed to support the GSDS implementation (at least two) 06/2020</p>	<p>M1: First draft financial plan and mechanism submitted in draft GSDS Volume 1 to the Cabinet 30/10/2018.</p> <p>M2: Dialogue session is organised with the Development Cooperation Agencies and donors was held at the British High Commission, 08/2018.</p> <p>M3: Chapter of financial instruments for the GSDS implementation was developed (Volume I, chapter 5 on "Financial Mechanisms"), 28/5/2019.</p> <p>M4: Due to the political situation the 2nd Dialogue session planned with the International Cooperation Agencies, donors were replaced with a series of bilateral meetings, (delayed).</p> <p>M5: Two project proposals were developed to mobilise resources for the GSDS implementation. 1) SDGs Joint Fund, on early Childhood Education, and 2) Concept note on "Nature based solution for climate mitigation and adaptation.</p>

Annex IX - Evaluation Criteria and Ratings Table

Criterion <i>(Enter each rating into the Weighting of Ratings table to arrive at the rating for each criterion and the overall project rating)</i>	Summary Assessment	Rating
A. Strategic Relevance		HS
<i>1. Alignment to UNEP's MTS, POW and strategic priorities</i>	Aligned with UNEP MTS 2018 – 2021, as well as POW 2016-2017, 2018 – 2019 and 2020-2021.	HS
<i>2. Alignment to Donor/Partner strategic priorities</i>	Action promotes and facilitates meeting obligations of international agreements at the national level with capacity building and financing.	HS
<i>3. Relevance to regional, sub-regional and national environmental priorities</i>	The project aligns with both regional and national environmental and climate change policies and obligations.	HS
<i>4. Complementarity with existing interventions</i>	Complementarity and/or synergies established with PAGE, UNIDO's Green Industry and Trade Assessment (GITA); UNEP's, "Strengthening the environmental dimensions of the sustainable development goals" (SDG-SED Guyana Project; UNEP's Caribbean Green Economy Project; UNDP's .	HS
B. Quality of Project Design	Score: 5.78	HS
C. Nature of External Context	The external project context was initially quite positive, due to the strong support of the previous administration. However, the no confidence vote on the government in Dec 2018 caused repeated adverse effects on project operations. The COVID pandemic, and change to a much less favorable administration, caused some disruptions in the last 4-5 months of the project period.	MF
D. Effectiveness		S
<i>1. Availability of outputs</i>	The outputs are of good quality, fully delivered and available to stakeholders in the time frame of the project. There is a good level of ownership by stakeholders, apart from the new political administration.	HS
<i>2. Achievement of project outcomes</i>	The project outcome was largely achieved as the inter-ministerial coordination and the broader stakeholder engagement had been established to support the GSDS implementation. This was due to the Outputs being fully delivered, and the necessary drivers being in place to contribute to realisation of the Outcome. The Assumptions to support progress from project outputs to direct outcome also held. While approved by Cabinet, the full approval of Parliament necessary to embed the strategy as national policy, was absent.	S

Criterion <i>(Enter each rating into the Weighting of Ratings table to arrive at the rating for each criterion and the overall project rating)</i>	Summary Assessment	Rating
<i>3. Likelihood of impact</i>	The most important driver “strong political will and cooperation of government” to contribute to impact is not in place, and the Assumption that the GSDS receives parliamentary approval does not hold. As such, the realisation of Impact in the way anticipated is unlikely. However, as the process to develop the GSDS was complete, there was broad social acceptance, and embedding in several government agency plans, the possibility that aspects of the Impact will be achieved is real. This is particularly so, as even though opposed to the GSDS, the new administration is continuing to pursue a patch of sustainable growth for Guyana, and therefore many of the approaches, principles and strategies embodied in the GSDS are likely emerge in any new development strategy.	MU
E. Financial Management		S
<i>1. Adherence to UNEP's policies and procedures</i>	There was timely approval and disbursement of funds following the first disbursement. Transactions were in line with procedures.	HS
<i>2. Completeness of project financial information</i>	Records of the above were made available for expenditure of the project budget and this also included in-kind budgets. However, this was carried out quite late, being finalised some months after activities ended.	S
<i>3. Communication between finance and project management staff</i>	Good communication between the finance and project management staff was maintained throughout.	S
F. Efficiency	The project has had three formal ‘no cost extensions’ resulting in an end date of approximately 18 months later than the end date just over one year against the formally approved results framework. Overall the project was extended to twice the original period. The delays were mainly due to the unstable political environment in the country, and in the last months, the COVID-19 pandemic.	S
G. Monitoring and Reporting		MS
<i>1. Monitoring design and budgeting</i>	There is a complete Monitoring Plan which designates the Project Coordinator and UNEP/ROLAC Project Manager with the responsibility for monitoring and reporting. An adequate budget has been established for a terminal evaluation.	S
<i>2. Monitoring of project implementation</i>	The monitoring plan was implemented to a great extent. Some indicators were not suitable to adequately reflect achievements.	MS
<i>3. Project reporting</i>	The first few PIMS reports were brief and somewhat generic but this improved over time. Six monthly reports to donors were adequate, and largely able to reflect outcome level results.	S

Criterion <i>(Enter each rating into the Weighting of Ratings table to arrive at the rating for each criterion and the overall project rating)</i>	Summary Assessment	Rating
H. Sustainability <i>(the overall rating for Sustainability will be the lowest rating among the three sub-categories)</i>		MU
<i>1. Socio-political sustainability</i>	There is generally good ownership, interest and commitment among government agencies, private sector and other stakeholders to the principles and recommendations of the GSDS and recommendations. However, the recent change in Government and the associated political polarisation presents significant challenges to implementation of the Strategy in its current format. The strong buy in by most stakeholders and integration of some of the policy actions into the current budget of several ministries has the potential to mitigate these challenges somewhat.	MU
<i>2. Financial sustainability</i>	The project has included cost estimates for the policy actions outlined in the GSDS and taken actions to not only embed these priorities in government budgeting, but has also frequently engaged International donors as a means to influence future programming into alignment with the GSDS. The ability of these plans to persist under a new administration is however doubtful	ML
<i>3. Institutional sustainability</i>	The capacity building workshops and mentoring activities during the cost estimates and formulation of Volume III equipped government stakeholders with the skills needed to support sustainability of the primary outcomes-transitioning to a GE. However, this may be diminished due to staff turnover following the administration change, and change in stated priorities of the agencies	L
I. Factors Affecting Performance and Cross-Cutting Issues		HS
<i>1. Preparation and readiness</i>	The time between the project approval and the first disbursement of funds was less than 6 months. The UNEP Executive Director provided an advance to facilitate the project mobilisation activities such as the staffing of the Coordination unit.	HS
<i>2. Quality of project management and supervision⁷</i>	Advisory Committee established functioned well with minutes produced. The 7 EGs had mixed levels of effectiveness, however the leadership of the UNEP/GSDS Coordination Unit and adaptive management actions taken, mitigated most adverse effects of this.	HS

⁷ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the Executing Agency and the technical backstopping provided by UNEP, as the Implementing Agency.

Criterion <i>(Enter each rating into the Weighting of Ratings table to arrive at the rating for each criterion and the overall project rating)</i>	Summary Assessment	Rating
<i>3. Stakeholders participation and cooperation</i>	A solid stakeholder analysis at design adequately characterised the groups, and there were strong efforts to ensure representation of the various stakeholders with some gaps in the effectiveness of reaching vulnerable groups	S
<i>4. Responsiveness to human rights and gender equity</i>	The project ensured inclusion of identified 'vulnerable groups' in specific focus groups, and through national consultations and Green conversations throughout all the regions including the Hinterland. The effectiveness of the response was varied especially given the limited timeframe for the activities, schedule disruptions due to election campaigning, and political associations which caused low participation in some areas.	S
<i>5. Environmental, social and economic safeguards</i>	The GSDS, and by extension the project has as its central thread the establishment of environmental and social safeguards in Guyana. An adequate risk assessment, monitoring and appropriate adaptive management, were applied as appropriate	HS
<i>6. Country ownership and driven-ness</i>	The process involved inter-ministerial consultations and outputs were approved by an inter-ministerial Advisory Committee, and the GSDS itself by Cabinet. National consultations and Green conversations were carried out in all regions to receive feedback and establish ownership. The lack of involvement and buy in by the Opposition party which subsequently became the government administration represents a damper on this criteria.	S
<i>7. Communication and public awareness</i>	A communication plan/strategy was prepared and implemented. All groups were targeted with largely appropriate, timely and relevant messages based in alignment with the initial target group analysis.	S
Overall Project Rating	The project produced a GSDS which is of sound quality, capturing the major challenges affecting the country's development, and recommending appropriate policy actions to facilitate the transition to a Green and Inclusive economy. The process to develop the strategy was inclusive involving stakeholders from all sectors of society, and the priorities and policy recommendations therein have been embedded in the 2020 budget of a number of government agencies. The various capacity building and awareness raising activities conducted were appropriate, relevant and wide in reach. The opposition of the new administration to the Strategy makes its implementation highly unlikely. However, the intention of the administration to continue the pursuit toward sustainable growth for the country, means that the fundamentals of the GSDS remain relevant and, together with the capacities built within the public, private and civil society, will influence whatever new national development strategy that is ultimately developed.	S

Annex X - Financial Management Table

NON-GEF AND GEF PROJECTS			
Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's policies and procedures:			
Any evidence that indicates shortcomings in the project's adherence ⁸ to UNEP or donor policies, procedures or rules		No	UNEP policies and procedures were adhered to
2. Completeness of project financial information⁹:			
Provision of key documents to the reviewer (based on the responses to A-H below)		HS:HU	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	Documents are in place reflecting in kind contribution
B.	Revisions to the budget	Yes	Easily done as there were no limitations on Budget line transfers
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	All SSFA are in place
D.	Proof of fund transfers (World Bank letter in place) UNDP transfers?	N/A	To be provided at audit
E.	Proof of co-financing (cash and in-kind) (provided Excel sheet)	N/A	To be provided at audit
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Cumulative provisional Project expenditure available by Project Components
G.	Copies of any completed audits and management responses (where applicable)	N/A	No audits have been undertaken to date
H.	Any other financial information that was required for this project (list):	N/A	No
3. Communication between finance and project management staff		HS:HU	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	Active from inception-maintained interest in budget revisions etc.
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		MU	At project end, there were delays with final reconciliation due to highly centralised financial approvals / management and accounting by UNEP HQ and UNDP HQ. In addition, the reconciliation of purchase orders with

⁸ If the review raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

⁹ See also document 'Criterion Rating Description' for reference

NON-GEF AND GEF PROJECTS		
Financial management components:	Rating	Evidence/ Comments
		the UNDP Guyana office took some time to be completed
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	S	Financial reporting from Guyana was just on expenditure. Overall financial reports were generated in Panama Task Manager deals with the FMO on ongoing basis for guidance, approval / certifications for disbursements
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the review process	S	The was good responsiveness to requests, but the task was delayed as the UNDP needed to reconcile the FAs with the purchase orders from UNEP/UMOJA.
Overall rating	S	The financial management overall was sound, however the exercise to provide provisional financial records was delayed as the reconciliation of purchase orders between UNDP and the UNEP ROLAC took some time to finalise.

Annex XI – Terms of Reference



Terms of reference

<i>Job Opening number</i>	:	20-United Nations Environment Programme-137392-Consultant
<i>Job Title</i>	:	GSDS Project Terminal Review
<i>General Expertise</i>	:	Environmental Affairs
<i>Category</i>	:	Project Management
<i>Department/ Office</i>	:	United Nations Environment Programme
<i>Organizational Unit</i>	:	UNEP

Duties and Responsibilities

The United Nations Environment Programme (UN Environment) is the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment.

The UN Environment Regional Office for Latin America and the Caribbean (ROLAC), located in Panama City, works closely with the 33 countries of the region and its activities are integrated into the Medium Term Strategy and the Programme of Work approved by the United Nations Environment Assembly (UNEA) and provides support to the countries in the region.

During 2017, the Government of Cooperative Republic of Guyana requested technical support from UNEP for the development of a "green state" and national development strategy for the country's transition to a more diversified and inclusive economy. The Green State Development Strategy (GSDS) would help the country to achieve the Sustainable Development Goals. That same year, Guyana became a member state of the Partnership for Action on Green Economy (PAGE), the resources of which, funded key inputs for the elaboration of the Strategy, as well as its implementation. Elaboration of the Strategy required coordination of nationwide multi-stakeholder engagement and participatory processes, a crew of technical and expert consultants, public education and information events, focused group sessions and social media communications.

The Project Document titled, "Knowledge and Capacity Development for Inclusive Green Development Transition in Guyana" set the basis of the agreement between UNEP as executing agency and the Government of Guyana, funded through the Guyana REDD+ Investment Fund (GRIF). Project activities were managed through UNEP's GSDS National Coordination Office in Georgetown, situated in the Department of Environment of the Ministry of the Presidency.

The draft Strategy was submitted to Cabinet in October 30th 2018, which indicated its intention to review, provide feedback and to lay the Strategy in the National Assembly for parliamentary approval by December 2018. However, the Government lost its 1-seat majority during a parliamentary sitting on 21st December 2018. The ensuing upheaval caused delays and the Coordination Office was instructed in January 2019 to complete the draft based on feedback received from stakeholders. Stakeholders' reviews were collated from local partners and public institutions, participants in the expert groups and GSDS Advisory Committee, international agencies, internal UNEP divisions and units, as well as the Government of Norway (as major GRIF donor and tripartite member), UNCT members including the World Bank.

The finalized GSDS, incorporating the feedback, was submitted in May 28th 2019 to the Cabinet in an

official handover via 2 volumes – Volume I: Policy Recommendations, Financial Mechanism and Implementation Schedule; and Volume II: Analytical Evidence to Support the GSDS (Annexes). With the achieved project budget savings it was agreed to prepare a Volume III: Cost Estimates and Monitoring & Evaluation Framework. Consultants were procured for the two workstreams and commenced work including local consultations between September 2019 – March 2020. The lack of a functional government and hence policy directorate resulted in slow progress on the completion of Volume III. The GSDS project was extended twice at the request of UNEP ROLAC, the responsible regional office, made to the GRIF Secretariat. Extensions were granted, first to December 31st 2019 and subsequently to June 30th 2020 to facilitate the completion of Volume III activities.

Ultimate result of service

1. Purpose and Objectives

The Terminal Review is managed by UNEP's Regional Office for Latin America & the Caribbean (ROLAC) in Panamá and the GSDS National Coordination Office in Guyana.

In line with UN Environment Programme (UNEP) Evaluation Policy and the Programme Manual, all projects are subject to a performance assessment at their completion to assess project performance in terms of relevance, efficiency, effectiveness and sustainability, and to determine outcomes and impacts (actual and potential) stemming from the project. The GSDS project Terminal Review will consider the ProDoc (Knowledge and Capacity Development for Inclusive Green Development Transition in Guyana) and other project results, materials, and reports.

The Terminal Review has two primary objectives:

- i) to provide evidence of results to meet accountability requirements, and
- ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and main project partners.

Therefore, the Review will identify and report on important results and outcomes, as well as the lessons of operational relevance for future project formulation and implementation.

2.1 Methodology

The methodology involves use of UNEP Evaluation Office Terminal Review guidelines and templates that will be made available as a package of materials to the consultant, including access to the GSDS ProDoc, Volumes, project files, reports and other relevant materials. The contact details of all GSDS stakeholders in Guyana and/or elsewhere will also be shared with the consultant to conduct interviews and consultations.

The evaluation criteria uses a six-point ranking scale grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Effectiveness, which comprises assessments of the attainment of outputs, achievement of outcomes and likelihood of impact; (D) Financial Management; (E) Efficiency; (F) Monitoring and Reporting; (G) Sustainability; and (H) Factors Affecting Project Performance. Relevant tools and guidance information will be shared with the selected consultant.

The consultant will also apply quantitative and qualitative evaluation methods as appropriate, to determine project achievements against the expected outputs, outcomes and impacts. In the light of the COVID-19 restrictions and stay-at-home orders that have closed Guyana's international airports, it is likely that field visits will not be possible, and the consultant will need to conduct interviews and meetings virtually and remotely. Access will be provided to UNEP's online platforms e.g. Microsoft Teams, to facilitate the terminal review.

The Review consultant shall have had no prior involvement in the formulation or implementation of the project and will be independent from the participating institutions.

2.2. Approach to the assignment

In conduct of the Review, the consultant should base Review findings and judgements on sound evidence and analyses that are clearly documented in the Review report. Information should be triangulated i.e. verified from different sources as far as possible, and when verification is not possible,

the single source should be mentioned (whilst still protecting anonymity).

The consultant's analysis can lead to evaluative judgements, but these should always be clearly spelled out. As this is a summary assessment of performance, particular attention should be given to lessons learned from the project implementation experience. This means that the consultant needs to go beyond assessing the "What" of project performance and make a serious effort to provide a deeper understanding of "Why" and "How" the performance was achieved.

In Guyana's context, multi-stakeholder processes and inputs to the development process are enshrined in the Constitution and part of existing practices. From the inception of the GSDS project, His Excellency, the President required that the National development strategy should be a bottom-up process. The consultant can therefore evaluate these consultation processes, seeking responses e.g. on:

- Participant experiences of the consultations in terms of ease and importance of providing inputs.
- Participant discussion of issues and ideas and inclusion of viewpoints.
- Feedback on future implementation and action on GSDS priorities.

The analysis should also provide the basis for the lessons that can be drawn from the project. In attempting to attribute any outcomes and impacts to the project intervention, the consultant should consider the difference between what happened with, and what would have happened without the project. There should therefore be a consideration of the baseline conditions, trends and counterfactuals (i.e. similar contexts/places where the project has not been implemented), in relation to intended project outcomes and impacts. It also means that there should be plausible evidence to link such outcomes and impacts to the actions of the project, or to provide an analysis of the contributions made by the project to the intended change process.

2.3 Consultations with project stakeholders

The consultant should maintain close communication with the GSDS project management team (the Programme Officer for Resource Efficiency in Panamá and the GSDS Project Manager in Georgetown), as well as other project coordination team members and staff, and promote information exchange throughout the review and implementation phase in order to increase their (and other stakeholder) ownership of the Review findings.

GSDS project stakeholders include but are not necessarily limited to:

- Ministry officials and staff; GRIF Secretariat staff, Government of Norway (NORAD) personnel.
- Local project partners e.g. WWF Guianas, Conservation International (Guyana), UN RCO and agency members.
- Project consultants e.g. VividEconomics (UK), University of Guyana – Faculty of Earth and Environmental Sciences (FEE), Perceptions Inc.
- Public & private sector and civil society stakeholders and participants.

2.4 Report on Findings

The consultant's Terminal Review report will be based on:

- a) A desk review of relevant GSDS project documentation including any design documents (including minutes of the project design review meeting at approval), the work plan and budget, any revisions to the Project Document, the logical framework and its budget;
- b) Annual/semi-annual project reports including financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and any other monitoring materials;
- c) Project outputs e.g. mid-term reviews or evaluations of the project;
- d) Reviews/evaluations of similar projects, where necessary;
- e) Interviews with all relevant individuals or groups as listed in section 2.3 above;
- f) Surveys and/or field visits.

Title & ID number of programme/project

The Green State Development Strategy (GSDS)

Is any other department or office of the Secretariat or any other organization of the United Nations involved in similar work to the best of your knowledge?

No

Travel Details

Not Applicable

Outputs/Work Assignment

1 Inception Report describing preliminary findings, suggested report table of contents, along with a summarizing PowerPoint Presentation, and in accordance with relevant report template.

2 Terminal Review report in accordance with report templates, that succinctly presents all analysis and findings and in accordance with relevant report template.

3 Final Terminal Review (revised by UNEP and edited by the consultant) report incorporating all required changes as received from the GSDS project management team and relevant stakeholders, and in accordance with relevant report template.

Expected Duration

3 months

Evaluation Criteria

Academic Qualifications : Title of master's or higher degree. A Masters is required, in public administration, political science, economics, finance, environmental management and/or other studies related to sustainable development. The title of master's can be substituted by additional 5 years of accumulated progressive experience in project management, public policy or related areas

Experience : A minimum of seven years of relevant experience in project management, project evaluations or reviews, public policy of sustainable development or related areas.

Experience in the area of national development strategies/policies is an advantage.

Proven experience of evaluating similar projects, preferably involving UN or other international organizations or major donors is desirable.

Experience and knowledge of the Latin America and the Caribbean regional development context is highly desirable.

Language : Fluent written and spoken English is required. Knowledge of other official languages in the United Nations system is an advantage

Annex XII –Curriculum vitae

Valerie Gordon

1638 Pinto Trail, Jonesboro Ga, 30236

1. Education:

University of the West Indies, Jamaica, 1976-1980, BSc, Chemistry
University of the West Indies, Jamaica, 1986-1990, Masters (MPhil), Environmental Chemistry
University of New Orleans, 1996, Certificate in Project Management
University of the West Indies, Jamaica, 2006, Diploma in Project Cycle Management (PCM) for Sustainable Development

2. Language skills:

Proficient in English

3. Membership of professional bodies:

President, Caribbean Evaluators International (CEI);
Member, American Evaluators Association (AEA); Atlanta Area Evaluators Association (AaEA),
Member International Development Evaluation Association (IDEAS)

4. Other skills:

Results Oriented Monitoring (ROM), End of Project Result Reporting, (EPRR),
Outcome Mapping Methodology, Group training and process facilitation; Advocacy, Institutional
development support (civil society)

5. Present position:

Independent Development Consultant, Monitoring and Evaluation Specialist

6. Key qualifications:

- International Development professional with over **25 years experience in Development Cooperation**
- **Over 15 years experience in Monitoring and Evaluation** of development projects including 13 years experience (2007-2020) monitoring **EDF projects in: Caribbean, Africa, and the Pacific region**
- Thirteen years experience supporting and/or undertaking Monitoring and Evaluation of projects with focus on **Environment, Natural Resources Management, Climate Change, Civil Society, Rural development, Energy, Gender and Human rights**
- **Excellent written and oral communication skills**, having prepared over 80 European Union Results Oriented Monitoring (ROM) and/or Evaluation reports, and leading numerous briefing and debriefing exercises with International development partners in the Caribbean, Pacific, Africa, and Asia Regions.

7. Specific Country

Long Term: Caribbean, Jamaica

Short Term: Caribbean- Antigua & Barbuda, Aruba, Barbados, Bahamas, Belize, Cayman Is, Dominica, Grenada, Guyana, St Lucia, St Vincent and the Grenadines, Trinidad & Tobago

Africa - Comoros, Eritrea, Ethiopia, Liberia, Mauritius, Nigeria, Seychelles, Sierra Leone, Tanzania, Zambia, Zimbabwe

Pacific - Fiji, Kiribati, Marshall Is, Micronesia, Niue, Palau, Papua New Guinea, Samoa, Solomon Is, Tuvalu, Vanuatu

Asia - Cambodia

8. Training- short courses

Claremont Graduate University Summer workshops (2015)

- Rigorous Impact evaluations under Real World Conditions
- Survey Research Methods
- Equity Focused and Gender Responsive Evaluations
- Development Evaluation

9. Professional experience

Evaluation, Monitoring & Learning

Team Leader, Summative Evaluation, ITAD, Ongoing

Evaluation of the UK Caribbean Investment Fund infrastructure intervention in 9 Caribbean countries. To undertake a Baseline study of the UKCIF and an end-line Summative Evaluation of the Programme with focus on Resilience, Gender and Social Inclusion

M&E Consultant, UNEP, Geneva, Jan- June 2020,

Developmeno support institutional strengthening at the national level to enhance the implementation of the Basel, Rotterdam and Stockholm conventions, the Minamata Convention on Mercury and the Strategic Approach to International Chemicals Managementt of a Monitoring, Evaluation and Learning Strategy for the Special Programme t

Evaluation Consultant, Caribbean Development Bank, May – July 2018

Mid Term Evaluation of the EU/DFID supported project “Sustainable Energy for the Eastern Caribbean”, implemented in St. Vincent and the Grenadines, Antigua & Barbuda, Dominica, Grenada and St Kitts & Nevis

December 2014- May 2015, UNDP, Barbados-OECS

Evaluation Consultant, UNDP (Barbados, OECS) (December 2014- May 2015)

Mid Term Evaluation of UNDP’s Sub Regional Programme for Barbados and the OECS (2012-2016) to assess progress in achieving programme outcomes, identify lessons learned, and recommend how the programme can be aligned to meet the requirements of the 2014-2017 Strategic Plan.

Co- evaluator, Bescobarbados / Government of Barbados, (April - June 2014)

Evaluation of the Agricultural Health and Food Control Programme, developing Evaluation frameworks standardised questionnaires, statistical analysis and Final report preparation

Local Expert, PADECO/ Japanese International Cooperation Agency (2010)

Ex Post Monitoring of the North Coast Development Project and Montego Bay Sewage Project

Local Evaluation Consultant (Jamaica), Education for Change, UK, 2010

External Evaluation of UNESCO’s Strategic Programme Objectives: (SPOs) 12 and 13.

Development Consultant, UNESCO, Jamaica, November 2004 - February 2005

Participatory Evaluation of the Container Project, a rural community based ICT initiative targeting at risk youth; established and implemented participatory protocols for data collection, documentation, and assessment of outputs and outcomes from the project interventions

Results Oriented Monitoring (excerpted- Caribbean and SIDS)

Assessments of interventions with regard to the OEDCD /DAC five standard parameters of: relevance/quality of design, efficiency, effectiveness, impact and potential sustainability

Eptisa International

Senior ROM Expert, 2015

- Support for the Implementation of the Small Island Developing States “Mauritius Strategy” in the ESA-IO Region (ISIDSMS) (Mauritius, Comoros, Seychelles)

Senior ROM Expert, June – December 2013

- Expert review of ROM reports of EDF projects in the Caribbean which were monitored since 1998; Developed conclusions, lessons learned and recommendations for future EDF programming in the Caribbean region

Senior ROM Expert , October- November 2013

- Support to Non state Actors in Vanuatu
- Rehabilitation of 2 main secondary schools (Vanuatu)

Senior ROM Expert , September – October 2013

- Water and Sanitation in Outer Kiribati Is
- Improving drought period water security in Tuvalu

Senior ROM Expert, Mission Leader, March – April 2013

- Improved quality of life of low-income groups within the OECS Region through promoting improved governance and institutional frameworks to support energy efficiency (St Lucia)
- Preparation of a Geothermal-based Cross Border Electrical Interconnection in the Caribbean (Dominica)

Senior ROM Expert, Jan- February 2013

- Poverty Reduction Programme II (Jamaica)
- Establishment of Digital Early Warning Station in the Cayman Is

Senior ROM Expert, June 2012

- Improved Water, Sanitation and Hygiene conditions for Hinterland Communities
- Support to the Low Income Housing Sector (Guyana)
- Rehabilitation of the Eastern part of the Suriname East West Road connection: Meerzorg – Albina (Suriname)

Senior ROM Expert. March- April 2012

- Environmentally Safe Aggregates for Tarawa (ESAT) (Kiribati)
- ACP EU Disaster Facility (Pacific Regional)
- Combating Invasive Alien Species in the Pacific for the benefit of biodiversity and people (Fiji & Regional)

Senior ROM Expert, April 2012

- SFA 2008 - Education Enhancement through Information and Communications Technology Programme (St Lucia)
- Improving Education through the use of ICTs (St Vincent and the Grenadines)

Senior ROM Expert, Feb- March 2012

- Intervention for Rural and Parochial Roads Rehabilitation and Maintenance (Jamaica)
- JM: Establishment of a Digital Early Warning Station on the Cayman Islands (Cayman Is)

Senior ROM Expert, November – December 2011

- Supporting Gender Equality in the context of HIV/AIDS” (Jamaica); also prepared Horizontal Report of country components of 5 countries including Kenya and Rwanda

Senior ROM Expert, June - July 2011

- Capacity Support for Sustainable Management of Energy Resources in the Caribbean Region (St Lucia)
- 9th EDF Sea Defences Programme (Guyana)

Senior ROM Expert, March 2011

- Preparation of a Geothermal-based Cross Border Electrical Interconnection in the Caribbean (Dominica)
- BAR: OAS – Increasing Sustainability of Energy Sector in the Caribbean through improved Governance and Management (St Lucia)

Senior ROM Expert, January 2011

- Technical Cooperation Facility II (Jamaica)
- 10th EDF Technical Cooperation Facility (TCF)
- Support to the social and economic development of the Family islands in the Commonwealth of the Bahamas (Bahamas)

Senior ROM Expert, October 2011

- Primary Sector Growth Support Programme - Phase 1 Vanuatu (PSGSP - P1)
- Rehabilitation of two main secondary schools affected by earthquakes and cyclones (Vanuatu)

ICCS- National Technical University of Athens (ICCS-NTUA)

Senior ROM Expert, April – May 2019

Consolidated Analysis of ROM review results for the Latin America and the Caribbean and Asia Pacific over 2015-2019 in the thematic areas natural resources, environment, climate change

Senior ROM Expert, Feb- March, 2019

World Bank/GFDRR implemented project: ACP-EU Disaster Risk Reduction Project including two country components (Dominica, Samoa) and Horizontal report

Senior ROM Expert, June- July 2016

10th EDF Technical Cooperation Facility (Ex Post) (Trinidad)
Rehabilitation of the Eastern part of the Suriname East West road connection: Meerzorg – Albina (Suriname)

Landell Mills

Senior ROM Expert, October - November 2015

Support to the Global Climate Change Alliance (GCCA) through capacity building, community engagement and applied research (Vanuatu)

Senior ROM Expert, November – December 2015

- Improved Drinking Water Supply for Kiritimati Island in the Republic of Kiribati (Kiribati, Fiji)
- Water and Sanitation in Kiribati Outer Islands- Phase 1 (Kiribati, Fiji)

Integration

Senior ROM Expert, July – August 2015

Caribbean Action under the Programme entitled Agriculture Policy Programme with a focus on the Caribbean and Pacific – implemented by International Institute for Cooperation in Agriculture (IICA)

Monitoring & Evaluation Specialist, Baastel/ EU, March-September 2017

Provided Technical support to assist the Caribbean Development Bank in the implementation of its Climate Resilience Strategy through undertaking Institutional Capacity Assessment of selected Caribbean countries' ability to carry out Climate Change Adaptation

Monitoring & Evaluation Specialist, Baastel/ EU, June- December 2016

Provided Technical support to assist the CDB in the implementation of its Climate Resilience Strategy by building in-house knowledge and technical capacity, establish appropriate policies and processes for mainstreaming climate change adaptation and other related climate actions at CDB and among member countries

Consultant, EU Jamaica/ Ministry of Agriculture, June 2016

Undertook the study "Socio-Economic Infrastructure Needs Assessment for Sugar Dependent Areas in Jamaica" as part the Programming for the transformation of the Jamaican Sugar Cane industry

Long Term:

National Coordinator, UNDP/ Jamaica Sustainable Development Network Ltd., Feb 1998 - August 2006 Established and provided support to ICT enabled community access centres and small rural community information networks; Promoted capacity building of communities based organisations to use ICTs for improved citizen participation in community development issues and government decision making

Environmental Advisor/Green Fund Coordinator, Canadian International Development Agency (CIDA) Support Unit, Feb 1991 - Jan 1998

Provided programmatic advice for environmental management in Jamaica and Belize; Developed, coordinated and managed a Small Grants environmental fund to benefit NGOs and CBOs;

Supported the institutional development of CBOs/NGOs to build capacity in environmental governance, citizen participation in environmental stewardship and advocacy for government accountability

Snr Research Officer, University of the West Indies, Centre for Nuclear Science, 1989-1991

Under the IDB supported "Environmental monitoring of Jamaica" project, undertook preparation and analysis of water, air and soil samples collected from locations across the island. Participated in data analysis and GIS mapping of data points; identifying areas of enrichment due to natural phenomena as well as sources of pollution, and made recommendations for further investigation and /or action

Consultant UNEP Caribbean Regional Seas Programme, 1988-1989

Prepared project proposals for the 1990-1991 biennium of the Coastal and Marine Resources Programme area

Managing Director Imeru Environmental management Services 1985-1990

Provided environmental consultancy services to government of Jamaica, particularly the Natural Resources Conservation Authority and Office of Disaster Preparedness; private sector agencies, NGOs and international agencies; Undertook feasibility studies, post disaster assessments, environmental audits, preparation of State of the Environment Reports and institutional strengthening of environmental NGOs.

Annex XIII - UNEP Logical Framework updated (15.04.2020)

Relevant Expected Accomplishment(s) in the Programme of Work:		
<p>2016-2017 EA (a) Cross sectoral scientific assessments, research, and tools for sustainable consumption and production and green economy developed, shared and applied by policy - makers., including in urban practices in the context of sustainable development and poverty eradication.</p> <p><i>EA (a) 2016-2017 Indicator (i): Increase in the number of UNEP supported regional, national and local institutions that make progress in the development and integration of the green economy, in the context of sustainable development and poverty eradication and sustainable consumption and production approaches and tools into their policies.</i></p> <p>2018-2019 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including inclusive green economy and at all levels.</p> <p><i>EA (a) 2018-2019 Indicator (i): Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies.</i></p> <p>2020-2021 EA (a) Science-based approaches that support the transition to sustainable development through multiple pathways, including an inclusive green economy and sustainable trade, and adoption of sustainable consumption and production patterns at all levels.</p> <p>EA indicator (a) Number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production and sustainable trade policies, with UNEP support.</p>		
1. Project Outcome	Indicators	Relevant Sub-programme Expected Accomplishment and Indicator
Enabling conditions for the transition to a Green State identified and designed, and inter-ministerial coordination and stakeholder engagement enhanced to support the Green State Development Strategy (GSDS) implementation.	<p>(i) Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies. Guyana has integrated the Green State Development Strategy: Vision 2040 into at least 1 sector plan or strategy.</p> <p>Base line: 0, Target = 1.</p> <p>ii) GSDS under discussion in Cabinet and in Ministries Baseline 0 Target 5</p> <p>iii) Development of the Green State Development Strategy: Vision 2040 M&E indicators and targets linked to &/or embedded within the national 2020 Budget and reporting processes</p> <p>Baseline:0, Target: 1</p>	<p>PoW 2016 – 2017</p> <p>SP6 EA(a) – Indicator (i)</p> <p>PoW 2018 – 2019</p> <p>SP6 EA (a) – Indicator (i)</p>
Project milestones that show progress towards achieving the project outcome		<p>Expected Milestones</p> <p>(1 per reporting period: June and December of each year)</p>

M1: Establishment of the inter-ministerial steering committee to guide the development of the GSDS.	06/2018 (Achieved)
M2: National Multi-stakeholder consultation has been conducted	12/2018 (Achieved)
M3: Final draft document of the GSDS to be presented to the Cabinet	12/2018 (Achieved)
M4: Green State Development Strategy is mainstreamed in the National Budget of 2019.	06/2019 (Achieved)
M5: Finalise GSDS Volume III: M&E Framework integrated with national M&E reporting processes (e.g. Budget 2020, VNR/SDGs, UNDAF-CIP)	12/2019 (delayed)
M6: GSDS Volume III Cost Estimates and M&E Framework is discussed with various (4) Ministries to include GSDS targets in their sectorial plans	06/2020
2. Project Outputs	Indicators
A) Inter-ministerial and Multi-stakeholder cooperation mechanisms for the GSDS strengthened.	<ul style="list-style-type: none"> a) National UN Environment Coordination Desks in Guyana set up. (Baseline: 0, Target: 1) b) Number of Multi-Stakeholders Advisory Committee (Baseline: 0, Target 1) c) Number of meetings with the Advisory Committee and Multi-stakeholder expert groups for the elaboration of the GSDS. (baseline: 0, Target 10) d) Number of Indigenous and rural community people association participating in the Advisory Committee and Expert Groups: (Advisory Committee – Baseline 0, target: 1, Expert Groups- baseline 0, target: 8). e) Number of national reporting frameworks integrated with GSDS M&E Framework (Baseline: 0; Target: 1) f) Action minutes of meeting for the newly established PAGE Advisory Committee (Baseline: 0, Target: 1)
Project Output Milestones:	Expected Milestone (1 per reporting period: June and December of each year)
M1: National UN Environment Coordination Desk is established and leading the activities for the elaboration of the GSDS in the country	06/2018 (Achieved)
M2: Multi-stakeholder Advisory Committee and Expert Groups have provided inputs to the first, second and semi-final drafts of the GSDS.	12/2018 (Achieved)
M3: Multi-stakeholder Advisory Committee supports and participates in the dialogues with private sector and donor for resource mobilization.	06/2019 (Achieved)
M4: GSDS national targets and indicators integrated into national reporting processes engaging all Ministries, encouraging inter-ministerial cooperation	12/2019
M5: Final meeting of the GSDS Advisory Committee and establishment of the PAGE Advisory Committee	06/2020

<p>B) GSDS developed based on evidence-based knowledge and multi-stakeholder consultations and made available to all Ministries, Private sector, Donors and citizens</p>	<p>a) Number of sectoral studies prepared to inform the elaboration of the GSDS. (Baseline: 0, Target: 7)</p> <p>b) Publication of the Green State Development Strategy. (Baseline:0, Target: 1)</p> <p>c) Report of the Monitoring and Reporting Framework of the GSDS has been disseminated to at least ten (10) public and private sector agencies.</p>
<p>Project Output Milestones:</p>	<p>Expected Milestones</p>
<p>M1: Thematic studies are developed for the elaboration of the GSDS (3 studies/chapters)</p>	<p>06/2018 (Achieved)</p>
<p>M2: Thematic studies are developed for the elaboration of the GSDS (4 studies/chapters)</p>	<p>12/2018 (Achieved)</p>
<p>M3: Three sectoral economic studies are developed to support the GSDS in cooperation with PAGE members (3 sectoral studies)</p>	<p>06/2019 (Achieved)</p>
<p>M4: The Monitoring and Reporting (M&E) Framework completed</p>	<p>12/2019 (delayed)</p>
<p>M5: GSDS Volume III: is validated by Ministry of Finance</p>	<p>06/2020</p>
<p>C) Capacity development and knowledge services provided to government representatives and national stakeholders increasing understanding on Green State and Sustainable Development</p>	<p>a) Number of capacity building and training workshops delivered to support the preparation of the Green State Development Strategy. (Baseline: 0, Target: 7 (exceeded we did 7)</p> <p>b) Number of government staff and stakeholders trained. (Baseline:0, Target: , exceeded 84 trained)</p> <p>c) Webpage for access to information and to support the consultation process of the strategy. (Baseline: 0, Target:1)</p> <p>d) ABC & FAQ of Green State Development Strategy (clarifying concepts) (Baseline 0, Target 2)</p> <p>e) Number of surveyed participants who indicate increased understanding of GSDS and SDG monitoring and reporting Baseline: 0, Target = 50</p>
<p>Project Output Milestones:</p>	
<p>M1: Workshop on integrated approach of Agenda 2030 for Sustainable Development and SDGs (2 Workshops) (SDG MAPS exercise)</p>	<p>06/2018 (Achieved)</p>
<p>M2: Two online trainings are conducted, one on Green Economy and Trade, and the second on "Sustainable Consumption and Production-tools and approaches.</p>	<p>12/2018 (Achieved)</p>
<p>M3: Workshop on Inclusive Green Economy and Fiscal & Monetary Policies (3workshops including as well economic modelling and Media training)</p>	<p>06/2019 (Achieved)</p>
<p>M4: Outreach sessions and focused group surveys conducted to increase understanding of the GSDS-M&E</p>	<p>12/2019 (delayed)</p>
<p>M5: New website of the GSDS is launched</p>	<p>06/2020</p>
<p>D) Open and participatory consultation for the elaboration of the GSDS facilitated.</p>	<p>a) Number of meetings with the Local Democratic Organs of the State to support the national consultation of the GSDS (Baseline:0, Target: 3)</p> <p>b) Nation-wide multi-stakeholder public consultation for the elaboration of the GSDS. (Baseline: 0, Target 1)</p> <p>c) Participation of women associations, youth groups and indigenous people in GSDS focus group sessions (Baseline 0, Target 10)</p> <p>d) infographics on the GSDS, and translation and adaptation for rural and indigenous communities (baseline:0 target:7)</p>

	e) Number of rural and indigenous communities who have acknowledged access to GSDS videos and communication material (baseline:0, target: 1,000 people)	
Project Output Milestones:		Expected Milestones
M1: Design methodology and information material for the National Multi-stakeholder Consultation for the GSDS have been developed.		06/2018 (Achieved)
M2: Information tools are developed and translated in key native languages (website, infographics, ABC of GSDS and video)		12/2018 (Achieved)
M3.: National Multi-stakeholder Consultation for the elaboration of the GSDS facilitated		06/2019 (Achieved)
M4.: Hard copies and electronic versions of the GSDS is available to all citizens, and Green conversations and outreach activities with youth, NGOs and minority/vulnerable groups, increasing the number of participation of women associations, youth groups and indigenous people. (3 sessions, and 1,000 people)		12/2019 (delayed)
M5: Report on feedback received from stakeholders on the use/application of new knowledge and/or skills in work activities		06/2020
E) Resources for mobilisation identified and financial plan developed, with one project proposal for resource mobilization to support the GSDS implementation.	a) Research on finance and resource mobilization for the GSDS produced and made available to Ministry of Finance, Ministry of the Presidency and Cabinet. (baseline:0, target:2) b) Outreach to international Cooperation Partners to discuss areas to support the Government with implementation of the GSDS (Baseline: 0, Target: 10 partners) c) New proposal concept to support GSDS implementation and stakeholder engagement (Baseline: 0, Target: 1)	
Project Output Milestones:		Expected Milestones
M1: first draft of the financial mechanisms and plan.		06/2018 (Achieved)
M2: Dialogue session is organised with the Development Cooperation Agencies, donors and finance sector to mobilise resources for the GSDS implementation.		12/2018 (revised 12/2018)
M3: Chapter of financial instruments for the GSDS implementation is developed		06/2019 (Achieved)
M4. 2nd Dialogue session organised with the International Cooperation Agencies, donors and finance sector to discuss investment based on initial GSDS cost estimates, increasing the number of Donors and international partners aware of the opportunities to support the GSDS implementation		12/2019 (Delayed)
M5: Project proposals are developed to support the GSDS implementation (at least two)		06/2020