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United Nations Development Programme  
Country: Guyana  
PROJECT DOCUMENT

**Project Title: Strengthening technical capacities to mainstream and monitor Rio Convention implementation through policy coordination**

**UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

**UNDAF Outcome(s): Outcome 1:** National policies, strategies, and plans for disaster risk reduction, management of natural resource, and access to clean energy and services developed, implemented, monitored, and evaluated.

**Expected CP Outcome(s):** Outcome 3: Improved functional capacity of key natural resources and disaster risk management institutions.

**Executing Entity/Implementing Partner:** Ministry of Natural Resources

**Implementing Entity/Responsible Partners:** Ministry of Natural Resources, UNDP Guyana

**Brief Description:** The goal of this project is for Guyana to make better decisions to meet and sustain global environmental obligations. Thus, the project will focus on the management of data and information to formulate and implement sectoral development plans that better reflect global environmental dimensions. This will be carried out through the strengthening of an Environmental Information Monitoring and Management System that is constructed by an integration of existing environmental management information systems. The latter will build upon much of the capacities currently being developed in this area by other development partners. Among the key activities of the project is the updating of key technological needs, not only of the government structures such as the Department of Governance, Natural Resources and the Environment, but also other key stakeholders. In addition to strengthening the institutional arrangements for data and information management, the project will also test how these arrangements represent a cost-effective approach to creating and applying best practices for managing the global environment. This project pursues a long-term approach to institutionalizing capacities to meet MEA obligations through a set of learning-by-doing activities that lay the foundation for effective decision-making and policy-making regarding global environmental benefits. Active participation of stakeholder representatives, in particular non-state stakeholders, in the full project life cycle is important to ensuring the long-term relevance, validity, and legitimacy of project activities. The adaptive collaborative management of project implementation will also ensure the long-term sustainability of project outcomes.

Programme Period:	2012-2016	Total resources required	US\$ 2,326,100
Atlas Award ID:	00096369	Total allocated resources	US\$ 2,326,100
Project ID:	00100292	• UNDP cash	US\$ 50,000
PIMS #	5332	• Other:	
Start date:	July 2016	○ GEF	US\$ 1,050,000
End date:	June 2020	○ MNR in-kind	US\$ 550,000
Management Arrangements:	NIM	○ EPA in-kind	US\$ 330,000
PAC Meeting Date:	27 May 2016	○ GLSC in-kind	US\$ 342,000
		○ OCC in-kind	US\$ 4,100
		Total co-financing (non-UNDP)	US\$ 1,226,100

**Agreed by:**

<b>Ministry of the Presidency</b>		2016-06-30
	Joseph Harmon Minister of State	Date/Month/Year
<b>Ministry of Natural Resources</b>		2016.6.30
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<b>United Nations Development Programme</b>		2016.6.30
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## ACRONYMS AND ABBREVIATIONS

ACM	Adaptive Collaborative Management
APR	Annual Progress Report
CCA	Common Country Assessment
CCCCD	Cross-Cutting Capacity Development
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
DGNRE	Department of Governance, Natural Resources and the Environment
EIA	Environmental Impact Assessment
EIMMS	Environmental Information Management and Monitoring System
EPA	Environmental Protection Agency
UNFCCC	United Nations Framework Convention on Climate Change
GEF	Global Environment Facility
GEF Sec	Secretariat of the Global Environment Facility
GFC	Guyana Forestry Commission
GGB	Guyana Gold Board
GGMC	Guyana Geology and Mines Commission
GIZ	German Society for International Cooperation
GLSC	Guyana Lands and Surveys Commission
LCDS	Low Carbon Development Strategy
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MNR	Ministry of Natural Resources
MRV	Measuring, Reporting and Verification
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
NPD	National Project Director
NPC	National Project Coordinator
OCC	Office of Climate Change
PAC	Protected Areas Commission
PIF	Project Identification Form
PIR	Project Implementation Review
PMU	Project Management Unit
PRSP	Poverty Reduction Strategy Paper
REDD	Reducing Emissions from Deforestation and Forest Degradation
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

## **PART I - PROJECT**

### **A. Project Summary**

#### **A.1 Project Rationale, Objectives, Outcomes/Outputs, and Activities**

1. In 2007, Guyana completed its National Capacity Self-Assessment (NCSA) in order to identify the priority cross-cutting capacity development needs of the country to meet and sustain obligations under the three Rio Conventions. The major limitations identified include a weak set of policies, a weak legal and regulatory framework, and a lack of synergy in implementation of the Rio Conventions. Other weaknesses included fragmented data and information, as well as inadequate skills to effectively implement the Rio Conventions. Further compounding Guyana's attempts to meet and sustain global environmental priorities were the limited access to adequate levels of financial resources and limited stakeholder involvement.

2. Guyana has made significant progress in strengthening its environmental policy and programming framework since the completion of its NCSA. The country has adopted numerous laws pertaining to environmental protection and has taken important steps to integrate global environmental obligations within its national developmental strategies. For example, the Low Carbon Development Strategy (LCDS) was launched in 2009 to promote economic development while at the same time minimizing impacts on climate change. Despite this progress, barriers remain. The Government of Guyana has also prioritized a set of strategic actions under its Strategic Framework 2013-2018, namely the development of an integrated natural resource information management system and the digital consolidation and systematization of all monitoring data generated by the former Department of Governance, Natural Resources and Environment (DGNRE) (now Ministry of Natural Resources) and associated environmental agencies by 2016. These national strategies and plans demonstrate the consistency of their data, information, and monitoring capacity needs.

3. These national priorities and the capacity limitations to meet and sustain them are consistent with the GEF-6's eligibility criteria of Cross-Cutting Capacity Development Strategy, Programme Framework 1 that calls for countries to integrate global environmental needs into management information systems and monitoring. Taking these into account, the objective of this project is to strengthen technical capacities for mainstreaming and monitoring achievement of Rio Convention objectives. To this end, the project aims to remove these barriers so that Guyana can make more informed decisions that affect the global environment and implement resilient, environmentally-friendly and sustainable development. An additional project objective is to update the National Capacity Self-Assessment, which was previously prepared in 2007.

4. The centerpiece of this project is the establishment of an Environmental Information Monitoring and Management System (EIMMS). Rather than create a new database, this project will set out to network existing databases, reconciling their content (in particular indicators) that serve to inform planners and decision-makers about trends in meeting and sustaining global environmental outcomes. The project will strengthen the collection and management of data and information for improved monitoring, including the technical capacities of to use data and information to create knowledge at both the national and sub-national level, with particular attention to decentralized planning and decision-making.

5. At the end of the project, an institutional mechanism will have been strengthened to more effectively access and create new knowledge that reconciles and institutionalizes global environmental priorities within national sustainable development priorities. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by demonstrating practicable and cost-effective approaches to better information management, monitoring, and decision-making to increase delivery of global environmental benefits. In addition to the installation of the integrated EIMMS and training on its use, the project will help institutionalize this system by demonstrating its value and financial sustainability to stakeholders, as well as facilitating the appropriate legislative and institutional reforms.

6. The project will organize and carry out activities in a way that ensures that women and indigenous peoples will benefit from the project fairly and equitably, including their active engagement. While the expected outcomes of the project from a GEF perspective are improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet and sustain sustainable development priorities. This will be achieved by mainstreaming global environment into planning and decision-making process.

7. The project will take an adaptive collaborative management approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

8. A key design feature of this project is to ensure that national character of the project. This will be reinforced by the selection of a high value development sector plan to mainstream global environmental priorities with through the EIMMS. In this way, synergies between the global environmental obligations and national socio-economic priorities can be more effectively realized. The project will strengthen a targeted set of related systemic, institutional, and individual capacities through four linked components:

- a. Strengthening institutional capacities to mainstream and monitor Rio Convention implementation through development policies, programmes and plans. The centerpiece of this component is the creation of the integrated Environmental Information Management and Monitoring System. This will call for the strengthening of the institutional construct and associated management regime for collecting, creating, and transforming data and information into knowledge.
- b. Strengthening technical capacities for mainstreaming and monitoring Rio Conventions. This component focuses on strengthening the technical capacities of key stakeholders, technical staff, and decision-makers that directly and indirectly affect obligations under the Rio Conventions. Best practices and innovations will form the basis of trainings and learn-by-doing activities to create and use knowledge to achieve global environmental outcomes.
- c. Improving awareness of global environmental values. Activities under this component will strengthen awareness and understanding of broader set of stakeholders to better appreciate how addressing global environmental obligations under the Rio Convention contributes to addressing important and immediate socio-economic development priorities.
- d. Updating of the National Capacity Self-Assessment. Activities under this component will update Guyana's NCSA to reflect post-2015 Sustainable Development Goals and to identify current opportunities to strengthen priority foundational capacities for the global environment. With the new Government's development agenda emphasizing Green Development, the updating of the NCSA will serve as an opportunity to reconcile and update the current capacity challenges necessary to support the government's pursuit of green development in tandem with the fulfillment of Rio Convention obligations.

9. The innovativeness of this project stems from its strategy of engaging stakeholders from the local level to the top decision-making level. The transformative nature of this project rests largely on negotiating coordination and collaboration agreements among agencies and non-state stakeholders to share data, information, and knowledge. The project seeks to facilitate improved collaboration and engagement of stakeholders with comparative expertise and knowledge that is intended to yield better quality data, information and knowledge to apply best practices. The ability of the project to transform the current culture of competitiveness among government agencies and non-state stakeholders is expected to facilitate greater validity and legitimacy of the policy and decision-making.

10. The Ministry of Natural Resources is the executing entity for this project, and the project was developed in accordance with agreed policies and procedures between the Government of Guyana and UNDP. With the support of UNDP, the MNR will establish the necessary planning and management mechanisms and facilitate government decision-making to catalyze implementation of project activities and timely delivery of project outputs.

## **A.2 Key Indicators, Assumptions, and Risks**

11. Project outcomes will be measured through a set of output, process, and performance indicators. Constructed using SMART design criteria, these indicators were developed to coincide with each major project activity. Output indicators include the preparation of in-depth baseline analyses including an analysis of the policy and legal framework limiting Rio Convention mainstreaming, an analysis of data and information indicators, an analysis of the current management information system, and a baseline analysis of the understanding of Rio Convention mainstreaming. Process indicators include the convening of working groups that will facilitate better inter-agency communication, coordination, and collaboration with regard to the development of an environmental information management and decision support system. Performance indicators include the set of learn-by-doing review of best practices, codes, laws, and texts pertaining to protection of the global environment. Taking into account the above, there are certain key indicators that the project must deliver in order that the project can be deemed transformative and sustainable. These include, but are not limited to:

- Memoranda of agreement must be negotiated and signed among government and non-state stakeholders on the sharing of data and information
- Liaison protocols between key government agencies must be updated and signed to strengthen sharing of data and information and proactive collaboration in the operation of the integrated EIMMS
- Operational guidance and targeted by-laws are developed to improve and legitimize Rio Convention mainstreaming into sector development plans
- All stakeholders agree by consensus on a key set of higher-order indicators to monitor the progress the country is making towards meeting and sustaining Rio Convention obligations
- A data protocol system is developed and tested that allows data, information, and knowledge to be tracked through the life cycle of their creation to informing policy and plans to the latter's adaptive management
- Key existing databases, management information systems, and monitoring systems are strategically networked into an integrated system
- A pilot project to test the application of the EIMMS is carried out on a high value sector development plan
- A long-training programme is developed and institutionalized on Rio Convention mainstreaming based on lessons learned from the project's learning-by-doing workshops and related exercises
- A resource mobilization strategy for the long-term operation (e.g., 15 years) of the EIMMS is developed and approved by Cabinet
- A government-based website is created to network existing sources of electronic data and information
- Education module on the importance of the global environment to national sustainable development is adopted and integrated within teaching curricula at the secondary school level
- Collectively and over the four years of project implementation, the awareness-raising workshops engage over 700 unique stakeholders

12. The project will monitor other indicators as a means to help the regular monitoring of project performance. These indicators take into account the key risks and assumptions made on the project's

design. During project implementation, indicators may be added or refined in keeping with practical realities, while taking care not to reduce the standards of project performance or delivery.

13. Perhaps the most important risk to the project is institutional agreements and arrangements of coordination, cooperation, and collaboration among agencies, commissions, the Office of Climate Change, and other ministries. Currently, there is limited sharing of information or collaboration among ministries and agencies. This is particularly evident in the environment sector where many stakeholders' mandates overlap and their objectives conflict. This risk is also diminished by the project's strategic design to involve diverse stakeholders in workshops to increase cooperation and undertake select institutional reforms to increase coordination.

14. Another significant risk lies in agencies, commissions, and ministries' willingness to change their internal business models, specifically in line with recommendations that better integrate Rio Convention obligations. This internal resistance to change is a natural human condition and reflects people's comfort with known policies and procedures. However, the basis for this project is that these policies and procedures could be improved. The activities of this project were strategically selected and designed to take into account these existing "business-as-usual" approaches, and to facilitate a process by which they could be improved incrementally. This approach serves to strengthen the ownership and legitimacy of the decisions reached in these stakeholder consultations, workshops, or other project exercises. For this reason, the project makes the implicit assumption that stakeholders will give the benefit of the doubt to the design of the project activities, be open to new and opposing perspectives, and actively participate in the project to negotiate issues and recommendations towards a consensus.

15. Related to the risk of political commitment is a risk that some stakeholders will express concern that this CCCD project will be a distraction to their work. This project will help minimize this risk by investing time to engage key stakeholders on the value of the project during the PPG phase. MNR will consult with the Office of Climate Change in the Ministry of the Presidency, as well as convene a special meeting of the Multi-Stakeholder Steering Committee.

16. Also contributing to risks of deficient political commitment are financial concerns. Given that project results emerge through external financing and support, key project results must be sufficiently institutionalized if the larger outcomes are to be sustainable. There may be insufficient commitment to implement project recommendations for post-project activities. For this reason, the project includes a specific output on resource mobilization to address the issue of financial sustainability.

17. Another facet of financial risks is general financial limitations. This risk is moderate given that cash co-financing may be limited, taking into account that donors are currently vested in climate change issues under the LCDS. In order to minimize the risk of limited financial resources, the project includes a resource mobilization strategy. Additionally, during the PPG phase, consultations were undertaken to identify potential sources of co-financing.

18. Another risk is high staff turnover due to emigration. In order to minimize the risk of staff turnover and loss of institutional memory, the many stakeholder engagement exercises of the project are designed to engage a large number of government staff and other stakeholder representatives. This is intended to come as close as possible to the minimum baseline level of shared understanding and knowledge on critical global environmental issues and best practices.

19. Finally, a risk to project objectives is the potential resistance from politically entrenched sectors that have considerable influence in Guyana. This risk is distinct from internal resistance to change. The resistance underlying this risk is due to stakeholders' goals, priorities, and relative power. This project makes the assumption that key representatives from various line ministries, agencies, and other relevant government authorities will facilitate and catalyze the development of the EIMMS and other reforms, as well as to training and public awareness activities. The consultations undertaken to develop the project, as well as the participatory approach of the project will minimize the risk of non-stakeholder participation.

## **B. Country Ownership**

### **B.1 Country Eligibility**

20. Guyana is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Guyana ratified the Convention on Biological Diversity (UNCBD) on 29 August 1994, the Convention to Combat Desertification (UNCCD) on 26 June 1997, and the Framework Convention on Climate Change (UNFCCC) on 29 August 1994. Guyana has also ratified the Kyoto Protocol on 5 August 2003, committing to stabilize greenhouse gas emissions for the period 2008-2012 at the 1990 level, and the Doha amendment to the Kyoto Protocol on 23 December 2014. Additionally, Guyana has also ratified the Cartagena Protocol on Biological Safety to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology (18 March 2008).

21. In addition to the three Rio Conventions above, Guyana has also demonstrated its commitment to the global environment through the accession or ratification of several other international treaties and protocols that call for the protection and sustainable use of natural resources. These multilateral environmental agreements (MEAs) include:

- Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) (27 May 1977)
- International Convention for the Prevention of Pollution (1997)
- Montreal Protocol on Ozone Depleting Substances and its Beijing Amendment (12 August 1993 and 2 June 2008)
- Vienna Convention for the Protection of the Ozone Layer (12 August 1993)
- Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal (4 April 2001)
- Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade (25 June 2007)
- Stockholm Convention on Persistent Organic Pollutants (7 June 2013)
- Minamata Convention on Mercury (September 2014)

22. *Fit with the GEF-6 CCCD Strategy:* The GEF strategy for Cross-Cutting Capacity Development projects serves to provide resources for reducing, if not eliminating, the institutional bottlenecks and barriers to the synergistic implementation of the Rio Conventions. This particular project is in line with CCCD Programme Framework 1, which calls for countries to “integrate global environmental needs into management information systems and monitoring.”

### **B.2 Country Drivenness**

23. Guyana’s **United Nations Development Assistance Framework (UNDAF)** covers the period 2012-2016. The development of the UNDAF for this programming period was based upon the **Low-Carbon Development Strategy**, the **Poverty Reduction Strategy Papers II**, and national policies/plans including the National Competitiveness Strategy, the Education Sector Plan, the National Health Sector Strategy, the Constitutional Reform Plan, the Agricultural Development Plan, and the Guyana Food and Nutrition Security Strategy. Since the change of government in mid-2015, the government is now referring to the **Green Development Plan** as the over-arching development vision for the country. In particular, this plan is a five-step approach for Guyana’s path towards a green economy and long-term well-being. This plan is intended to reduce social inequalities and promote sustainable environmental practices in ways that will contribute to the long-term development of Guyana.

24. The UNDAF responds to four national priorities/goals which include a) transforming the economy, enhancing the quality of life of citizens, and combating climate change by sustainably using natural resources; b) increasing economic opportunities for all; c) increasing citizens and their organizations



participation in the decision-making processes to enhance an inclusive governance model; and d)improving human and social services (United Nations Country Team Guyana, 2011).

25. The four outcomes under the UNDAF include: a) develop, implement, monitor, and evaluate national disaster risk reduction policies, strategies, and plans, and policies, strategies, and plans for natural resources management, and access to clean energy b) economic and social policies and programmes are enhanced to permit the creation of a climate-resilient economy (within the umbrella of the Green Development Plan), c) strengthen public participation, trust, and confidence in national governance institutions (which includes the Parliament, the five Rights Commissions, and the Guyana Elections Commission, and d) formulate, implement, monitor, and evaluate national development plans, policies, programmes, and legislation to achieve the Millennium Development Goals (MDGs).

26. The foundation of Guyana's policy in the field of environmental protection and sustainable natural resources management lies in the Environmental Protection Act. Enacted in 1996, this Act forms the basis of environmental policy, and brings force to environmental provisions in the constitution. Not only did the Act establish the Environmental Protection Agency (EPA), but it also marked a shift in policy direction and led to a suite of other regulations (see B.2.d).

27. Guyana's institutional framework for sustainable development for integrated planning, decision-making, and environmental and natural resources management has been strengthened since the Rio Summit (1992) and can be seen in several national policies, plans and strategies. This include:

- Integrated Coastal Zone Management Action Plan (2000)
- National Development Strategy 2001-2010
- National Climate Change and Adaption Policy and Implementation Plan (2001)
- National Poverty Reduction Strategy (2001-2005)
- National Environmental Action Plan (2001-2005)
- National Protected Area Strategy (2005)
- National Policy on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization (2008)
- National Agriculture Sector Climate Change Adaptation Policy (2009)

28. Guyana's institutional framework for environmental management was also strengthened through the creation and/or re-organization of a number of national institutions including the institutional reform of the Ministry of Natural Resources, the Protected Areas Commission, the Mangrove Action Committee, the REDD+ Secretariat, the Forestry In-service Training Centre, the Mining School, and the School of Earth and Environmental Studies at University of Guyana.

29. Guyana has adopted a number of strategic frameworks, in addition to the three Rio Conventions and other MEAs, which reflects the country's vast array of environmental priorities. With direct relevance to the three Rio Conventions, Guyana has prepared important national assessment reports and strategies that reflect the country's progress to date and priorities to meeting global environmental outcomes. Guyana's Third National Biodiversity Strategies and Action Plan for 2012-2020 identified data and information as a top priority, including the lack of quality baseline and trend data about biodiversity in order to make the best appropriate conservation decisions. The National Biodiversity Strategies and Action Plan also identified potential synergies with national initiatives, with a particular focus on objectives in Guyana's Green Development Plan (previously the Low Carbon Development Strategy) and the Aichi 2011- 2020 targets (Government of Guyana, 2014). Guyana's Fifth National Report for the UNCBD includes a section on progress regarding Aichi targets and MDGs (Government of Guyana, 2014).

30. The preparation of Guyana's Second National Communication (2012) for the UNFCCC demonstrated a number of uncertainties with their GHG inventory, in large part because of the lack of comprehensive activity data and lack of disaggregation. The Second National Communication also identified the weakness of operating systematic observation systems in Guyana as a result of the lack of

technical capacity to operate and maintain the associated equipment and the lack of strong analytical skills or interpretive capacity to make use of the models and the data that is generated, among others. To address these weaknesses the Government developed a national Climate Change Action Plan. The plan is focused on capacity development to undertake national inventories of greenhouse gas emissions, to conduct vulnerability assessments, and to build the administrative framework, embracing options for mitigation and/or adaptation and enhancing awareness on the objectives of the UNFCCC (Government of Guyana, 2012). To supplement the Climate Change Action Plan, the OCC is currently developing a national Climate Resilience Strategy and Action Plan which is a comprehensive framework for addressing climate change resilience and adaptation in the country.

31. The project is also consistent with Guyana's National Action Plan under the UNCCD (2006), currently under development and under which the government has identified training to decision-makers on the use of indicators and monitoring and strengthening data collection and review protocols as priority capacity development needs.

32. The Government of Guyana has also prioritized a set of strategic actions under its Strategic Framework 2013-2018 for the former DGNRE, now MNR. This includes Strategic Priority 2 Holistic and Integrated Planning, which includes, among others, the development of an integrated natural resource information management system; Strategic Priority 2 Sustainable Resource Use and Monitoring, which includes, among others, the digital consolidation and systematization of all monitoring data generated by MNR agencies by 2016. These national strategies and plans demonstrate the consistency of their data, information, and monitoring capacity needs.

33. Guyana's path to sustainable development is outlined in the National Development Strategy, the National Competitiveness Strategy, the Poverty Reduction Strategy Paper II (PRSP) and the Green Development Plan (Bynoe, 2012). The nature of these documents reflects the Government's commitment to pursue sustainable development through astute environmental management. The Green Development Plan was launched in 2009 as the Low Carbon Development Strategy to promote economic development while at the same time minimizing impacts on climate change. This strategy serves as an over-riding policy that is presently guiding Guyana's pursuit of sustainable development. However, given its emphasis on climate change, this strategy has the unintended consequence of de-leveraging interest and commitment to other priority issues that are not directly related to climate change.

34. The PRSP II (2011-2015) describes the country's macroeconomic, structural and social policies and programs over a three year or longer period to promote broad-based growth and reduce poverty. The Strategy is built on five pillars, which include: a) broad-based low carbon led job creation economic growth; b) stronger governance, institutional and regulatory structures; c) accelerated investments in human capital and primary health; d) accelerated investments in physical infrastructure in support of growth strategy; and e) special interventions programmes to address regional and demographic pockets of poverty. The PRSP II is linked to the Green Development Plan in supporting low carbon enterprise development. It relates to the National Development Strategy in areas such as infrastructure development and improvement of social services. The PRSP II provides an action plan with information on available financing to implement programmes for poverty reduction in Guyana.

35. The National Development Strategy, first developed in 1997, revised in 1999 and updated in 2001 outlines the developmental priorities and challenges of Guyana's economic and social development. The overall objectives of the Strategy are: a) to attain the highest rate of economic growth that is possible; b) to eliminate poverty; c) to achieve geographical unity; d) to attain an equitable geographical distribution of economic activity; and e) to diversify the economy (Government of Guyana, 2001).

36. The National Competitiveness Strategy (2006) was developed with the goal to achieve a balance in the roles between government and the private sector in diversifying the economy, and making the traditional sectors more competitive. The key components of the strategy are to develop: economy wide

policies/measures, sector policies/strategies, and sub-sector policies which address obstacles and provide the greatest opportunities for growth and diversification.

### **B.2.a National Capacity Self-Assessment**

37. Guyana completed its National Capacity Self-Assessment in 2007. During the NCSA process and consultations, stakeholders identified the main challenges to natural resource and environmental policy formulation and implementation. These broad challenges place in context the more specific challenges to improving national monitoring and management of environmental objectives.

38. The involvement of stakeholders was a critical element in the NCSA process. Stakeholders were divided into three categories and a questionnaire for stakeholders was utilized to identify important cross-cutting issues that hinder the fulfillment of Guyana's obligations to the Conventions. Additionally, the questionnaire provided an opportunity for stakeholders to propose opportunities for synergistic and crosscutting capacity-building activities. The questionnaires were followed up by individual interviews. Finally, a subset of stakeholders and members of the environment committees were asked to attend a focus group workshop to further discuss issues and review the draft report.

39. The NCSA identified three types of barriers that explain Guyana's difficulty in fulfilling the obligations of the Rio Conventions, namely: systemic, institutional, and individual barriers. The main systemic barriers include a weak policy framework, a weak legal and regulatory framework, and a lack of synergy in implementation of the Rio Conventions. The main institutional barriers include:

- Duplication of responsibilities
- Limited financial resources
- Limited human resources
- Lack of equipment and other resources
- Limited research capacity
- Fragmentation of available data
- Limited stakeholder involvement

40. The main barriers at the individual level are insufficient knowledge, information, and skills for implementation of the Conventions, and limited options for alternative livelihoods. Overall, Guyana's NCSA identified 19 priority cross-cutting issues, with information gathering, management, storage and exchange, and monitoring scoring the highest rank (Government of Guyana, 2007, p. 38).

41. The NCSA proposed a number of recommendations to improve Guyana's fulfillment of its obligations under the three Rio conventions and their respective protocols. The NCSA Action Plan focused on four outcomes and provided several recommendations to address barriers defined in the NCSA. The recommendations include:

- Strengthen/establish effective institutional arrangements for implementing MEAs
- Enhance national planning
- Establish a financing mechanism and strategy for funding activities for the Rio Conventions
- Create an enabling policy, legal and regulatory environment for addressing environmental priorities
- Strengthen the institutions and individual capacity to address national environmental priorities
- Establish an integrated planning framework to address environmental issues
- Monitor and evaluate activities in relation to achieving national priorities
- Promote research, technology transfer, and adaptation
- Build partnerships and human and resource capacity for addressing national environmental priorities
- Develop protocols for information gathering and sharing, promoting user-friendly data, and establish/strengthen a web-based information storage and sharing mechanism

## **B.2.b Sustainable Development Context**

42. Guyana is a small English-speaking lower middle-income, developing country located on the northeastern edge of South America with a geographic area of about 215,000 sq. km. To the north of Guyana is the Atlantic Ocean, to the east is Suriname, to the south and southwest is Brazil, and to the west and northwest is Venezuela. Guyana's geographic location makes it vulnerable to natural hazards such as tropical storms, flooding and landslides that are often associated with climate change.

43. Guyana has a low-lying coastline extending some 432 km. It is 77 km wide in the east and 26 km wide in the west, where 90 percent of its population resides (Government of Guyana, 2014). The mainland is divided by three major river systems: Essequibo, Demerara, and Berbice Rivers, all of which flow into the Atlantic Ocean. There are also 365 small islands located in the river systems. Further inland are savannahs, mountain ranges, and a vast tropical rainforest that covers 86 percent of the total land area. Guyana is well endowed with natural resources, fertile agricultural land, and diversified mineral deposits. The economy is primarily natural resource-based, with agriculture (mainly sugar and rice), shrimp, bauxite, gold, and timber accounting for most of the output in the productive sectors. In fact, these six exports make up close to 60 percent of Guyana's GDP (Government of Guyana, 2014).

44. Guyana's population in 2014 was estimated at 763,900. Although Guyana is a small country with a small population, it boasts significant diversity. The major ethnic groups are East Indian-Guyanese, (about 43.4 percent of the population) and the Afro-Guyanese (about 30.2 percent). The other major groups are mixed race (16.7 percent), and native Amerindians (9.2 percent). The native Amerindians legally hold 29,000 square kilometers (13 percent) of Guyana's land (CIA, 2015). Ninety percent of Amerindians live in the country's remote interior. Mining on this land leads to considerable conflict. While the native Amerindians hold the title to the land, they do not have rights to any subsoil minerals. While they do have veto rights over medium and small scale mining, if the mining is deemed to serve in the public interest, the government can overturn the veto.

45. Despite its rich resources, Guyana is one of the poorest countries in the Caribbean. Guyana's GDP for 2014 was \$3.228 billion. Guyana also faces issues of poverty and inequality. The Human Development Index for Guyana is 0.638 (2013) ranking the country as 121 out of 187 countries. Further, it is estimated that around 30 percent of the population is classified as extremely poor. Additionally, poverty averages for the country do not reflect the disparities between rural and urban areas; while poverty is 19 percent in urban areas, rates are as high as 74 percent in rural interior areas. This discrepancy is in part due to the remote location and low population density of certain regions in Guyana. For example, it is expensive to provide social services and develop infrastructure to support economic production for Region 8, the least populated region (with fewer than 6,000 people), thus services and development is often lacking (Government of Guyana, 2011).

46. Guyana's emigration rate is also one of the highest worldwide; 55 percent of Guyana's citizens live abroad. Related to this emigration are staggering rates of emigration of tertiary educated citizens aged 25 and older. In Guyana, over 89 percent of these individuals leave (World Bank). This "brain drain" leads to national capacity constraints and limits Guyana's ability to grow and develop both economically, and socially.

47. Guyana also struggles with human health issues. Aside from high rates of HIV and AIDS, Guyana has one of the highest maternal mortality rates in the Caribbean, with 280 deaths per 100,000 live births. Additionally, the infant mortality rate is the 66th highest in the world, with 34.45 deaths per 1,000 live births (CIA, 2015). Partially contributing to these statistics is the limited number of doctors. In 2010, Guyana had 0.21 physicians per 1,000 people.

48. Additionally, air quality is a concern. Due to burning of sugar cane fields, uncontrolled burning from the Mandela land fill site, burning of household wastes, improper waste disposal at landfills,

increasing number of vehicles and traffic, unauthorized small scale industrial activities, and the combustion of fuels, air quality has declined and presents a threat to human health.

49. The Government of Guyana has undertaken numerous initiatives to address socio-economic issues. One major effort is the Green Development Plan which aims to “transform Guyana’s economy to deliver greater economic and social development for the people of Guyana.” Although the Green Development Plan has replaced the Low Carbon Development Strategy, this change is largely in name only as the concept of the LCDS and national vision for sustainable development remains unchanged. Other efforts to address the country’s developmental priorities include: a) the drafting of a National Health Strategy (2013-2020) which entails the creation of an enabling framework for the integrated delivery of quality, effective and responsive health services and prevention measures to improve the physical, mental and social wellbeing of all citizens; b) implementation of the UNDP-funded Hinterland Electrification by Renewable Energy Pilot Project to develop the capacity of Amerindian communities for use of renewable energy; and c) National Energy Strategic Plan (2014-2018) that outlines the Guyana Energy Agency plans and actions for sustainable energy over the five-year period. These plans include discovering and utilizing alternative sources of energy, and public education and awareness programmes on the personal, national and environmental benefits of adopting energy efficient practices and curbing the importation and distribution of illegal petroleum and petroleum-based products.

50. Guyana’s forests are considered an integral part of the Guyana Shield. Approximately 86 percent of Guyana’s total land area is still forested. Related to these rich forests, is rich biodiversity. Guyana’s biodiversity includes approximately 8,000 plant species and more than 1,000 species of terrestrial vertebrates. Fifteen percent of the flora species are estimated to be endemic to Guyana. While deforestation rates are low, Guyana’s species are still facing threats. The 2015 IUCN Red List states that Guyana has six critically endangered, nine endangered, and 49 vulnerable animal species.

51. Gold mining has become the most prominent pressure on forests. Besides deforestation, its impacts include the removal of topsoil and the pollution of watercourses. This generates risks to Guyana’s biodiversity, soil and water. Mining has historically been, and remains, a threat to forests in Guyana. Other factors that contribute to deforestation in Guyana are the conversion of forest for agricultural activities, infrastructure development such as roads, and fires.

52. During mining, heavy equipment is used to remove the forest cover in order to expose the ore body, with no efforts to reduce erosion, sedimentation and siltation risks, or efforts to protect the aesthetic values of the area. The subsequent deforestation causes erosion and changes in soil quality in the mining areas with negative impacts on forest regeneration. The discharges from hydraulic mining operations also cause turbidity and siltation downstream of the mined sites, significantly affecting the aquatic ecosystems and the domestic water supply of the hinterland communities. Furthermore, the physical disturbance creates stagnant pools that become breeding places for malaria, which endangers the health of local populations.

53. The main environmental impacts of artisanal and small-scale mining in Guyana are mercury contamination, turbidity in streams, stagnant water which serves as a breeding place for mosquitos which carry malaria, deforestation, alterations to river channels by tailing heaps, and the destruction of wildlife habitat. Monoculture farming systems, indiscriminate use of agrochemical and deliberate saltwater intrusion are also seen as causes of land degradation in current farming practices.

54. Key land degradation issues Guyana is facing are floods, droughts, salt water intrusion and natural resource utilization in mining, forestry and agriculture (UNEP, 2010). Flooding is particularly problematic for Guyana. A flood in 2005 resulted in damages estimated at 59 per cent of Guyana’s gross domestic product (UNEP, 2010). Recurrent floods along the Coast continue to negatively impact the livelihoods, health, and well-being of citizens.

55. Most of Guyana’s greenhouse gas emissions are produced from the generation of energy and transport. Another major source of greenhouse gas emissions is from the agriculture sector that is

responsible for about 33 percent of total greenhouse gas emissions (Government of Guyana, 2012). Agriculture is also the single largest source of methane and nitrous oxide emissions (over 80 percent and 90 percent of Guyana's total methane and nitrous oxide emissions respectively) (Government of Guyana, 2012).

56. Climate variability and global climate change remains one of the main challenges to Guyana. Recent experiences indicate that both coastal and interior regions are under threat. One direct challenge posed by climate variability and climate change is food and water security. Guyana's coastal area is vulnerable to sea level rise and with the predicted impacts of climate change, this is an issue of major concern, since more than 90 percent of the country's population reside and work within 7 km of the shoreline. In the hinterland, the threat of climate change could be manifested in drought events (Chandarpal, 2014).

## **Gender**

57. Guyana has made strong progress in recent years in promoting gender equality and the empowerment of women. The Women and Gender Equality Commission was established in 2009 to promote women's rights and gender equality. Currently, women hold around 34 percent of seats in the National Assembly. Additionally, Guyana met the target (under MDG 3) of eliminating gender disparity in primary and secondary education. In fact, the adult literacy rate, and enrollment ratios for primary and secondary schools are higher for females than males. Guyana also passed the Domestic Violence Act (1996) and the Sexual Violence Act (2010). Guyana also carries out activities under the UNiTE to End Violence against Women campaign and the "Stamp it Out" Strengthening protection against sexual violence and reforming the law on sexual offences. Additionally, in 2010 Guyana adopted the Women of Worth Programme to address access to loans, and more broadly, women facing poverty.

58. Despite these improvements, there still remain several gender equality issues in Guyana. These issues include violence, abuse, maternal mortality, limited political, social, and economic achievement, and a sharp difference in participation in the labor force. Guyana has one of the lowest female workforce participation rates in the region, with 45 percent.

59. In much the same way that the GEF is supporting countries to mainstream the global environment into their national sustainable development planning frameworks, so too are they calling for gender equality issues to be mainstreamed in the GEF-funded capacity development interventions. This strategy is consistent and complementary to UNDP's 2014-2017 Strategic Plan that similarly calls for projects implemented by UNDP to meet high standards to meeting gender equality criteria. Similarly, UNDP has prepared important guidance on their policy on Gender Equality, notably the UNDP Gender Equality Strategy 2014-2017 and Powerful Synergies: Gender Equality, Economic Development and Environmental Sustainability.

60. Gender mainstreaming from a project construct requires deliberate action to address the policy and institutional barriers that marginalize women. While culture is certainly an important issue that generally have minimized or restricted access to economic and social benefits equal to their male counterparts, awareness-raising and alternative roles for women offer an opportunity for them to play a greater role in promoting ethical approaches to sustainable development. The GEF policy for mainstreaming gender in the projects that they finance call for three requirements to be met (GEF, 2013):

- a. Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
- b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
- c. Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects

61. Notwithstanding, this is not to be misinterpreted that the GEF will finance activities that promote gender equality. This is not an eligible use of GEF finance, but rather a new requirement of the strategic design of GEF-financed projects since April 2011<sup>1</sup>.

62. Gender issues will be one of the social issues that will be monitored throughout project implementation. The project design and implementation will ensure both an adequate balance of participation in the project, and the equitable distribution of benefits. Additionally, to help ensure that gender does not become a marginalized issue, gender sensitive indicators to be monitored per good practice (Demetriades, 2007; Moser, 2007). This gender monitoring and special consideration is in line with other gender initiatives in Guyana, such as the Convention on the Elimination of all Forms of Discrimination against Women which Guyana ratified in 1980.

63. At the time of project initiation, UNDP gender markers will be tracked. These will be tracked on an annual basis as part of the Annual Progress Report/Project Implementation Review. Other gender-relevant markers will be identified and tracked as appropriate:

- Total number and percentage of full-time project staff that are women
- Total number and percentage of Project Board members that are women
- The number and percentage of jobs created by the project that are held by women
- Total number and percentage of women that actively engaged in substantively in learning-by-doing workshops, dialogues, and key consultations and meetings

### **B.2.c Global Environmental Values**

64. Guyana's natural wealth of landforms, species and ecosystems, is partly explained by its geographical position. Almost all of Guyana is located within the Guiana Shield, one of the regions with the highest biodiversity in the world. Guyana harbors five separate physiographic regions and six major ecosystems including a) forest, b) savannah, c) freshwater, d) wetland, e) coastal, and f) marine. Guyana's biodiversity provides for several environmental services such as climate regulation, water purification, watershed protection, hydropower, economic growth and development, forestry, fisheries, and other livelihoods. Aside from these services, these ecosystems support diverse species. In 2010, it was estimated that Guyana had 8,000 plant species, 814 birds, 225 mammals 179 reptiles, 130 amphibians, and 467 species of fish. The highest level of plant endemism is found in the Pakaraima Mountains, followed by the upper Mazaruni-Kako-Roraima. Of the known species, 4.5 percent of mammals, 3.3 percent of reptiles, 3 percent of amphibians, 0.4 of birds and 0.3 percent of freshwater fish are threatened (Government of Guyana, 2014).

65. Currently, Guyana's biodiversity is facing increased pressure due to poor monitoring and enforcement, illegal wildlife trade, weak legislation governing the trade of wildlife, expansion of the mining and forestry industries, and a lack of alternate livelihoods, as current sustainable forestry practices fail to generate adequate income to encourage preservation.

66. Guyana is also facing land and water pollution. These threats are due to inadequate infrastructure, limited monitoring, limited enforcement, insufficient financial resources, inadequate policies, and poor governance. In the interior of Guyana, degradation of surface and ground waters result from mining activities. Particularly troubling is the release of mercury during the amalgamation process and high turbidity of rivers and creeks that results from dredging.

67. Located on the mineral rich Guyana Shield, Guyana has significant mineral deposits, notably gold, diamonds, sand, manganese, laterite, kaolin, copper, radioactive minerals, molybdenum, iron, tungsten, , nickel, and a valuable refractory-A grade bauxite, (a group of aluminum oxides). The mining industry has and continues to make a significant negative impact on the environment, primarily in the North-West region

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<sup>1</sup> See GEF Council Paper GEF/C.40/10, 26 April 2011 on GEF Policies on Environmental and Social Safeguards and Gender Mainstreaming as well as the Instrument for the Establishment of the Restructured Global Environment Facility, October 2011.

of the country, where the highest concentration of mining operations is located. In addition to being one of the largest contributors to deforestation, mining operations produce significant levels of air, water and land pollution.

68. To address the loss of biodiversity and the environmental harms caused by mining, Guyana has pursued several efforts. Guyana has made steady progress in conservation and protected areas development. Key accomplishments include the establishment of a) Kaieteur National Park (1929); b) establishment of the Iwokrama International Centre for Rainforest Conservation and Development (1996); and c) the Community Owned Conservation Area at Konashen (2006). In 2011, the Protected Areas Act was enacted. Currently, approximately 5.6% of Guyana's land area is legally protected under the national protected areas system. The percentage would be 8.6%, however, while the Konashen Community Owned Conservation Area has been declared legally protected under the Amerindian Act, it is not yet part of the national protected areas (Government of Guyana, 2014).

69. The Green Development Plan further outlines how Guyana intends to ensure that at least 10% of the country's land area will be under some form of protection. Guyana's policy objective is to achieve the UNCBD target of having at least 17% of the country's land and inland water under some form of protection by 2020.

70. Initiatives to reduce the socio-economic and environmental impacts of mining include: a) the creation of the Mining School to cater for the specific needs of the mining industry including providing miners with an opportunity to improve skills necessary for sustainable management of their operations; b) the development of a Capital Risk Management Framework for the gold mining is being developed by the MNR in collaboration with the Canadian Executive Service Organization. The strategies under the Capital Risk Management Framework include a revision of the Mining Toolkit to reflect new laws and amendments on mine development, operation and mine closure.

71. Additionally, to address the loss of biodiversity and the environmental harms caused by mining, Guyana has undertaken several initiatives including passing a suit of regulations (see below). Guyana is also participating in several projects, such as **Enhancing Biodiversity Protection through Strengthened Monitoring, Enforcement and Uptake of Environmental Regulations in Guyana's Gold Mining Sector** (see Section E.1.a).

#### **B.2.d Policy and Legislative Context**

72. Guyana's commitment to the environment begins at the highest legal level, through its Constitution. Article 25, 36 and 149J all include aspects of environmental protection. Article 149J states that "the State shall protect the environment" through policies and initiatives that "prevent pollution and ecological degradation," and "secure sustainable development and use of natural resources while promoting justifiable economic and social development."

73. Guyana has made significant progress in terms of development of legislation as a 'command and control' mechanism for promoting effective environmental management and protection and the sustainable use of Guyana's natural resources. Chief among national legislations are: the Environment Protection Act (1996) and accompanying regulations including the Species Protection Regulations (1999), Regulations on Hazardous Wastes Management (2000), Noise Management Regulations (2000), Air Quality Regulations (2000), Water Quality Regulations (2000), the Amerindian Act (2006), the Mining Amendment Regulations (2005), the Guyana Forestry Commission Act (2007), the Forest Bill (2009), the Protected Areas Act (2011), and the Wildlife Management and Conservation Regulations (2013), among others. Moreover, a number of guidelines have been prepared for reviewing and conducting environmental impact assessments, mining, sand blasting, water sampling; and for conducting biodiversity research, among others, while codes of practice have been prepared for specific sector activities, including mining and forestry



74. The **Environmental Protection Act** (1996) focuses on the protection, conservation, management and improvement the environment. The act established the EPA, set up provisions for the prevention and control of pollution and established investigations, prosecutions and civil proceedings for violations of the Act. Also included in this act are provisions for environmental impact assessments (EIA). Under the EIAs, before any operation with perceived impacts on the environment can commence, the company must submit an EIA for approval by the EPA and Guyana Forestry Commission (GFC).

75. This act was operationalized by the **Environmental Protection Regulations** which include the Water Quality Regulations, the Hazardous Waste Management Regulations, the Noise Regulations, the Air Quality Regulations, the Litter Regulations, and Authorization Regulations.

76. The **Water Quality Regulations** aim to protect Guyana's water resources by controlling the discharge of effluents. The **Hazardous Waste Management Regulations** (2000) authorizes the EPA to monitor and establish guidelines for the proper disposal, storage, treatment, transport of hazardous wastes, and to implement penalties for persons failing to follow the guidelines. To reduce noise pollution the EPA developed the **Noise Regulations** (2000) that sets limits to noise levels that are allowed in the day and night in residential and industrial areas. Businesses and/or individuals need to apply to the EPA for approval before operating sound-making devices in public places.

77. The **Air Quality Regulations** (2000) stipulates for entities emitting air pollutants to register with the EPA and seek an environmental authorization. The Regulations allow for the EPA to implement penalties for not complying. Under the **Litter Regulations** of 2012 it is an offence for persons to dispose of litter in public spaces other than in a receptacle placed to collect it or any other approved site.

78. Guyana has several acts regarding mining. The **Mining Act** (1989) covers prospecting, mining, health and safety standards, licenses, and Amerindian lands. To address environmental considerations that were not part of the 1989 Act, in 2005 Mining Act Regulations were promulgated. These regulations deal with the environmental impacts of mining, such as use and disposal of poisonous substances including mercury, cyanide, and petroleum products. These regulations also cover monitoring of environmental impacts, environmental management plans, reclamation, and discharges into water bodies.

79. The Mining Regulations also called for mandatory **Codes of Practices**, which apply to all mining, to be developed. The resulting 10 codes (finalized in 2010) cover effluents, the use of mercury, mine reclamation and closure plans, monitoring of environmental impacts, waste management/disposal, the utilization of small dams, sand and loam mining, and quarrying.

80. Also related to mining is the **Amerindian Act** (2006). Although the Act was passed largely to recognize and protect rights, grant land, and promote sound governance, this act also covers the procedures for miners who are interested in mining on Village lands. Additionally, the Act secures legal powers for Amerindian communities to manage and conserve their lands. Under the Act, communities can create and enforce protected areas over their lands.

81. The **Guyana Forestry Commission Act** (2007) replaced the older Act of 1979 and re-established the Guyana Forestry Commission as the State entity responsible for the administration and management of all State Forest lands and to advise on all matters pertaining to forest laws, policies and regulations.

82. The **Forests Act** (2009) replaced older forestry laws in Guyana and has shifted the focus from harvesting and exploratory timber permits to sustainable forest management. Part two and three of the act covers sustainable forest management and forest conservation. More specifically, the act outlines provisions for the protection and conservation of forests, including measures to protect species, conserve biological diversity, conserve soil and water resources, and protect forests against degradation, disease, fires, and pests. The Act also calls for the Guyana Forestry Commission, operating under the Guyana Forestry Commission Act, "to grant five different types of State Forest Authorization, which include "exploratory permits, forest concession agreements, use permits, community forest management agreements and afforestation agreements." The Act also attempts to resolve conflicts between the Forests

Act, Mining Act and the Petroleum Act, and the State Lands. Also included in the Act are the inclusion of local communities and the creation of Protected Areas.

83. One of the key components of the Act is a consolidated effort to maintain environmental integrity and social development in communities by utilizing the Amerindian Act and the Environmental Protection Act. The Act includes provisions for community forest management agreements and extractive and primary processing forest operations.

84. The **National Forestry Policy** was revised and approved in 2011 to enhance national efforts to improve forest governance and reform the forestry sector as required for the Green Development Plan. The overall objective of Policy is “conservation, protection, management and utilization of the nation’s forest resources while ensuring that the productive capacity of the forest for both goods and services is maintained and enhanced.” The policy also addresses integrated land use and emphasizes that deforestation and degradation occur in forest where the activities of logging, mining and agriculture co-exist.

85. The **National Forest Plan** (2011) provides the framework through which the National Forest Policy is implemented. This plan was the result of the Guyana Forestry Commission reviewing existing forestry legislation and preparing a new draft Forests Act. The new Act reforms the law relating to sustainable forest management, and attempts to consolidate aspects of predecessor legislation. The new Act provides for:

- conservation of the forests, including measures to protect forests from pollution, fires, pests and diseases
- conserve biodiversity, soil and water resources
- enhance participation of Amerindians, local communities, non-governmental organizations and persons engaged in the commercial utilization of forests, in the development and implementation of forest policies
- sustainable use of forest resources
- integrated and comprehensive regulation of the multiple functions/uses of forests
- ensure that activities within Guyana jurisdiction or control do not cause damage to the other States’ environment or the environment beyond the limits of national jurisdiction

86. The **National Land Use Policy** provides the framework for coordination among sectors to achieve integrated land use. The Policy is yet to be finalized but in the interim a Special Land Use Committee has been established to address the complexities of integrated land use and optimize the utilization of forestry and mineral resources in Guyana.

87. As an operational tool of the National Land Use Policy, the **National Land Use Plan** (2013) sets out to “provide a strategic framework to guide land development in Guyana.” The National Land Use Plan is not prescriptive; it does not assign zoning for particular land uses. Rather, the plan attempts to provide a spatial element to development planning, describe the current situation, describe where resources are located, and what linkages may be necessary to develop those resources in order to guide decision-makers and attract investment (Government of Guyana, 2014).

88. The **National Energy Strategic Plan** (2014-2018) outlines the Guyana Energy Agency plans and actions for sustainable energy in Guyana over the next five years. These include discovering and utilizing alternative sources of energy, public education and awareness programmes on the personal national and environmental benefits of adopting energy efficient practices and curbing the importation and distribution of illegal petroleum and petroleum-based products.

89. Guyana also has numerous policies related to wildlife. The **Species Protection Regulations** (1999), under the Environmental Act, focuses on the import and export of wildlife under CITES. Currently, the Wildlife Import and Export Act is being developed. This bill, if enacted, will lead to a repeal of the SPR. The Wildlife Management and Conservation Regulations were also recently approved (2013). These

regulations outline provisions for licenses for wildlife collection and trade, and help classify vulnerable, endangered, and critically endangered species and their respective habitats.

90. **The Protected Areas Act** (2011) provides for the establishment of a system of Protected Areas in Guyana. Building on existing National Parks and protected areas, the act establishes new protected areas and Amerindian protected areas. The Act also outlines the requirements for establishing protected areas, including the need to assess any existing rights, claims, and the mining potential of the areas being considered for protection. The Protected Areas Act also called for the establishment of the **Protected Areas Commission** which is responsible for establishing, managing, maintaining, promoting and expanding the national protected areas system. Under the Act, the Kanuku Mountains and Shell Beach were established as protected areas. When joined with the Kaieteur National Park (established in 1929 and extended in 2000), the Iwokrama Rainforest Reserve (established in 1996), and the Community Owned Conservation Area at Konashen (established in 2006), these areas account for approximately 8.6% of Guyana's landmass. The protected areas system also includes urban parks such as the Joe Vieira Park, the National Park, the Botanical Gardens, and Zoological Park.

91. The **National Strategy for Conservation and Sustainable Use of Guyana's Biodiversity** (1997) was the initial step to define the national position on biodiversity. It was preceded by the Country Study on Biological Diversity 1992. In mid-June 2015, Guyana completed its Third **National Biodiversity Strategy and Action Plan** to update its assessment of on-going environmental challenges and opportunities for biodiversity conservation as well as to better strategize policy interventions.

#### **B.2.e Institutional Context**

92. The key government stakeholders in Guyana are a number of governmental ministries and agencies. The main government agencies that perform the functions of environmental management are: the Ministry of Natural Resources, the Environmental Protection Agency, and the Office of Climate Change. The Guyana Lands and Surveys Commission is responsible for the administration of public lands.

93. The DNRE (formerly the Ministry of Natural Resources and Environment) was created in 2011 and restructured into a Department in mid-2015. Beginning January 2016, the DNRE was renamed the Department of Governance, Natural Resources, and Environment to reflect the Department now being headed by the Minister of Governance. Subsequently, it became the Ministry of Natural Resources (MNR).

94. The mandate of the MNR is to oversee policy coordination of the various environmental institutions and agencies. These include the EPA, the Guyana Gold Board (GGB), the Guyana Geology and Mines Commission (GGMC), the GFC, the PAC, the Guyana Lands and Surveys Commission, and the Wildlife Management Authority. As such, the MNR is responsible for coordinating activities in the forestry, mining, environmental management, wildlife, protected areas, and land use planning sectors. The administration of environmental affairs is the overall responsibility of the MNR and is executed by the EPA.

95. The mission of the Environmental Protection Agency is to "take measures necessary for effective protection and management of the natural environment, coordination of conservation programmes, sustainable use of natural resources, assessment of the impact of development activities on the environment and the integration of appropriate environmental provisions into development planning."

96. The functions of the EPA are classified into three categories: regulation, coordination, and promotion of public awareness and participation in environmental protection. The EPA monitors and enforces the Environmental Protection Act and similar regulations. The EPA also coordinates the sustainable use and conservation of Guyana's natural resources. Additionally, the EPA is the National Focal Point for the UNCBD, is responsible for biodiversity, and has a National Biodiversity Advisory Committee. In order to ensure cooperation in the assessment and monitoring of Environmental Impact Assessments, the EPA has entered into a Memorandum of Understanding with the GFC. Additionally, although the details have yet to be finalized, it is likely that the EPA will be the lead agency for ensuring

that national and international social and environmental standards are met in all projects funded by the Guyana REDD+ Investment Fund.

97. The Office of Climate Change supports work on climate adaptation, mitigation and forest conservation. The Office has overall responsibility for consultations on Guyana's Green Development Plan and works closely with the REDD Secretariat. The Office of Climate Change also coordinates the government's engagement with international forestry programmes such as the Forest Carbon Partnership Facility, the Forestry Investment Programme, and UN-REDD. Additionally, the OCC is working closely with the Ministry of Indigenous Peoples' Affairs to increase the participation of Amerindian villages in the Green Development Plan, and the implementation of REDD+ benefit sharing mechanisms.

98. The Guyana Lands and Surveys Commission (GLSC) is another key agency. The GLSC was established on June 1, 2001, through the implementation of Act No. 15 of 1999. The GLSC is responsible for administering land, maintaining a land register and cadastral records, maintaining a land information system, providing survey and geographic information services, and optimizing land use in Guyana. Additionally, the Commission is mandated to prepare lands use plans for Guyana. Like other commissions, the Commission is managed by a Board of Directors. Additionally, the GLSC oversaw the preparation of a National Land Use Plan, which was approved by Cabinet in September 2013, and which is a requirement under Guyana's participation in REDD+. As of March 2016, the plan is under revision.

99. The Guyana Forestry Commission is responsible for advising on forest policy, forestry laws and regulations. The GFC is also responsible for the administration and management of all government held forest. Aside from these functions, the GFC develops and monitors standards for forest sector operations, develops and implements forest protection and conservation strategies, oversees forest research and provides support and guidance to forest education and training. The work of the GFC is guided by a National Forest Plan, and the GFC is governed by a board of directors appointed by the President. The board is responsible for the performance of the functions conferred on the GFC by the Act. Along with these mandates, the GFC played a critical role in the development of a national monitoring, reporting and verification system and was at the forefront of Guyana's achievements under the Forest Carbon Partnership Facility. The GFC also houses the dedicated REDD Secretariat.

100. The Guyana Geology and Mines Commission was created in 1979 by the Department of Geological Surveys and Mines. The vision of GGMC is to unlock the mineral and petroleum wealth of Guyana. To that end, the GGMC is actively catalyzing mining the country's mineral wealth, notably gold. The GGMC works closely with GFC and the Guyana Gold Board, which is responsible for maximizing Guyana's participation in the gold market. Currently GGMC is divided into the following technical divisions: a) Geological Services, b) Mines, c) Environment, d) Petroleum, and e) Land Management. The Guyana Geology and Mines Commission has various roles including:

- Acting as an agent of change in the diversification of the economic base of Guyana through its activities in the mineral sector
- Creating opportunities for rapid economic development
- Acting as a national repository for all information relating to geology and mineral resources which will facilitate an understanding of the resource base of the country
- Providing basic prospection information and advisory services on the available economic mineral prospects to the general public
- Providing advice to the government on appropriate mineral policy matters
- Regulating all activities in the mineral sector

101. Another important actor in the mining sector is the Guyana Gold Board. The responsibility of the Guyana Gold Board is to trade gold on behalf of the Government. The Board also verifies licensed gold dealers and the dealer's records.

102. Three other key government bodies that play an important role in managing Guyana's natural resources include the Wildlife Management Authority, the Wildlife Division, and the Protected Areas Commission. The Wildlife Management Authority is an administrative body that regulates the trade of wildlife per the Species Protection Regulations 1999 and the guidelines and best practices under CITES, working with the Wildlife Scientific Authority. The Wildlife Division under the Ministry of the Presidency acts as the operational body of the Wildlife Management Authority to carry out the day-to-day activities associated with the trade of wildlife. This includes the issuing of permits and certificates and the processing applications for licenses. The third body is the Protected Areas Commission that manages the country's national protected area system.

103. Other ministries that have an influence over natural resources are the Ministry of Agriculture and the Guyana Energy Agency. The Ministry of Agriculture creates policy regarding Guyana's agriculture sector. The Ministry of Agriculture takes the lead on bio-energy and is responsible for designing Guyana's agro-energy policy. Additionally, the Hydro-meteorological Service, under the Ministry of Agriculture, is responsible for monitoring and evaluating the weather and water resources in Guyana. As part of the new approach of the new government, the Ministry is also undertaking tree planting initiatives. These efforts aim to: a) benefit the environment b) increase self-sufficiency, c) reduce poverty, d) ensure food security, and e) reduce energy use. The Ministry of Agriculture is collaborating with the Ministry of the Presidency, Mayor and City Councils, National Democratic Councils, Regional Democratic Councils, National Agriculture Research and Extension Institute, and private nurseries on these initiatives.

104. The Guyana Energy Agency was established in 1997 by the Guyana Energy Agency Act. The mission of the Agency is to ensure the rational and efficient use petroleum-based energy sources, and promote the use of indigenous new and renewable sources of energy. The core responsibilities of the Agency are to:

- develop a national energy policy and ensure implementation
- to carry out research into all sources of energy
- monitor the performance of the energy sector in Guyana
- to disseminate information relating to energy management (including conservation and the sources of energy)
- advise and make recommendations to the Minister

105. Given its role in promoting economic development, the Ministry of Finance has an important stake in the issues of climate change, biodiversity conservation, and desertification. The mission of the Ministry of Finance is to promote economic development by managing and maintaining sound public finances, providing a through a strong framework for public and private initiatives and mobilizing resources.

106. The Ministry of Education is responsible for ensuring that all citizens have the opportunity to reach their full potential through access to quality education. The National Center for Educational Resource Development provides support at all levels of education. This support takes the form of the development of training packages. Additionally, the Center undertakes other initiatives such as providing curriculum guides, training teachers, providing diagnostic test materials, and providing instruments to measure learning outcomes. The Science Education Unit is responsible for ensuring that science education is given suitable emphasis in school.

107. The newly created (June 2015) Ministry of Communities aims to promote the development of healthy and resilient communities so that Guyanese may live a good life. This new ministry reflects the government's commitment to decentralization. The mandates for this ministry include mandates that previously fell under the Ministry of Housing and Water, and the Ministry of Local Government and Regional Development.

Table 1: Key government bodies and their mandates as of November 2015

<b>Ministry</b>	<b>Mandate</b>
Ministry of Natural Resources	National focal point for the UNFCCC. Oversees policy coordination of the various environmental and land administration agencies, and institutions (EPA, GGB, GGMC, GFC, PAC, and WMA).
Environmental Protection Agency	National focal point for UNCBD the GEF. Enforces the EPA Act while coordinating and promoting public awareness and participation in environmental protection.
Guyana Lands and Surveys Commission	National focal point for the UNCCD. Mandated to administer public lands, to maintain a land register and cadastral records, to prepare land use plans, to maintain a land information system, and to provide surveying and Geographic Information System services.
Office of Climate Change	Established under the Ministry of Presidency to provide over all support to Government on climate adaptation, mitigation and forest conservation.
Protected Areas Commission	Mandated to manage, maintain, promote and expand the national protected areas system in Guyana.
Guyana Forestry Commission	Regulatory Agency for State Forests. Provides advice to Government on issues of forest policy, forestry laws and regulations. Leads the process for development and implementation of the national Monitoring, Reporting, and Verification (MRV) System
Guyana Geology and Mines Commission	National regulatory agencies for Mining. Mission to unlock the mineral wealth while implementing mining regulations.
Guyana Gold Board	Fix the price of gold and trade gold on behalf of the Government. The Board also verifies licensed gold dealers and the dealer's records.
Wildlife Management Authority	Responsible for the administrative functions associated with the regulation of the trade of wildlife under the Species Protection Regulation of 1999 and CITES
Wildlife Division under the Ministry of the Presidency	Serves as the operational arm of the Wildlife Management Authority for the day-to-day activities of wildlife trade, such as the processing of applications for trade licenses and the issuance of permits.
Ministry of Finance	Promote economic development by managing and maintaining sound public finances, providing a through a strong framework for public and private initiatives and mobilizing resources.
Ministry of Communities	Promote the development of healthy and resilient communities so that Guyanese may live a good life.
Guyana Energy Agency	Ensure the rational and efficient use petroleum-based energy sources, and promote the use of indigenous new and renewable sources of energy.
Ministry of Agriculture	Create policy concerning Guyana's agriculture sector including the bio-energy the agro-energy policy.
Ministry of Education	Ensure that all citizens have the opportunity to reach their full potential through access to quality education.
National Center for Educational Resource Development	Support at all levels of education. The Center undertakes other initiatives such as providing curriculum guides, training teachers, providing a diagnostic test materials, and providing instruments to

Ministry	Mandate
	measure learning outcomes. The Science Education Unit is responsible for ensuring that science education is given suitable emphasis in school.

108. The Local Democratic Organ Act (1980) divided Guyana into ten Administrative Regions. Each region has a Regional Democratic Council. The Regional Democratic Council, which is the supreme local government organ, is headed by a Regional Chairman with support from a Regional Executive Officer and Councilors. At present there are six towns, 65 Neighborhood Democratic Councils, and 95 Amerindian Village Councils.

109. While the MNR is responsible for coordinating centralized action, mining and forestry stations and checkpoints throughout various regions allows for decentralized environmental governance. Furthermore, many of the Amerindian Village Councils provide support to national efforts on environmental management through the production of Community Development Plans and the formation of environmental clubs. These local institutions play a vital role in monitoring and enforcement to prevent illegal mining and logging in and around village lands. With the creation of Ministry of Communities, decentralized governance in Guyana is likely to increase.

### **Coordination and Consultative Mechanisms**

110. In addition to the principal ministries and agencies, various committees have been established at a more strategic policy / decision-making level to formulate and review and promote synergy among the above mentioned policies, strategies and action plans. These include a Multi-Stakeholder Steering Group, a Guyana Parliamentary Sector Committee on Natural Resources, the Natural Resource and Environment Advisory Committee, the Land Selection Committee and, more recently, a Protected Areas Commission Board of Directors. The Multi-Stakeholder Steering Group was established to bring together a cross-section of national stakeholders including: the private sector, indigenous NGO groups, conservation NGOs, youth, women, academia and civil society. Although this group has not been active recently, the government plans to re-invigorate this group and re-establish regular meetings.

### **Non-State Stakeholders**

111. A number of international, national and community-based NGOs and civil society groups (including the Private Sector and academia) contribute either directly or indirectly to environmental management in Guyana. The major international NGOs are Conservation International-Guyana and World Wildlife Fund-Guianas. The national NGOs include the Guyana Marine Turtle Conservation Society, the Iwokrama International Centre for Rain Forest Conservation and Development, the Guyana Mangrove Restoration Committee. The community-based NGOs playing the largest roles in environmental management are the North Rupununi District Development Board and environmental clubs within indigenous and hinterland communities. Other community-based organizations working with civil society on environmentally friendly and sustainable development are the Guyana Citizens Initiative, Caiman House-Rupununi Learners Foundation, and the South Central People's Development Association.

112. The Iwokrama International Centre for Rain Forest Conservation and Development was established in 1996 under a joint mandate from the Government of Guyana and the Commonwealth Secretariat to sustainably manage the Iwokrama forest, a 371,000-hectare rainforest reserve. Iwokrama International is dedicated as a place for research to develop, demonstrate, and to disseminate methods and techniques for the sustainable management and utilization of forests and the conservation of biological diversity.

113. Iwokrama works in close collaboration with the Government of Guyana, the Commonwealth and international partners such as Canopy Capital. Iwokrama also brings together in a unique alliance including: research scientists who study the impact the climate change on forests, a sustainably managed business operation, earning income from the forest and its natural assets, while keeping abreast of ever changing international thinking on funding environmental projects in the face of climate change and the

scarcity of international finance, and 16 local communities (North Rupununi District Development Board ) who are stakeholders in the Iwokrama's tourism, sustainable timber, tourism and research operations.

114. Among the stakeholders from the academic community are representatives of the five institutes. The Bina Hill Institute is one of the most prominent community-based training facilities in the country. The Bina Hill Institute collaborates with Iwokrama and other training institutes to develop and offer training and research programmes relevant to the North Rupununi. The Institute also manages a Youth Training Centre that offers a two-year residential training programme to youths of nearby Amerindian communities in subject areas related to Natural Resource Management and other areas such as Business Development.

115. The Smithsonian Institution, partnered with the University of Guyana operates a Biological Diversity of the Guianas Programme. This programme has resulted in the establishment of the Centre for the Study of Biological Diversity located on the University Campus. The Smithsonian Institution has recently expanded its efforts to study Guyana's fauna.

116. The University of Guyana contributes to environmental management by participating in applied research and producing trained citizens with the skills and expertise relevant to needs of Guyana. At a more technical level, the University of Guyana, the School of Earth and Environmental Sciences, the Faculty of Technology, and the Faculty of Agriculture and Forestry continue to provide tertiary interdisciplinary and multidisciplinary training programmes for nationals to help build human capacity within the lead agencies for natural resources management in Guyana. Aside from teaching and research services, the University of Guyana is also a nationally recognized repository of Guyanese floral and faunal specimens at the Jenman herbarium and the Centre for the Study of Biological Diversity at the University of Guyana respectively.

117. The Guyana Mining School and Training Centre Incorporated was established to build the capacity of miners and mining professionals. This school works in close collaboration with the Guyana Gold & Diamond Miners Association, the Canadian College of the North Atlantic, and the Fisheries and Marine Institute of Memorial University of Newfoundland. The Institute of Applied Science and Technology develops and adapts appropriate technology for the utilization of Guyana's natural resources, so that these resources can be gainfully developed and exploited for the benefit of the people of Guyana.

118. The Private Sector Commission is a body made up of several corporate and sectoral members. This commission aims to advocate for the private sector to promote socio-economic growth and development. This commission includes several members who have a direct stake in promoting environmental protection. The Tourism & Hospitality Association of Guyana, a private sector-led organization, aims to achieve sustainable tourism. One of the objectives of the association is to protect tourism, which includes protecting natural resources that are threaten by other activities such as mining.

119. Another important group of non-state stakeholders with an active interest in environmental matters is Guyana's Diplomatic Corp including the Canadian High Commission that has shown interest in promoting environmental and socio-economic sustainability within the Extractive Industry Sector. This Commission has pursued numerous initiatives such as the publication of a revised Mining Toolkit that reflects the new laws and amendments in Guyana's extractive industry sector with guidance on mineral exploration, mine development, mine operation, mine closure, and land reclamation.

120. Generally, there appears to be a high level of collaboration and involvement of non-state entities on environmental management in Guyana. Empowered groups and communities have been directly involved in initiatives that support sustainable development at both the local and national level. Chief among these are indigenous communities, women and the private sector. Traditional knowledge has been an important part of Guyana's land management historically with the accompanying cultural traditions. Emphasis is placed on traditional knowledge and experiences as evidenced by partnerships with local and international NGOs. The private sector in Guyana has played a major role in Guyana's economic and social development and sustainability through direct local and foreign investments, development of technology, creation of employment opportunities that provide incomes that have helped to reduce, to some extent,



poverty among the populace. The extent to which traditional knowledge is applied to land management remains inadequately documented.

121. Additionally, these non-state organizations have been collaborating with government entities in policy development, data collection and storage and development of environmental management plan. These stakeholders are also involved in several national and local projects (see E.1.a). For example, Conservation International–Guyana, World Wide Fund for Nature, the University of Guyana, and the School of Earth and Environmental Sciences collaborated with communities and Panthera to conduct a biological assessment to fill gaps in data that exist in the southern Rupununi region. The North Rupununi District Development Board and the GFC, along with local environmental clubs, are implementing a community-based MRV to complement the national efforts on forest monitoring and reporting to the Government of Norway. Iwokrama collaborates with the North Rupununi District Development Board, the Guyana Forestry Commission, the EPA, and UNDP.

## **B.2.f Barriers to Achieving Global Environmental Objectives**

122. The barriers to achieving global environmental objectives are in large part a reflection of the challenge Guyana faces in pursuing environmentally sound and sustainable development. During the NCSA process and consultations, stakeholders identified the main challenges to natural resource and environmental policy formulation and implementation. These broad challenges place in context the more specific challenges to improving national monitoring and management of environmental objectives. The main barriers identified include:

- limited over-arching statutory power to effectively carry out mandates
- inadequate institutional capacity of agencies
- limited human resources for environmental and natural resources management
- differing priorities of various Agencies

123. Since the NCSA, Guyana has undertaken several initiatives to address these barriers. Despite the important contributions from various bilateral and multilateral development agencies however, Guyana continues to face a number of difficulties in meeting global environmental objectives.

124. The most significant systemic barrier is the fragmented, sector-based approach to commitments under the Rio+ Conventions. This barrier is the result of a suite of cross-cutting constraints. The first type of constraint is a lack of human skills and inadequate financial resources. Notwithstanding the progress made in building the cadre of trained individuals for environmental management at both the national and local levels, there still remain shortages in technical personnel to lead in the execution of requirements under the Conventions. This is mainly due to emigration of skilled professionals. This brain-drain from Guyana negatively affects the efficiency of institutions as the resulting high staff turn overs leads to a limited institutional memory. This limited institutional memory poses its own barriers, not the least of which is aggravating the already low national capacity for coordinated environmental actions among institutions with obligations under MEAs. These individual limitations lead to capacity constraints at the institutional level such as limited capacity for planning, policy development and legal reforms, impact assessments, monitoring, education, awareness, and data management.

125. Another barrier that limits Guyana's ability to achieve global environmental objectives is the silo-approach that is prevalent among national environmental agencies. This approach has led to limited inter-agency consultations and strong resistance to institutional change for global environmental objectives. Additionally, many of these agencies complete their strategy documents and actions plans without demonstrating synergies in strategies, available resources, activities, and responsible personnel. Although the government of Guyana has established the Multi-Stakeholder Steering Group, a Guyana Parliamentary Sector Committee on Natural Resources, the Natural Resource and Environment Advisory Committee, and the Land Selection Committee to develop capacity for coordinated actions and promote synergy among

legislations, policies, strategies and action plans, a lack of coordination persists. For example, while under the UNCBD there are indicators for biodiversity monitoring in forestry, the GFC and the national focal point (EPA) do not coordinate to prepare their respective work plans.

126. Another example of weak communication and consultation between and among secretariats responsible for natural resources is demonstrated in the concessionaire system that allows the GFC, the GGMC and the GLSC to lease the same parcel of land to different concessionaires for logging, mining and agriculture, respectively. Poor institutional coordination makes it difficult to properly relate forest and biodiversity loss or land degradation to specific activities and present challenges in meeting the reporting requirements of MEAs. Related to the silo-approach is limited collaboration with non-government stakeholders including NGOs and indigenous groups.

127. Further complicating this barrier is inadequate capacity to execute coordinated actions. When inter-institutional cooperation exists, the lack of skilled manpower combined with inadequate funding limits coordinated actions regarding the Conventions. For example, though the MNR oversees policy coordination among environmental organization, it lacks the skills and knowledge to contribute to a more holistic approach of policy implementation through the lens of the Rio Conventions obligations. Additionally, there is limited capacity for the execution of a comprehensive national study on the different land uses and indicators to assess impacts, such as land degradation, deforestation and loss of biodiversity. Important weaknesses include an insufficient capacity for sustainable and integrated land management as it relates to the UNCCD and a lack of capacity for a planned and integrated national response to Climate Change.

128. At the institutional and systemic levels, inadequacies in legal and regulatory frameworks present major hindrances to meeting environmental obligations. Although Guyana has numerous environmental policies, there is no overarching environmental law for cross-cutting issues of three Conventions. Additionally, there is a lack of strategies and plans that outline national commitments for implementing obligations under the conventions. Further, many policies overlap with each as a result of their development in isolation of each other and which are not sufficiently reconciled with each other, e.g., the mining regulations of the GGMC and the EPA.

129. A more recent barrier is the uncertainty of roles. The recent institutional and personnel changes for natural resources management and climate change resulted in uncertainty about the policy direction for coordination on climate change. Related to the new uncertainty of roles is a pre-existing lack of clarity on Convention specific requirements and limited awareness. Many of the national environmental agencies including the MNR are not very knowledgeable on the Rio Conventions and how to align their work plans and strategy documents to meet international obligations. There is also a low level of awareness among sectors on the importance of meeting Rio Convention obligations. Many individuals consider attending to obligations under Conventions as counter-productive to departmental targets. Many government employees are also under the false assumption that the Green Development Plan (previously the LCDS) is the sole over-arching strategy for the country to meet its obligations under the three Conventions.

130. Another barrier relates to data availability. Currently, there is poor management of data and information in Guyana. The environmental data collected from students, EIAs, MRVs, and corporate monitoring programmes is not collated, analyzed, overlaid, or distributed by a single authoritative agency. The absence of a functioning environmental clearing house for information sharing and management hinders integrated environmental management in Guyana.

131. Finance is a challenge that is faced by many countries, and Guyana is no exception. Although the Government has made numerous commitments to the environment, Guyana faces limited financing to pursue sustainable development and environmental targets. Further constraints complicating this issue are the impacts of important economic activities such as mining and large-scale agricultural projects. These economic activities are causing important land degradation problems that are also affecting the health of

local and downstream communities. The preparation and enforcement of robust environmental impact assessments are dependent on the sound, timely and affordable access to data and information.

132. Barriers related to public stakeholders include low public awareness and education on issues related to the Rio Conventions, and the resulting limited public sector resources to allow effective retention of skills needed for managing the Rio Conventions on biodiversity and land degradation. Due to this lack of awareness, global environmental issues have not been made a priority, have not been considered as resources that are economically important, and have not been mainstreamed into economic sectors. A widespread lack of awareness and understanding among the public also inhibits implementation on the conventions.

133. Finally, limited monitoring and irregular enforcement of regulations presents another barrier for Guyana. Guyana lacks monitoring mechanisms to ensure that obligations under conventions are achieved. This barrier stems from several factors including inadequacies in human, technological and financial resources. The effects of poor monitoring and enforcements include, among other things, deforestation at levels above the agreed threshold in the REDD+ Agreement, irresponsible mining techniques, and improper solid-waste disposal. Collectively, these shortcomings in monitoring prevent the country from meeting its obligations under MEAs.

## **C. Programme and Policy Conformity**

### **C.1 GEF Programme Designation and Conformity**

134. This project conforms to the GEF-6 Cross-Cutting Capacity Development Strategy, Programme Framework 1, which calls for the strengthening of capacities to “integrate global environmental needs into management information systems and monitoring.” More precisely, this CCCD framework provides the vision for CCCD projects to strengthen organizational and technical capacities to create and use information and knowledge for a more holistic approach and informed decision-making on the global environment. This project will also conform to the capacity development operational principles outlined in Table 2 below.

135. GEF Cross-Cutting Capacity Development is a programme that does not lend itself readily to programme indicators, such as reduction of greenhouse gas emissions over a baseline average for the years 1990 to 1995, or percentage increase of protected areas containing endangered endemic species. Instead, CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. To this end, CCCD projects look to strengthen cross-cutting capacities in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation. See Annex below.

136. This project will implement capacity development activities through an ACM approach to engage stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences arising from policy interventions.

137. This project also conforms to the GEF CCCD Strategy in that the project will take a learn-by-doing approach to mainstream and integrate global environmental priorities within targeted existing monitoring, evaluation and decision-making processes, thus further ensuring sustainability. These capacities would be institutionalized by taking an adaptive collaborative management approach that engages stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences arising from policy interventions.

138. Additionally, the project is consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). Through the successful implementation of this project, integration of shared objectives under the Rio

Conventions have a compounding effect on achieving national priorities as there is a more holistic approach rather than a singular vision.

139. Given limited financial resources, this project will not include activities to strengthen data and information management through large capital investments in infrastructure. Rather, this project will facilitate access to data and information through negotiated institutional partnerships and memoranda of agreements. Neither will this project undertake legislative reforms, policy or strategy formulation; rather, project activities will contribute to the mainstreaming of Rio Conventions into an existing high value policy, strategy, programme or plan, such as the National Land Use Plan being revised as of March 2016 and the creation of new rules, norms, and by-laws.

Table 2: Conformity with GEF capacity development operational principles

<b>Capacity Development Operational Principle</b>	<b>Project Conformity</b>
<b>Ensure national ownership and leadership</b>	<i>Country representatives will strategize and decide how best to fill information and knowledge gaps so that national priorities remain in alignment with the Rio Conventions. Modified management information and decision support systems will become embedded and an intrinsic part of national project ownership and leadership.</i>
<b>Ensure multi-stakeholder consultations and decision-making</b>	<i>Input from all levels of government, NGOs and community leaders is expected, encouraged, accommodated, and accounted for in order to ensure stakeholder support and assistance in maintaining long-term and self-sustaining results. Project implementation will require Memoranda of Agreement to ensure multi-stakeholder participation and collaboration.</i>
<b>Base capacity building efforts in self-needs assessment</b>	<i>Capacity building activities were determined on the basis of priority needs identified in Guyana's NCSA and reaffirmed in subsequent national plans, including the 2012-2020 National Biodiversity Strategy and Action Plan III.</i>
<b>Adopt a holistic approach to capacity building</b>	<i>The project balances a bottom-up and top-down approach with stakeholder involvement by encouraging capacity building at individual, institutional and systemic levels. The bottom-up approach will engage stakeholders to create and access new knowledge to make more informed decisions by policy-makers, and the top-down approach will be for policy- and decision-makers to provide the policy framework for which more holistic and resilient environmental and development policies and strategies could be better developed.</i>
<b>Integrate capacity building in wider sustainable development efforts</b>	<i>The project will include a set of activities to strengthen awareness and knowledge among a wider audience and at all levels on the complex relationship between global environmental values and national development priorities. This will be undertaken through a learn-by-doing approach to strengthen the legitimacy of integrated global environmental and sustainable development plans. Implementation of capacity building will be instituted and coordinated within existing structures and mechanisms.</i>
<b>Promote partnerships</b>	<i>By its very nature, this project requires collaboration and coordination among relevant government agencies to integrate their respective information system, as well as to agree on sharing protocols. Stakeholder representatives from NGOs, communities, the private sector, academia, among others, will be encouraged to actively engage with government representatives as partners in carrying out project activities or components thereof. This will help capitalize on stakeholders' comparative advantages, as well as to create synergies, strengthen a more accurate holistic and resilient construct of policy interventions, and improve legitimacy. These partnerships will also help ensure a more equitable distribution of benefits.</i>

<b>Capacity Development Operational Principle</b>	<b>Project Conformity</b>
<b>Accommodate the dynamic nature of capacity building</b>	<i>Recognizing that capacity building requires flexibility, this project will take an adaptive collaborative management approach. This will allow project activities to be appropriately and legitimately modified to take into account unforeseen events or consequences of project implementation. Although modifications can be made, these will be made within the existing system boundary and objectives of the project.</i>
<b>Adopt a learning-by-doing approach</b>	<i>The core of the project's capacity development activities is via a learning-by-doing approach. Mobilization of representatives of diverse positions, special interests, responsibilities, capacities and social location such as NGOs, local communities, academia, the private sector and government will all be encouraged to actively participate in the actual mainstreaming exercises and pilot activities. Their active involvement in these exercises and activities will require critical thinking to determine best practices and approaches applicable to Guyana.</i>
<b>Combine programmatic and project-based approaches</b>	<i>By definition, the activities will be implemented through a project-based approach. However, these capacity development activities are structured to support sustainable development, which can best be programmed within broader sustainable development programmes.</i>
<b>Combine process as well as product-based approaches</b>	<i>The transformative value of this project is through the integration of its process with the products to be delivered. Whereas the product of this project is strengthened capacity for improving decisions for the global environment, which will be carried through both the assessments and associated trainings, it is the process of active stakeholder engagement that will demonstrate the value of breaking down traditional barriers to implementation and monitoring of the Rio Conventions. The adaptive collaborative management and learn-by-doing approaches are both reflective of the integration of process and product-based approaches to capacity development. This project was developed through a process of stakeholder consultation on the project's strategy. Project implementation will follow a similar process approach, engaging stakeholders in the learn-by-doing activities, which will strengthen the buy-in of stakeholders in the project outputs. Product-based approaches will include the physical reports prepared by stakeholders (with expert input) on integrated global environment-sustainable development policies</i>
<b>Promote regional approaches</b>	<i>This project's regional approach will take the form of two categories of activities. The first is to identify information and knowledge needs to make more informed decisions. The second category of activities will be through the selection of a pilot plan or programme to be revised through the mainstreaming process. A regional approach will strengthen a wider understanding of the challenges facing implementation of new and innovative approaches to achieve sustainable development in a way that also contributes to meeting Rio Convention obligations.</i>

### **C.1.a Guidance from the Rio Conventions**

140. The Government is committed to achieving shared obligations under the three Rio Conventions and the proposed project will further advance the country's capacities to meet these environmental goals. Table 3 identifies key articles that call for Parties to develop their national capacities as part of the Rio Conventions. Specifically, the project will strengthen Guyana's technical and institutional capacities for monitoring, and creating and managing better data, information, and knowledge. These capacities will be targeted to improving Guyana's monitoring of environmental trends and making more informed connections between socio-economic issues and the global environment. Improved data and information management will be reflected by improved collaboration and communication among various government bodies and other stakeholders.

141. These capacities include strengthening five categories of capacity development: a) stakeholder engagement (as legitimate owners of comparative expertise, experience and knowledge); b) organizational capacities (as key operational entities and processes that guide transparent and valid use of knowledge for predictable outputs); c) environmental governance (as targeted rules and decision-making procedures that will ensure responsible and accountable actions); d) information management and knowledge (which is its actual creation, access, and use to catalyze a more holistic analysis and strategizing of local actions to meet global environmental objectives); and e) monitoring and evaluation (which is the strengthening feedback and adaptive systems for planning resiliency and managing the global environment through sustainable national actions). These capacity development outcomes will be monitored through the Capacity Development Scorecard (Annex 2) (Bellamy & Hill, 2010).

142. This project demonstrates the matrix approach of cross-cutting capacity development, wherein the targeted set of activities focus on strengthening monitoring and implementation activities, and yet the four other types of capacities will also be strengthened (though sub-ordinated to monitoring and evaluation) in order to ensure the legitimacy, relevancy, and institutional sustainability of project outcomes.

Table 3: Capacity development requirements of the Rio Conventions

Type of Capacity	Convention Requirements	UNFCCC	UNCBD	CCD
<b>Stakeholder Engagement</b>	Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue.	Article 4 Article 6	Article 10 Article 13	Article 5 Article 9 Article 10 Article 19
<b>Organizational Capacities</b>	Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management.	Article 4 Article 6	Article 8 Article 9 Article 16 Article 17	Article 4 Article 5 Article 13 Article 17 Article 18 Article 19
<b>Environmental Governance</b>	Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.	Article 4	Article 6 Article 14 Article 19 Article 22	Article 4 Article 5 Article 8 Article 9 Article 10
<b>Information Management and Knowledge</b>	Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.	Article 4 Article 5	Article 12 Article 14 Article 17 Article 26	Article 9 Article 10 Article 16
<b>Monitoring and Evaluation</b>	Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment.	Article 6	Article 7	N/A

### **C.1.b Project's Target Contribution to Global Environmental Benefits**

143. This project responds to three main categories of articles under the three Rio Conventions, demonstrating both the global environmental value of the project and its cross-cutting capacity development strategy. The first set of Rio Convention articles refer to stakeholder engagement, where the three Rio Conventions call for the building of capacities of relevant individuals and organizations (resource users, owner, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue (UNFCCC: Articles 4 & 6; UNCBD: Articles 10 & 13; and UNCCD: Articles 5,9,10, &19). The second set of articles call for countries to develop capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making for global environmental management (UNFCCC: Article 4 & 6; UNCBD: Articles 8, 9, 16 & 17; and UNCCD: Articles 4, 5, 13, 17, 18, and 19).

144. This project will not consider development or revision to existing legislation but instead focus on policies, strategies, and programmes and plans. The third set of capacities refer to strengthening environmental governance, in particular to strengthen capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions (UNFCCC: Article 4; UNCBD: Articles 6, 14, 19 & 22; and UNCCD: 4, 5, 8, 9 & 10). In particular, article 7 of the UNCBD, article 16 of the UNCCD, and article 5 of the UNFCCC specifically call for strengthening monitoring, data and information management and sharing. This project will not undertake the legislative formulation or reforms, but rather strengthen the institutional and technical capacities so that transparent institutionalized arrangements can facilitate mainstreaming and monitoring.

## **C.2 Project Design: GEF Alternative**

### **C.2.a Project Rationale**

145. The rationale of this project rests largely on the opportunity to build underlying systemic, institutional, and individual capacities necessary to help Guyana not only meet global environmental objectives under the three Rio Conventions (among other multilateral environmental agreements), but importantly to sustain these outcomes. Notwithstanding the important activities currently underway in Guyana to address these important priorities, this CCCD project creates an institutional space to remove certain key barriers to mainstreaming global environmental obligations into national information systems, development policies, and planning frameworks. That is, whereas the project's objective is to improve institutional and technical capacities to meet and sustain Rio Convention objectives, the purpose is to catalyze the use of innovative knowledge for Guyana to formulate, implement, monitor, and adapt resilient development plans that meet joint national and global environmental objectives. An additional project objective is to update the National Capacity Self-Assessment, which was previously prepared in 2007.

146. Taking into account the existing barriers for achieving global environmental benefits, this project will strengthen a set of targeted technical and institutional capacities to improve the quality of existing policies, programmes and plans from a Rio Convention perspective. The project's strategy is to take a measured approach to building the technical capacities of staff in the Department of Governance, Natural Resources, and Environment, as well as in the various environmental agencies and commissions to better meet Rio Convention obligations. The project will strengthen a more cost-effective approach data and information management, and to institutionalize the capacities developed by strengthening key enabling conditions. Whereas Guyana is currently undertaking monitoring, analyses, and reporting on each of the Rio Conventions, among other MEAs and with the support of important donor organizations such as the government of Norway, this project will look at the underlying deficiencies in information management

and knowledge that limit a more comprehensive approach to environmental and development policies, plans and programmes.

147. This CCCD project intends to fill key gaps in the country's capacities currently not or under-met by other environment or GEF-funded projects. Another challenge that the project will help address is the weakness of the country's existing financial and economic instruments, e.g., limited funding to effectively implement and monitor policies, and share information and data. The baseline of the project is informed by both the progress being made in Guyana (see linkages with other programmes and projects) as well as the weaknesses and threats that the country still faces for managing natural resources for the benefit of the global environment. An important baseline is the recent restructuring and re-ordering or institutional mandates and authorities for natural resource management, including the MNR.

148. This project will strengthen the underlying foundations by which Guyana can undertake a more holistic and comprehensive approach to decision-making for the global environment. The technical capacities developed will be tested through a set of learn-by-doing mainstreaming and monitoring exercises on one or two high value development policies, programmes, or plans. Lessons learned from these exercises will inform the institutionalization of consultative and collaborative arrangements, further legitimized and authorized through adaptive collaborative management and appropriate memoranda of agreements. These arrangements will initially be funded through the project's execution arrangements, which will demonstrate best practice approaches to engaging stakeholders and securing commitments to effectively integrate Rio Convention obligations within economic development priorities.

149. The institutional sustainability of mainstreaming and monitoring outcomes will be further enhanced by widening the participation of stakeholders in extensive policy dialogues and public awareness workshops. Awareness activities will include parliamentarians, civil society, high schools, NGOs, the private sector, and indigenous and local community stakeholders.

150. Capacity development activities will be organized around the integration of existing structures and mechanisms to manage data and information, and their use to formulate and implement sectoral development plans that better reflect global environmental dimensions. This will be manifest through the strengthening of a system that manages and monitors environmental information, i.e., the EIMMS that is constructed by an integration of existing environmental management and monitoring information systems. This system will build upon much of the capacities currently being developed in this area by other development partners. This system is not simply a database; rather, this system is about networking existing databases, reconciling the key indicators that serve to inform planners and decision-makers about trends in meeting and sustaining global environmental outcomes. These indicators are not the full set of thematic technical indicators, but rather a sub-set of environmental indicators that most directly describe some global environmental phenomenon that meets the criteria of the three Rio Conventions. These indicators will also be reconciled with other over-arching criteria and indicators that respond to the post-2015 Sustainable Development Goals, the work of the United Nations Environmental Programme on Green Economy, and the work being undertaken by expert institutions such as the Organisation for Economic Cooperation and Development and the Green Growth Knowledge Platform. The monitoring component of this project emphasizes the evaluation of programmes and projects using the key set of indicators available through the integrated EIMMS.

151. One way to consider the EIMMS is through the lens of the United Nations REDD Programme's conceptualization of monitoring, which is not only about measuring data such as greenhouse gas emissions and forest inventories, but also a system that facilitates improved access to data and expertise. Monitoring under the UN-REDD Programme is also about monitoring safeguards, i.e., measures that address potential negative impacts of sustainable forest management. Monitoring under UN-REDD also looks at regular reviews of a country's capacities to coordinate and collaborate, mobilize financial resources, and develop capacities, and ensure the transparent movement of data and information. The UN-REDD Programme also



looks at monitoring from the perspective of tracking the multiple benefits that can accrue from applying best practices for sustainable forest management.<sup>2</sup>

152. Lessons learned from these exercises will inform the institutionalization of consultative and collaborative arrangements, further legitimized and authorized through adaptive collaborative management and appropriate memoranda of agreements. These arrangements will initially be funded through the project's execution arrangements, which will demonstrate best practice approaches to engaging stakeholders and securing commitments to effectively integrate Rio Convention obligations within economic development priorities.

153. The incremental cost of this project is determined on the basis of the main criterion that the co-financing achieves an equal share of the GEF increment will be negotiated with potential donors. The nature of the capacity development activities of this project does not lend itself to clearly distinguish those activities that will deliver global environmental benefits and those that should be undertaken in the country's own sustainable development interest. Unless such a distinction can be made, the average cost of project activities will be equally shared by both sources of funds.

154. The technical portion of the GEF increment of this project will be used to strengthen the global environmental character of the indicators to monitor progress towards meeting Rio Convention objectives and strengthen existing systems into an integrated EIMMS. The GEF increment will also be used to remove the policy and institutional barriers that limit the integration of Rio Convention criteria and indicators into the formulation and implementation of sectoral development planning frameworks.

155. Co-financing to the project will be largely in-kind, and is reflected by the active engagement of sufficiently large numbers of government staff in the learning-by-doing workshops. Although not costed, the sustainable development baseline is significant and reflected by the important number of projects and activities that are outlined in Section E.

156. The transformative nature of this project rests largely on using strengthened technical capacities and negotiated coordination and collaboration agreements among agencies and commissions to share data and information to inform improved policy coordination for the global environment. The sustainability of project outcomes is inherent in the project design and institutionalization of best practices and lessons learned on Rio Convention mainstreaming and monitoring through policy coordination. With respect to design, the project will engage a large number of stakeholders in raising their awareness and understanding of the value of meeting Rio Convention obligations. The project will also take an adaptive collaborative management approach that is indispensable to enhancing sustainability. This approach places a special emphasis on engaging a wide range and large number of stakeholders to validate project activities, outputs and decisions. Project champions are also key to increasing the reach of the project to a greater number of important stakeholders in a supportive way. Innovation is more than collaboration among agencies to share data and information to improve policy coordination. However, in addition to strengthening collaboration and coordination through improved data and information management and monitoring, the innovation comes about through testing how new and improved knowledge (through learning-by-doing) will create synergies, reduce overlap and unnecessary redundancies (although some is necessary to ensure resilience), and achieve cost-effectiveness.

157. The uniqueness of this project is centered on its cross-cutting nature. Other projects currently under implementation focus on strengthening targeted capacities under one of the three Rio Conventions, and thus have a relatively narrower system boundary than the CCCD programme approach. The recent restructuring of several government institutions, ministries, and responsibilities offer an opportunity to support the government's capacities and efforts to take a more integrated and synergistic approach to natural resource management, with particular attention to strengthen global environmental outcomes. In the absence of the CCCD project, there remains a likelihood that Guyana will continue to expand its exploitation of its

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<sup>2</sup> For more information, visit the UN-REDD Programme's website, <http://www.un-redd.org>

extractive resources (gold, rare earth minerals, and timber) without proper consideration of good conservation or sustainable values, let alone global environment values. Additionally, it is likely that environmental management in Guyana would continue to focus on traditionally narrow thematic constructs.

158.

159. Project **Name:** Strengthening Technical Capacities to Mainstream and Monitor Rio Convention Implementation through Policy Coordination

**Project Cycle Phase:** Project Preparation

**Date:** 9 October 2015

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
<b>CR 1: Capacities for engagement</b>						
Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0	2	The MNR has limitations in its central role in the environmental sector, and in enacting directives to other ministries and institutions that have impacts on the environment. The authority of environmental organizations, while partially recognized, is not widely recognized. Additionally, there is a need to raise awareness of stakeholders as to the differentiated roles and comparative advantages of the various environmental organizations in Guyana.	The project will improve the ability of key environmental organizations to carry out their mandates and other responsibilities focusing on the use of data, information, and knowledge to better integrate global environmental objectives into national policy and planning frameworks. The awareness and sensitization of social actors in the non-environmental sectors, decision-makers, non-state stakeholders, and the civil society in general will be targeted in component 3 in order to increase the recognition of environmental organizations' mandates and legitimacy.	2, 3
	Organizational responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-	No co-management mechanisms are in place	0	2	There are a number of cooperation agreements, however	Notwithstanding the current set of cooperative	2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
management mechanisms	Some co-management mechanisms are in place and operational	1		most of the MOUs are not updated and most are not operational. Thus, co-management/participation experiences are lacking in Guyana.	agreements among certain government bodies, the project will assess their effectiveness and lessons learned in order to facilitate the development of new agreements and/or the updating and operationalization of current MOUs. Importantly, the project will develop an appropriate cooperative agreement and arrangement(s) with non-state stakeholder organizations.	
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	3	Experts representing the academic community and NGOs are involved in the decision-making process on environmental issues through a number of mechanisms, such as the Multi-State Stakeholder Committee. Notwithstanding, there are important instances when key stakeholders are not adequately informed or invited to participate on key issues for which they have expertise or an interest.	The learning-by-doing approach of this project is intended to allow stakeholders to actively participate and build long-term technical capacities to better understand and apply global environmental indicators. Particular attention will be given to demonstrating the value of teamwork among government agencies and other stakeholders with a view to integrating global environmental priorities into development plans at the	2, 3
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
					national and sub-national levels. The project will also promote awareness and agreement on the various comparative advantages of different stakeholder organizations to promote global environment values and make stakeholders more influential in decision-making.	
.... Add your own indicator(s)						
<b>CR 2: Capacities to generate, access and use information and knowledge</b>						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	2	A relatively high level of awareness exists among the heads of institutions, but this awareness does not extend to lower levels. Currently, institutional priorities over-shadow the priorities of the Rio Conventions. There is also a need for more time to be invested in information dissemination and a dedicated focus on MEAs in national work plans	The project will involve as many stakeholders as possible in various activities in order to increase the number of people who have an improved understanding and value of the global environment. The project will also assess baseline awareness as well as end-of-project awareness of stakeholders in order to determine the extent to which awareness is increasing. However, increased awareness may not be fully	2
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
					<p>attributable to the CCCD project.</p> <p>Awareness-raising will be directed to all stakeholder groups, i.e., government staffs at all levels, parliamentarians, the private sector, academia, journalists, youth, and local civil society. Particular attention will be directed to awareness-raising at the local level and indigenous communities.</p>	
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	2	<p>There are numerous issues with access to data. Currently, data availability and access is limited. Additionally, data formats are incompatible across institutions, thereby limiting their access to important data and information.</p> <p>There is a need to revise and develop compatible reporting formats in order to increase the value of data and information and strengthen inter-agency collaboration.</p>	<p>The project will develop and test an environmental information management and monitoring system. Information campaigns will be undertaken, including outreach sessions on the Rio Conventions and other MEAs. These are intended to strengthen access and sharing, as well as a more shared understanding and interpretation of environmental information across diverse stakeholders.</p>	2
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	information is available and shared through an adequate information management infrastructure					
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	While there are a small number of environmental education programmes and similar initiatives at formal and informal education levels, they are not comprehensive and nor do not reach all audiences. Additionally, budgetary limitations prevent the development and implementation of environmental education programmes.	Technical materials and information materials targeted on the linkage between the global environment and national socio-economic issues will be developed.  Instructors at the secondary and university level will have access to more recent knowledge on the critical issues related to the global environment to help better capacitate their teaching and training activities.	3
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extend of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0	2	Environmental research is not adequately linked with policy development. Additionally, research is limited as there is a lack of research priorities, and donor interest is not compatible with national research needs.	Stakeholder representatives, in particular staffs from government, NGOs, academia, and the research community, will be brought together to discuss and agree on best practicable approaches to collaborate and coordinate their respective activities with a view to maximizing the utility of high	1
	Research needs for environmental policy development are not identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	the research information is not responding fully to the policy research needs				quality data, information and knowledge.	
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	2	<p>Knowledge associated with local traditions is not sufficiently used, resulting in the loss of value knowledge and culture. There is a high dependence on external consultants to conduct research.</p> <p>There is a critical need to develop and use traditional knowledge in planning and decision-making, with particular attention to the technical capacities of local stakeholders.</p>	<p>The project’s assessment exercises will include an in-depth analysis of the barriers and opportunities to improve the access and use of traditional knowledge through best practices applicable Guyana. This includes balancing traditional knowledge with that of more modern methods of knowledge creation for informing policy formulation and implementation. To this end, the project will make every effort to engage local community and civil society representatives who can objectively represent this category of stakeholders in various project activities.</p>	2
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
.... Add your own indicator(s)						
<b>CR 3: Capacities for strategy, policy and legislation development</b>						

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	2	Plans and strategies exist but resources are insufficient to allow for proper implementation by most agencies and organizations. Opportunities for achieving cost-effectiveness and synergies are not capitalized due to weak, if non-existent, coordination.	A key set of capacities that will be developed by the project will be on improved coordination and collaboration to share and use data, information, and knowledge for planning and decision-making purposes.	1,2
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	1	Guyana has a limited number of environmental policies and legislation in place, and those that exist are inadequately supported by regulatory controls, monitoring, and enforcement mechanisms.	The project will focus on key reforms in policy, legislation, and implementation in accordance with the provisions under the Rio Conventions through by-laws and/or associated operational guidance. For these to have a meaningful impact, they will	1, 2, 4
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in	2				



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	implementing and enforcing them				need to be formally approved.	
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3			<p>This project will also strengthen targeted organizational relationships, promoting and forging stronger partnerships and commitments. These will be directed towards improved collaboration and coordination that will increase the effectiveness of existing capacities to monitor and formulate better planning frameworks for the global environment.</p> <p>A very important feature of the project is to pilot and test the early implementation of the environmental information management and monitoring system in order further validate its value as well as its institutionalization.</p> <p>By updating the National Capacity Self-Assessment, the project will review the current set of systemic, Institutional, and individual capacities that inform the strength and</p>	

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
					weaknesses of the Guyana's enabling conditions to realize global environmental benefits.	
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	1	While there is ample available information, it is not easily available or accessible due in part by the lack of a centralized database. Data and information is also not readily accessible to decision-makers due to the relatively weak collaboration as well as the inability of decision-makers not knowing how best to use the information and knowledge being made available. The lack of access to data is also due to the weak culture of evidence-based decision-making.	The project will assess and strengthen existing consultative and decision-making structures and mechanisms to make more effective and integrated decisions on the global environment. Moreover, the project includes the design and implementation of an environmental information management and monitoring system that will serve to increase access to data, information and knowledge, as well as a robust training programme that will strengthen critical thinking and impart new and improved analytical tools and processes. A public awareness campaign will increase the number of stakeholders that understand the relationship between local action and the global environment, with particular attention to	1, 2, 3
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
					strengthening the consensus on the impacts of local action on the global environment.	
.... Add your own indicator(s)						
<b>CR 4: Capacities for management and implementation</b>						
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	Guyana benefits from important overseas development aid to improve environmental management and governance, including a large grant (up to US\$ 250 million) from the Government of Norway. However, these funds are not evenly distributed, with many institutions and agencies suffering from limited funds. This is exacerbated by the duplication of activities among institutions and agencies, resulting in inefficient use of the financial resources that they currently receive.	In order to alleviate financial barriers to the implementation of the Conventions, MEA technical committees will organize a resource mobilization strategy to perform a set of resource mobilization activities in a coordinated manner ( <i>i.e.</i> , audit the resource need; Identify target donors; Outline the approach for each donor; Develop targeted messages for advocacy; Track performance of funds and provide accountability, among others).	2
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	2	The required skills for mainstreaming the global environment into development planning frameworks actually exist in Guyana. However, they are not fully utilized due in	A key feature of the project is the learning-by-doing workshops and exercises in order to foster greater critical thinking among a	1, 2, 3
	The required skills and technologies needs are	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	identified as well as their sources			large part from brain drain, given the opportunity for earning greater salaries overseas, and inadequate opportunities in the country to use these skills in comparison to alternate employment opportunities in the country. Furthermore, these skills are largely dependent on external funding through short-term offerings and initiatives, in particular development projects. Most of the skills are also characterized by being either outdated or incompatible with other technologies and techniques.	sufficiently large number of social actors and stakeholders of environmental management and governance. The institutionalization of these skills will also be addressed by the development of an extensive programme of training, information dissemination and advocacy, as well as a resource mobilization strategy to implement this programme over the long-term.	
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
.... Add your own indicator(s)						
<b>CR 5: Capacities to monitor and evaluate</b>						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	1	There are limited examples of an adequate project/programme monitoring and evaluation in place in Guyana. While Guyana has implemented numerous environmental programmes and projects, and important levels of external financing, insufficient level of funding is directed towards the development of capacities to develop robust monitoring frameworks and indicators.	The project will pay special attention to strengthen monitoring and compliance of the environmental laws through the environmental information management and monitoring system, targeted strengthening of policy, legislative, and regulative frameworks, and enhanced organizational processes and procedures, accompanied by skills training.	2
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action					
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	0	In spite of the monitoring programmes that exist in Guyana, their subsequent evaluation remains virtually non-existent due to insufficient priority and funding.	Programme evaluation is a critical part of the project, reflected by the learning-by-doing workshops and exercises to mainstream the global environment into development planning frameworks. These will call upon the critical analysis of existing policies, plans and other initiatives with a view to better understand their strengths, weaknesses, opportunities, threats, and gaps, and to strategically integrate innovative approaches to Rio Convention mainstreaming.  A very important part of programme evaluation is the capacity to interpret data and information leading to the creation and use of knowledge to better inform more holistic, resilient, and institutionally sustainable development constructs, i.e.,	1
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
					policies, plans, programmes, legislative and regulatory frameworks , and natural resource management regimes.	
.... Add your own indicator(s)						

160. Annex provides a logical framework of the project that deconstructs the project objective into component outputs and activities and Figure 1 provides an overview of the project’s components.

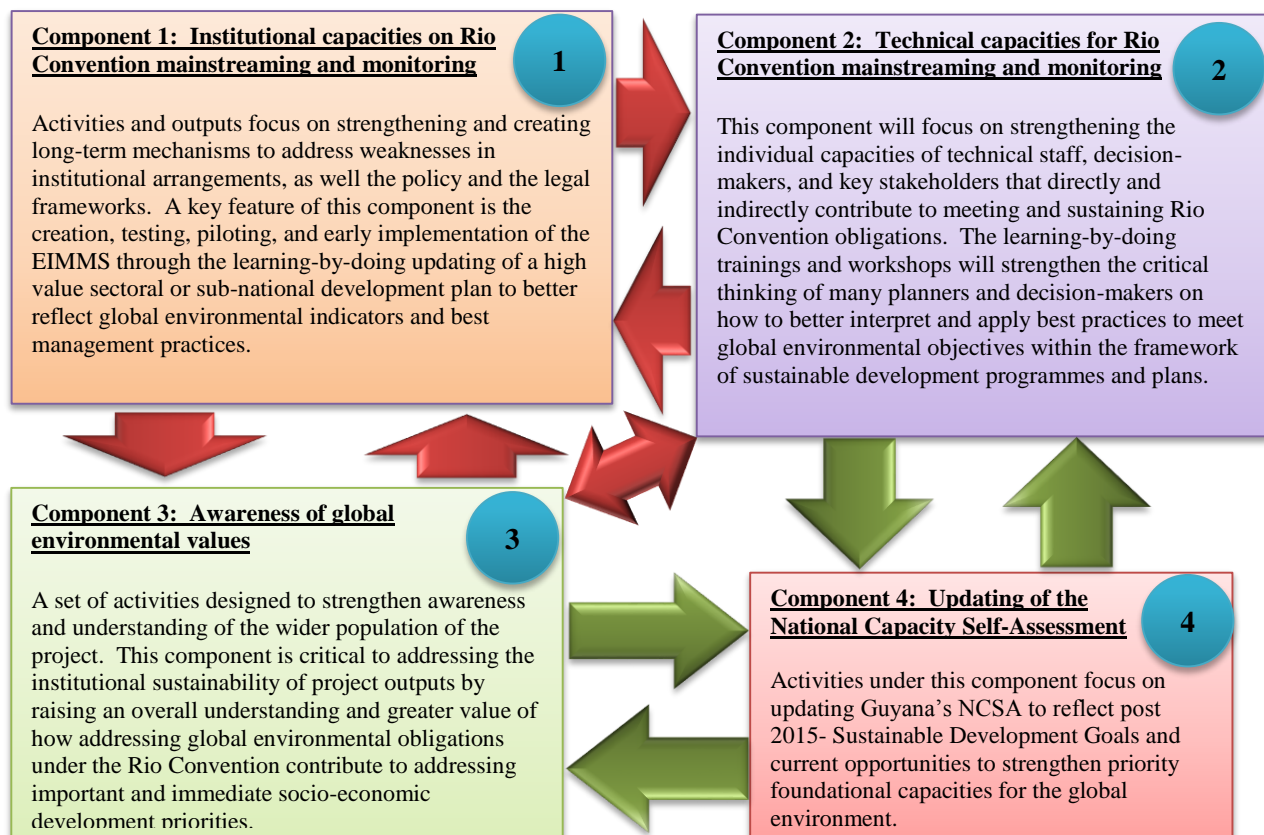


Figure 1: Project design

161. Component 1 focuses on the actual institutional capacities of the environmental information monitoring and management system and the institutional arrangements to mainstream Rio Conventions into policies, programmes, and plans. This includes the technological hardware and software as well as strengthening agency coordination and networking to reduce unnecessary redundancies without compromising resiliency. A critical set of activities refer to the testing of the capacities developed to strengthen the EIMMS and will serve to highlight potential gaps and deficiencies that will be addressed by project’s end.

162. The activities and outputs under the second component will focus on strengthening a targeted set of individual technical skills and the know-how needed to integrate Rio Conventions into policies, programmes, and plans. These skills will include knowing how to use the EIMMS to create and better use data, information and know-how for planning and decision-making purposes.

163. The third component focuses on a broader set awareness raising activities to build support for the project strategy, design and outputs. The activities under this project also serve to strengthen the resiliency of the project outcomes. The fourth component creates synergies with a number of activities of the earlier

components and to capitalize on the opportunity to update the 2007 NCSA. Taking into account the new political leadership of Guyana and their renewed commitment to the pursuit of green development, the updated NCSA will strengthen the linkages between global environmental obligations agreed to in the years since 2007 as well as the post-2015 Sustainable Development Goals with Guyana's national socio-economic and development priorities.

### **C.2.b Project Goal and Objective**

164. The goal of this project is for Guyana to make better decisions to meet and sustain global environmental obligations. This requires the country to have the capacity to access and use data and information, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, the objective of this project is *to strengthen technical capacities for mainstreaming and monitoring achievement of Rio Convention objectives*. This project will contribute to this objective by improving collaboration and coordination as well as technical capacities to better monitor trends and compliance, and to use this data and information to create new knowledge and thus make better policy decisions. An additional project objective is to update the National Capacity Self-Assessment, which was previously prepared in 2007.

165. Capacity development activities will be organized around the integration of existing structures and mechanisms to manage data and information, and their use to formulate and implement sectoral development plans that better reflect global environmental dimensions. This will be manifest through the strengthening of an environmental information monitoring and management system that is constructed by an integration of existing environmental management information systems, building upon much of the capacities currently being developed in this area by other development partners (See Section E.1).

166. Critically, the project emphasizes the management and utilization of data, information, and knowledge that is widely recognized as legitimate among all stakeholders and other social actors. This calls for updating and improving data and information collection methodologies, as well as improved training (through learning-by-doing) on analytical skills. These skills include strengthening individual skills for monitoring data and information, which are central to the legitimacy of data and information, and skills for integrating Rio Conventions into policies, programmes, and plans.

167. However, these skills must be situated within an improved institutional context, and the project will address the particular institutional barriers that hinder Guyana from formulating more holistic and resilient development plans that affect the environment and natural resources. The legitimacy and sustainability of global environmental outcomes also requires removing key systemic barriers, those that embedded within policies or legal instruments. The project will build upon existing rules, regulations, and mechanisms for collaboration and coordination on issues relevant to the three Rio Conventions. Additionally, the project will improve the quality of existing policies, programmes and plans to catalyze Rio Convention implementation within the framework of national development priorities.

168. The project will not finance the preparation of national reports or related documents to the Convention Secretariats as these funds are available through GEF Enabling Activity projects. However, as this project will strengthen targeted skills and improve mechanisms for sharing data and information, Guyana's reporting abilities will be enhanced. Thus, an expected co-benefit of the project is better quality, more timely reports.

### **C.2.c Expected Outcomes**

169. At the end of the project, an institutional mechanism will have been strengthened to more effectively access and create new knowledge that reconciles and institutionalizes global environmental priorities within national sustainable development priorities. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by demonstrating practicable and cost-effective



approaches to better information management, monitoring, and decision-making to increase delivery of global environmental benefits. In addition to the installation of the integrated EIMMS and training on its use, the project will help institutionalize this system by demonstrating its value and financial sustainability to stakeholders, as well as facilitating the appropriate legislative and institutional reforms.

170. While the objective of this project is about making better decisions and taking better actions for the global environment through the pursuit of sustainable development, this project will produce additional co-benefits. The capacities strengthened under the project will help Guyana to improve their national reporting to the three Rio Conventions, as well as to other multilateral environmental agreements of which Guyana is signatory as well as on the Millennium Development Goal 7.

171. The project will organize and carry out activities in a way that ensures that women and indigenous peoples will benefit from the project fairly and equitably, including their active engagement. While the expected outcomes of the project from a GEF perspective are improved capacities to meet and sustain global environmental priorities, the expected outcomes from a national socio-economic development perspective are improved capacities to plan and make decisions that will meet and sustain sustainable development priorities. This will be achieved by mainstreaming global environment into planning and decision-making process.

### **Expected Synergies**

172. The first synergy that the project will embark on is through the strengthening of linkages among existing environmental databases and information systems, reconciling overlapping and conflicting indicators and analytical methodologies in order to improve availability and accessibility to better knowledge for Rio Convention implementation. The integrated Environmental Information Management and Monitoring System is in effect a synergy of planning, management, and monitoring tools for the global environment while strengthening its use for environmentally sound and sustainable development.

173. While this CCCD project will not be comprehensive in terms of creating synergies across all of Guyana's national development plans, the project will select *one high value development sector plan* to create synergies between global environmental obligations and national socio-economic development priorities. For example, the pursuit of sustainable agriculture and rural development could be strengthened by having more operational guidance and best practice tools that integrate criteria and indicators for conserving globally significant biodiversity and adapting to the impacts of climate change. Taking into account the Guyana's new government catalyze the pursuit of green development, consultations with decision-makers during early project implementation will be the most appropriate time to confirm the selection of the high value development plan for Rio Convention mainstreaming. The CCCD project will create an institutional space for the more specific and best practice operational synergies to be identified by national and expert stakeholders, followed by their testing or early application through the high value pilot project.

### **Strengthened Environmental Governance**

174. This CCCD project sets out to strengthen governance of the global environment through a few important sets of outputs. In addition to removing the barriers to stakeholder engagement as outlined above, the project will go one step further to institutionalize these policy and institutional improvements. This will include the development and early implementation of a long-term training and awareness-raising programme on the strategic value of a more integrated approach of addressing global environmental obligations through national development planning frameworks, as well as training on technical skills necessary to analyze and use data and information. Environmental governance will also be improved by developing an updated resource mobilization strategy to ensure the long-term operation and use of the EIMMS and facilitating the application of innovative indicators such as green growth indicators and other Rio Convention mainstreamed policy instruments. The project will select one instrument of environmental

governance, namely a high value sector development plan as the basis for structuring and testing of the EIMMS, the lessons learned of which will inform subsequent replication and scaling up.

#### **C.2.d Project Components, Outputs, and Activities**

175. This project will be implemented through four linked components:

1. Strengthening institutional capacities to mainstream and monitor Rio Convention implementation through development policies, programmes and plans
2. Strengthening technical capacities for mainstreaming and monitoring Rio Conventions
3. Improving awareness of global environmental values
4. Updating the National Capacity Self-Assessment

#### **Component 1: Strengthening institutional capacities to mainstream and monitor Rio Convention implementation through development policies, programmes and plans**

176. This component focuses on creating and strengthening long-term mechanisms to address weaknesses in institutional arrangements, as well as the policy and the legal frameworks. The centerpiece of this component is the creation of the integrated Environmental Information Management and Monitoring System. This will call for the strengthening of the institutional construct and associated management regime for collecting, creating, and transforming data and information into knowledge.

177. A key feature of this component is the testing, piloting, and early implementation of the EIMMS through the learning-by-doing updating of a high value sectoral or sub-national development plan to better reflect global environmental indicators and best management practices. These activities may include, but are not limited to the preparation of data and information protocols, restructuring institutional consultative, coordinating, and collaborative arrangements and agreements, and mobilizing financial resources to ensure their sustainability. The outputs under this component are also targeted to facilitating agreements and parliamentary approval of legislative and institutional reforms, and instituting a tracking system to reaffirm the value of the EIMMS to all stakeholders.

#### **Output 1.1: Assessment of policy framework and institutional arrangements for mainstreaming and monitoring of Rio Convention implementation**

178. An assessment of the current policy and legal framework will lead to learning-by-doing training to reconcile the identified weaknesses. This will lead to formulation of by-laws and operational guidance which will be distributed. Technical working groups made up of experts on the three Rio Conventions will be established under the project, comprising individuals for within government and non-state actors.

#### **Activities:**

- 1.1.1 Review weaknesses of the policy and legal framework limiting Rio Convention implementation and monitoring. Using the Rio Conventions as the basis for the analytical framework on the global environment, undertake an analysis of Guyana's environmental policy and legislation and their compliance from a Rio Convention perspective. The review will also consider knowledge gaps that prevent effective mainstreaming of Rio Conventions as well as limitations and opportunities for improving the management and monitoring of environmental information. Each Rio Convention will have its own analysis, and a fourth analysis will reconcile the three analyses into one synthesized report.
- 1.1.2 Undertake a SWOT and gap analysis of institutional arrangements related to Rio Convention implementation. Together with activity 1.1.3, this analysis will inform recommendations of institutional reforms to catalyze the legitimate mainstreaming of Rio Convention obligations within socio-economic planning and decision-making processes. Technical working groups will be established and individual peer reviewers will be identified and selected under this activity but will

also support the analyses carried out under subsequent project activities (e.g., the assessment of technical skills of output 2.1 and the NCSA thematic assessments of output 4.1).

- 1.1.3 Carry out a review of the effectiveness of existing environmental databases and information management system. This review will assess the data, information, and knowledge gaps and weaknesses that limit the cost-effective measurement of global environmental impacts and trends. The assessment also includes a review of the institutional structures and mechanism to manage data, information and knowledge as well as recommendations on priority capacity development activities at the systemic, institutional, and technical level. This assessment will be completed during a technical working group meeting where best practices for collecting and managing environmental data, information and knowledge are discussed and recommended. The report will include recommendations on priority capacity development activities at the systemic, institutional, and technical levels, with particular attention to a holistic approach to the national implementation of the Rio Conventions. This activity will include a targeted study of best practice web-based tools for environmental data and metadata sharing and storage management at all levels as part of the design of an integrated EIMMS (output 1.4). This study will also include recommendations for the required technological hardware and software necessary to set up the EIMMS. The recommendations will be submitted for review and approval by expert workshops.

**Output 1.2: Formulate by-laws and operational guidance to mainstream Rio Conventions into policies**

- 1.2.1 Carry out learning-by-doing training workshops to reconcile weaknesses and gaps in key environmental policies and legal instruments. This exercise will be informed by the baseline analyses carried out under output 1.1, and carried out in coordination with other relevant programmes and projects. This training will include best applicable practices on monitoring and compliance<sup>3</sup>. During these workshops appropriate by-laws and operational guidance to mainstream Rio Conventions will be formulated. Another feature of this activity is to facilitate and strengthen the negotiating skills among key planners, legal experts, decision-makers, and policy-makers on how to strategically implement and comply with Guyana's environmental and related legal instruments in ways that also comply with the Rio Convention obligations.
- 1.2.2 Secure approval of policy and legal instruments developed under 1.2.1. The approval process should be transparent and deemed valid by all stakeholders in order to ensure legitimacy and sustainability.
- 1.2.3 Collate and distribute relevant legal and regulatory texts pertaining to environmental protection. Technical staff of government agencies and local community representatives will facilitate the wide distribution and use of actual codes, laws and texts pertaining to the protection of the global environment and natural resources.

**Output 1.3: Undertake targeted institutional reforms for Rio Convention monitoring and mainstreaming**

179. This output focuses on reducing the transaction costs of data management and reducing unnecessary duplication<sup>4</sup> in order that data is reliable, valid, timely, and relevant. The distinction between the national and global environment is not clear-cut, with much of the data and information needed for managing the local environment being the same data and information needed for managing the environment for the global community. While all data collected at the national level is national environmental data,

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<sup>3</sup> Within the framework of this project, monitoring refers to measuring and analyzing over-arching indicators that are linked to broader national goals of sustainable development, such as the green growth indicators and post-2015 Sustainable Development Goals. The project will identify a key set of global environmental indicators to be integrated into a local sustainable development plan.

<sup>4</sup> Some amount of redundancy will be necessary in order to ensure resiliency and sustainability of the EIMMS.

information on environmental conditions may reflect both national and global trends. For example, changes in indicator species populations may indicate a change in ecosystem health. This information may be needed to inform better agricultural practices if the ecosystem in question influences, for example, pollination of nearby agricultural crops. The very same information has global environmental value if the change in ecosystem health implicates a threat to endangered endemic species, thereby necessitating alternative and/or innovative species protection management regimes. This output will serve to help fill gaps and bring together existing work in Guyana. Activities under this output will focus on strengthening targeted institutional arrangements for collecting and sharing data. This includes activities to increase cooperation and sharing of data between different actors.

#### **Activities:**

- 1.3.1 Structure a targeted programme for carrying out recommended institutional reforms of output 1.1. This activity will call for the preparation of a plan of action that provides detailed descriptions of the specific institutional reforms to be undertaken within the framework of activities described under the present project, and with particular attention to reforms that are to be undertaken by stakeholder organizations using their own funds.
- 1.3.2 Convene the technical working group meetings to negotiate and institutionalize better consultative and decision-making processes (as recommended under output 1.1). This working group will consist of key stakeholders including government officials, NGOs, the private sector, and academia to ensure the three Rio Conventions and key sector issues are taken into account. The working group will clarify rules and procedures to facilitate how various stakeholder groups and their representatives will work with each other to create a transparent process of planning and decision-making. During the meetings, institutional mandates for improved collaboration and coordination among stakeholders will be updated.
- 1.3.3 Negotiate and sign a memorandum of agreement and liaison protocols with relevant stakeholders to improve collaboration and sharing of data and information. These agreements will clarify the roles and responsibilities of stakeholders that have comparative expertise and knowledge to help inform improved planning and decision-making. Particular attention will be given to engaging the academic community, such as the University of Guyana, and other non-state stakeholders.

#### **Output 1.4: Strengthen an institutional mechanism for the long-term monitoring of Rio Convention implementation**

180. Activities under this component will focus on strengthening the institutional construct and associated management regime for collecting, creating, and transforming data and information into knowledge. This will require improved technologies and analytical methodologies, data and information protocols, piloting these new and improved institutional arrangements, and mobilizing financial resources to ensure their sustainability. This output will include a number of activities to strengthen the existing data and information management system, much of which operates through pen and paper. The system will be upgraded to be a more functional internet and intranet-based system that allows for real time tracking of environmental indicators.

- 1.4.1 Building on the results of earlier outputs, this activity will focus on technical and procedural discussions and negotiations to operationalize the best practices and recommendations to improve the institutional arrangements for data access, sharing, collection, and storage. This work will focus on strengthening existing databases and associated systems that will tie into the activity 1.4.7, which focuses on new technology focused specifically on the EIMMS. This will be complemented by working group discussions on best practices and experiences on improving an EIMMS as well as synergies between conservation of the global environment and national development priorities. This working group also will identify and agree on priority channels of environmental information exchange across sectors and ministries through the Multi-Stakeholder Steering Committee. The

design of the EIMMS goes beyond the design of linking databases, but also includes procedures for accessing best practice guidance and methodologies, and the collaborative approach to planning and Rio Convention mainstreaming. The designed EIMMS will also include a portal on national reporting. Four stakeholder dialogue workshops will be carried out in year 2 to discuss improvement to the design.

- 1.4.2 Convene technical working group meetings to structure improved data and information management arrangements (building on the recommendations of institutional reforms of 1.1.3). This includes detailing the specific institutional requirements necessary to ensure the steady flow of data and information through the data flow system.
- 1.4.3 A framework for monitoring and evaluating attainment of Rio Convention obligations is drafted and technical working group meetings are convened to finalize recommendations and approaches to institute them. This M&E framework will form a key basis for systematically tracking and facilitating the adaptive collaborative management of the EIMMS. This framework will also inform the selection of measurement methodologies that will developed under activity 1.4.4.
- 1.4.4 Identify and select new and improved Rio Convention indicators and measurement methodologies. This will be completed through technical working group meetings (with representation from the Rio Convention Focal Points and other key stakeholders). This work must build upon and complement past and on-going work on capacity building activities through other projects on green growth indicators. The working group will be comprised of technical experts and other specialists who will discuss and agree on the specific data, information and knowledge needs to operationalize the information sharing policy and associated regulatory and legislative requirements. Building on best practices, the technical working groups will also construct relevant gender-equality indicators to monitor and assess the extent to which gender equality is promoted.
- 1.4.5 Design and prepare a feasibility study on the EIMMS based on best practices, tools and designs. The design will be informed by the successes from other systems to meet global environmental information needs, with particular attention to experiences in neighboring countries and systems supported by other international development agencies.
- 1.4.6 Draft a set of technical interpretation material on the use of the EIMMS. This material will provide operational guidance on the use of the EIMMS. This will include learning-by-doing analytical methodologies to ensure the long-term viability of the EIMMS.
- 1.4.7 Identify, procure, and install technological requirements to set up the EIMMS through the networking among existing data and information management systems and networks. This activity includes the purchasing of the necessary hardware and software, as well as to convene meetings and workshops to set up the EIMMS and upgrading the necessary technology in appropriate systems.
- 1.4.8 Develop a tracking mechanism to monitor the use of the EIMMS. This will be informed by the data flow protocols as well as the complementary management arrangements recommended as part of activity 1.4.2 as well as the M&E framework of 1.4.3 and measurement methodologies of 1.4.4. This tracking will help demonstrate the contribution of the EIMMS to the implementation of policies, as well as the preparation of national reports under the Rio Conventions and other MEAs.

## **Output 1.5 Resource mobilization strategy**

181. This output is designed to support the financial sustainability of the EIMMS. Activities will incorporate innovative financial and economic analyses of the project that incorporate environmental and social impacts. The Resource mobilization strategy will be presented at the one-day Project Results Conference (3.1.1).

- 1.5.1 Undertake a financial and economic analysis of monitoring, enforcement and compliance of Rio Convention implementation, emphasizing realistic sources of traditional and innovative financing that will inform the development of the resource mobilization strategy. An expert working group made up of at least 20 rotating members will undertake a desk review of the drafts of the analytical report and feasibility study. Experts will be government finance and economic experts, as well as independent experts working in the private and non-profit sectors.
- 1.5.2 Draft, review, and approve resource mobilization strategy. Within the framework of the EIMMS and taking into account Guyana's green development priorities, draft a resource mobilization strategy. This strategy will be informed by best practices and lessons learned from other similar resource mobilization strategies and will include good practices for raising and allocating funds to achieve global environmental targets through decentralized decision-making. A meeting of the finance expert working group will be convened to guide the collaborative formulation and peer-review of a resource mobilization strategy.
- 1.5.3 Convene workshops to negotiate collaboration to mobilize and manage financial resources for Rio Convention mainstreaming. Based on activity 1.5.2 formulate operational procedures for the allocation of resources to finance decentralized resource management that delivers global environmental benefits through the national communications. These will be tested during project implementation and finalized by the end of the project into the EIMMS roadmap.

**Output 1.6 Test the mainstreaming and monitoring exercises through a high value programme and/or plan**

182. This output focuses on testing the improved EIMMS developed under Output 1.4, as well as the new institutional arrangements and by-laws, through a pilot project. A collaborative consultation process will be used to select a plan for mainstreaming. An accompanying manual and implementation plan will be created. Stakeholder workshops will reconcile mandates among local and regional authorities. An important feature of the pilot project will be to strengthen decentralized management of data and information, including the capacities of stakeholders at the local and regional level to play a more proactive role in policy-setting and implementation. This output comprises a set of activities that will include preparing a feasibility study to best test the implementation of a mainstreaming programme, or plan. It will also include preparing a lessons learned report to inform revisions and amendments to the training on mainstreaming so that future scaling up and replication can be more effective and sustainable.

**Activities:**

- 1.6.1 Select a high value sector development plan and sites for piloting exercises to mainstream and monitor Rio Convention implementation. The process of selection will be undertaken by a series of collaborative bilateral consultations.
- 1.6.2 Convene technical working groups to integrate Rio Conventions in the selected development plan. Working group meetings will be convened to agree on best practice approaches to help local self-government authorities to integrate Rio Convention criteria and indicators into the operationalization of local sustainable development strategies (under the green development priorities of the government). The working groups will also discuss and agree on appropriate indicators and relevant best practice approaches to strengthen women's participation in the decision-making and governance of the global environment from a national context.
- 1.6.3 Prepare a feasibility study and project document to pilot the use of the EIMMS and Rio Convention mainstreaming, with particular attention to activities at the local level. This study/project document will detail the practical implementation of the pilot exercises that will be undertaken as part of 1.6.5. This study will contain procedures for accessing best practice guidance and methodologies, and the collaborative approach to planning and Rio Convention mainstreaming.

- 1.6.4 Set up the institutional arrangements to implement the pilot exercises. Following the identification and preparation of the feasibility study/project document, this activity focuses on setting up the institutional arrangements for the pilot exercises. Most of the co-financing of this activity is in-kind by relevant government institutions to collaborate in the implementation of the pilot exercises. Indicators for each of the pilot exercises are to be developed in accordance to best practice.
- 1.6.5 Pilot activities and exercises are implemented. The pilot exercises will emphasize best practices that seek to demonstrate objectives under the three Rio Conventions in a balanced way. This will include numerous learning-by-doing workshops and exercises that will be informed by the training programme of output 2.2. Under 1.6.5, the pilot activities and exercises will also be reviewed and assessed in order to manage them adaptively.
- 1.6.6 Cull lessons learned and best practices from activities to inform EIMMS roadmap. Particular attention will be given to looking at the interaction between the national and sub-national level mainstreaming processes. The Lessons Learned Report will be presented at the one-day Project Results Conference (3.1.1). This report will be used to develop a roadmap for implementation, replication, and scaling-up. Once the draft roadmap has been drafted and peer reviewed, it will be circulated widely and discussed through a series of individual and group stakeholder consultations.

## **Component 2: Strengthening technical capacities for mainstreaming and monitoring Rio Conventions**

183. This component focuses on strengthening the technical capacities of key stakeholders, technical staff, and decision-makers that directly and indirectly affect obligations under the Rio Conventions. Best practices and innovations from this component's activities will form the basis of trainings and learn-by-doing activities to create and use knowledge to achieve global environmental outcomes.

184. All trainings under the project will take place under this component, to both strengthen stakeholders' analytical skills and methodologies for mainstreaming and monitoring, as well as trainings on the operational mechanics of the EIMMS that will be developed under component 1. The overall objective of the learning-by-doing trainings and workshops is to strengthen critical thinking of many planners and decision-makers on how to interpret and apply best practices to meet global environmental objectives.

### **Output 2.1: In-depth assessment of technical skills and know-how needed to integrate Rio Conventions into policies, programmes, and plans**

185. This output focuses on an assessment of the current technical skills will lead to learning-by-doing training to reconcile the identified weaknesses. This will lead to formulation of a long-term training programme. This output will be peer reviewed by independent experts.

#### **Activities:**

- 2.1.1 Undertake a comprehensive assessment of technical training needs necessary to integrate Rio Conventions into policies, programmes, and plans. This will be based on lessons learned and best practices on similar training needs from other countries. The assessment will cover national and sub-national training needs for data access, interpretation and use in national development projects and programmes. This assessment will be reviewed by each of the technical working groups as well as independently by peer reviewers.
- 2.1.2 Carry out baseline and end-of-project surveys on technical capacities. The baseline survey will serve as an assessment of technical skills developed under the project when compared with the result of the year-end survey. The survey would be conducted at the time of the Kick-Off and Project Results Conferences, as well as immediately before and immediately after each conference. Individuals will not only complete the survey once at the beginning of the project, but are expected to complete the survey a second time at the end of the project. This activity will include statistical

and sociological analyses, to have been completed and results presented at the Project Results Conference. Survey results will inform the design of the long-term training programme. The final results will be statistically analyzed to show incremental learning.

### **Output 2.2: Training programme and material**

186. Best practices and innovative approaches are not difficult to access in Guyana, the main problem are commitments to use these practices and approaches. This activity focuses on making these approaches more widely accessible for use by planners and decision-makers through training and awareness-raising activities. This output entails developing learning-by-trainings based on the assessment carried out under output 1.1.

#### **Activities:**

- 2.2.1 Prepare a training programme and manual to better use data and information to implement the Rio Conventions through sector development plans. The training programme will be based on the assessment under 2.1.2 as well as the relevant training under other donor-funded programmes and projects. The programme and curriculum should include training materials and modules that incorporate best practices for the sharing, collection and use of environmental data and information. Additionally, trainings will address specific skills such as land use planning, EIAs, and climate change adaptation. Participants in the training programme will include all technical government staff with responsibilities related to the collection and use of environmental data as well as relevant staffs from non-state organizations representing academia, research institutions, secondary schools and civil society. Trainings will be carried out within the structure of the regional Rio Convention mainstreaming activities.
- 2.2.2 Identify and collate best practice training material on knowledge management for use with the training programme developed under 2.2.1 and implemented under output 2.3.
- 2.2.3 Update and revise the training programme based on the results and lessons learned from project implementation. This long-term training programme is expected to be carried out after the CCCD project ends. This programme will build on the previous training activities, in particular 1.3.1 and 1.3.2.

### **Output 2.3: Training on analytical skills and methodologies to mainstream and monitor Rio Convention implementation**

187. This activity comprises a set of training activities to government staff in various ministries and agencies, as well as other key stakeholders on new and improved skills that will enhance decision-making on the global environment. The training under this output focuses on two technical aspects of the EIMMS. The first focuses on the technical skills for managing data and information, whereas the second focuses on strengthening expertise needed to create knowledge. Activities 2.4.1 to 2.4.4 focus on the first set of training, whereas activities 2.4.5 to 2.4.7 focus on training for knowledge creation. In all cases, training will be carried out through learning-by-doing workshops and related exercises. The learned skills in all training are to be designed and implemented in a way that legitimizes data, information and knowledge.

#### **Activities:**

- 2.3.1 Undertake training courses on the use of databases and information systems. Learn-by-doing exercises will help key agencies to strengthen and develop skills for better use data and information to implement Rio Conventions. This activity will be completed with other training activities of output 2.3.2 and awareness-raising activities of component 3.
- 2.3.2 Undertake learning-by-doing training workshops on analytical skills and methodologies to mainstream Rio Conventions. Stakeholders (government agencies, academia, public, and NGOs) will learn best practices on data access and interpretation for environmental management and evidence-based development planning using modules developed under activity 2.2.1. This activity



will be coordinated with other similar training workshops carried under other related projects (See Section E.1).

### **Component 3: Improving awareness of global environmental values**

188. A third component of the project focuses on a set of activities designed to strengthen awareness and understanding of the wider population of the project. This component is critical to addressing the institutional sustainability of project outputs by raising an overall understanding and greater value of how addressing global environmental obligations under the Rio Convention contribute to addressing important and immediate socio-economic development priorities. The outputs and activities under this component take a multi-pronged approach to reach a good cross-section of the population.

#### **Output 3:1 Stakeholder dialogues on the value of Rio Conventions**

189. This output includes a set of awareness-raising dialogues targeted to different group of stakeholders, such as the private sector, media, and civil society in the forest and mining communities, decision-makers from Guyana's ten regions, and expert practitioners who are working in the same field such as expert NGOs, academia and graduate students. These awareness-raising activities may be organized as dialogues or as workshops, depending on the stakeholders.

#### **Activities**

- 3.1.1 Organize and convene a one-day Kick-Off Conference and a one-day Results Conference. The Kick-Off Conference will be the beginning of the project to raise awareness of the project goal and objectives. This conference will focus on presentations and panel discussions on the challenges of meeting Rio Convention obligations and how Rio Convention mainstreaming is a high value approach to meeting and sustaining global environmental objectives and benefits. The Results Conference at the end of the project will promote the value of Rio Convention mainstreaming and mobilize commitment and resources to catalyze replication of mainstreaming best practices. This conference will focus on presentations and panel discussions on the lessons learned to mainstream Rio Convention obligations into sectoral planning frameworks, and to reaffirm the high return on investment towards meeting and sustaining global environmental objectives and benefits. Among other topics, the conferences will discuss the gender perspectives of Rio Convention mainstreaming.
- 3.1.2 Design and carry out a survey to assess understanding of Rio Convention mainstreaming. The baseline survey will serve as an assessment of awareness developed under the project when compared with the result of the year-end survey. The survey instrument will also be used to survey line ministry staff and other stakeholders on their awareness of Rio Convention priorities and on environmentally-friendly approaches to implementation of sectoral plans. The survey would be conducted at the time of the Kick-Off and Project Results Conferences, as well as immediately before and immediately after each conference. Individuals are only to complete the survey once at the beginning of the project, but are expected to complete the survey a second time at the end of the project. This activity will include statistical and sociological analyses, to be completed and results presented at the Project Results Conference. Survey results will inform the design of public awareness activities of 3.1.3-9.
- 3.1.3 Develop and validate public awareness and communication campaign plan. This activity will elaborate and organize the set of awareness-raising activities that will be undertaken by the project.
- 3.1.4 Use Internet and social media to increase the dissemination of data and information. This includes creating a Facebook page, or an appropriate social media equivalent, on environmental information and Rio Convention mainstreaming. These activities will be based on existing social media and websites. For example, the websites for various government ministries should be linked and a unified webpage that provides information about Rio Convention activities could be created. The

website will also serve as the repository for materials produced under the project. This website will require a significant investment of person-hours in its management, to ensure that it is functional on a daily basis. The website must ensure that hyperlinks to other website remain functional; discussions are moderated on a daily basis; that articles and information remain current and relevant; and to clear the registry regularly to reduce the incidences of site crashes. A feasibility study will be prepared and will include new and updated target indicators to measure the website utility and success.

- 3.1.5 Convene three (3) public policy dialogues. This activity will be structured slightly differently than the workshops, in that they will serve as a public forum for Guyanese intellectuals, leaders, and activists to present and exchange cutting-edge views on the national-global environment nexus. These dialogues will be an expanded extension of the panel discussions of the kick-off conference. These dialogues may be organized and incorporated through the University of Guyana.
- 3.1.6 Convene national and sub-national awareness workshops. These workshops will be structured and organized on the basis of the public awareness campaign developed under output 3.1.3, and use the module prepared by activity 3.1.5. Target participants will include representatives of all related ministries, parliamentarians, as well as district and municipal government planners and decision-makers, among other stakeholder representatives (e.g., NGOs, private sector, and academia).
- 3.1.7 Organize and convene private sector sensitization panel discussions on the global environmental issues. Particular attention is to be paid to their views on the impact of environmental legislation on private sector goals and how to strategically reconcile these with global environmental priorities.
- 3.1.8 Organize and convene workshops targeted to media professionals to improve environmental reporting. These workshops will enable journalists of television, radio and print to report on global environmental issues and their relevance, especially taking into account that, in general, journalists do not necessarily have a special training or understanding of Rio Convention mainstreaming issues.
- 3.1.9 Organize and convene training workshops on MEA legislative mainstreaming. These workshops will be directed to expert practitioners from non-governmental organizations, academia, and government staff that did not participate in the learn-by-doing or training exercises under output 2.3. These participants will be selected on the basis of their actual and potential involvement in future activities related to the development, monitoring, and enforcement of environmental legislation and contribution to replicating project activities.

### **Output 3.2: Brochures and articles on the Rio Conventions**

190. This output focuses on the development of brochures and articles on the Rio Conventions. These are intended to highlight the importance of the Rio Conventions and help individuals understand how their daily lives are impacted by the global environment. Activities under this output will help increase and spread pro-environmental values. During project implementation, it may be decided that posters and essay competitions would be additional options for improving pro-environmental values.

#### **Activities:**

- 3.2.1 Prepare articles on linkages between the global environment and socio-economic issues for publication in popular literature. These articles will be targeted to the general population and published in print media with a high circulation.
- 3.2.2 Publish and distribute articles and brochures in the popular media as well as many key events as possible, in particular those organized outside of the scope of this project.

### **Output 3.3: Public service announcement on environmentally friendly behavior**

191. This output is the preparation of a public service announcement that will be appropriately produced to reach targeted communities. This output includes several activities to develop and air public service announcements on provincial television. These are intended to highlight the value of the environment and the Rio Conventions and help individuals understand how their daily lives are impacted by the global environment.

#### **Activities:**

- 3.3.1 Prepare a Public Service Announcement (PSA) for provincial television and radio to promote environmental information management as well as mainstreaming of Rio Conventions into socio-economic development issues. This will involve the conceptualization of the message, the storyboarding, filming, and post-production. This will be followed by its airing at strategic intervals. The PSA video will also be shown at the awareness-raising workshops and dialogues, as well as on the relevant websites and social media.
- 3.3.2 Air the public service announcement developed in 3.3.1. This announcement should be aired throughout the four years of project implementation at strategic times and using the most appropriate media.

### **Output 3.4: Improved educational curricula and use in classes**

192. This activity is targeted to strengthening the learning of the Rio Conventions and linkages with sustainable development at middle, high-schools, universities, and vocational institutions. Stakeholders will learn best practices on data access and interpretation for environmental management and evidence-based development planning using modules developed under the project. This activity will be coordinated with other similar training workshops carried under other related projects (See Section E.1), and the training being developed and carried out by the National Center for Educational Resource Development.

#### **Activities:**

- 3.4.1 Develop and apply an awareness module for institutions on Rio Conventions mainstreaming. Stakeholders will learn best practices on data access and interpretation for environmental management and evidence-based development planning using modules developed under the project. This activity will be coordinated with other similar training workshops carried under other related projects (See Section E.1).
- 3.4.2 Prepare and integrate an environmental awareness module on the global environment and on Rio Conventions mainstreaming. This module should be designed to help students think critically about the complex social, economic, and environmental issues affecting Guyana, the surrounding region, and the global community as a whole.

### **Component 4: Updating of the National Capacity Self-Assessment**

193. By and large, the activities and outputs under this component will be undertaken during the latter part of the project, focusing on the updating of Guyana's NCSA. In particular, the updated NCSA will reflect post 2015- Sustainable Development Goals and the latest opportunities to strengthen priority foundational capacities for the global environment. The previous assessment was undertaken in 2007, and serves as a basis for the present project to strengthen targeted capacities. However, in the eight (8) years since the NCSA was undertaken, there have been a number of important policy and institutional changes that have emerged as a basis of the change in political leadership. With the new Government's development agenda emphasizing Green Development, the updating of the NCSA will serve as an opportunity to reconcile and update the current capacity challenges necessary to support the government's pursuit of Green Development in tandem with the fulfillment of Rio Convention obligations.

#### **Output 4.1: Updated assessments of capacity challenges to meet and sustain Rio Convention obligations, building upon GEF focal area enabling activities**

194. This output focuses on updating thematic assessments of capacity challenges and a cross-cutting analysis of systemic, institutional, and individual capacity development priorities.

##### **Activities:**

- 4.1.1 Prepare and validate the methodology to conduct the NCSA update. This will include a stakeholder assessment report to identify the key institutions for consultation and participation in the NCSA preparation and implementation process. The NCSA Resource Kit provides methodologies for thematic assessment. The methods most relevant for Guyana will be identified and used. National experts will prepare the thematic assessments on biodiversity, climate change, and land degradation, the drafts of which will be reviewed by the technical working groups established under the project. An NCSA Inception Workshop will be convened.
- 4.1.2 Develop and distribute questionnaire to elicit respondent's opinions about constraints at the individual, institutional, and systemic level. The questionnaire will also provide an opportunity for stakeholders to propose opportunities for synergistic and crosscutting capacity-building activities.
- 4.1.3 Conduct individual interviews to gather additional inputs on national priorities and constraints. Key stakeholders from the local and regional government, the private sector, academia, and civil society will be interviewed.
- 4.1.4 Draft thematic assessments of the challenges and opportunities to meet obligations under three Rio Conventions. As part of the reports, the capacity constraints identified will be prioritized.
- 4.1.5 Integrated cross-cutting analysis of systemic, institutional, and individual capacity development priorities. Based on the thematic assessments, a multidisciplinary working group will synthesize the results into an integrated report that identified synergies as well as prioritizes capacity development needs.

#### **Output 4.2: Capacity Development Strategy and Action Plan**

195. The goal of this output is to develop an action plan that lists concrete steps to address capacity constraints identified during Output 4.1, and to update the NCSA Final Report. In order to develop the strategy, the capacity development priorities will be organized and structured based on assessments and stakeholder consultations of Output 4.1. The Action Plan will be reconciled with Guyana's broader national priorities and other MEA obligations. The Capacity Development Strategy/Action Plan is in effect the update of the NCSA.

##### **Activities:**

- 4.2.1 Review action plans of GEF focal area enabling activities (such as the national strategies and actions plans under the three Rio Conventions). This review will provide an up-to-date synthesis of the cross-cutting capacity development needs relevant to the three Rio Conventions. Careful attention will be given not to make this exercise go beyond the scope of the capacity development needs to meet and sustain global environmental objectives, although many of these necessarily build on the need to meet national environmental priorities.
- 4.2.2 Formulate the action plan building on activities 4.1.4, 4.1.5, and 4.2.1. To address the priority capacity constraints identified in Output 4.1, the action plan will organize capacity development actions in ways that strategically facilitates and catalyzes the attainment of Guyana's sustainable development priorities. The action plan will also outline the sources of finances and monitoring of the action plan.
- 4.2.3 Draft and validate the updated NCSA Final Report. This activity will comprise a set of tasks to prepare the draft texts as well as to carry out the technical and independent reviews. The resulting document will summarize the processes and outputs of the NCSA and propose actions to address

the capacity gaps identified during the NCSA process. More specifically, the update will include: a) context and processes; b) priority capacity gaps (thematic and cross-cutting); c) strategy and action plan to address priority capacity gaps; and d) a monitoring and evaluation mechanism to measure implementation of the Action Plan. The monitoring mechanism is in effect the EIMMS created and piloted in Component 1 of this CCCD project. The basis of this report will be the analyses and reports prepared under 4.1 and 4.2. The final report will be undertaken by the project coordinator. The tasks and exercises under this activity will be supported by the three technical working groups and independent peer reviewers.

- 4.2.4 Convene a roundtable for donors to present the NCSA and Action Plan in order to leverage financial support from development partners. This will be compliment the Resource Mobilization Strategy developed under Output 1.5.
- 4.2.5 Finalize and present the NCSA Final Report and Action Plan at the Project Result Conference. This activity will serve to validate the strategic value of the updated NCSA and action plan to catalyze the cost-effective pursuit of actions that will further institutionalize global environmental benefits beyond the life of the project.

### **C.3 Sustainability and Replicability**

#### **C.3.a Sustainability**

196. The project's fundamental approach to sustainability lies in building underlying capacities to make more informed decisions on best practice approaches for integrated global environmental and sustainable development. The project will promote sustainability of outcomes through mainstreaming the use of environmental data, information, and knowledge into decision-making at the national and sub-national level. Such mainstreaming will help Guyana achieve green, low-carbon growth, which ultimately supports sustainable use of natural resources.

197. In addition to strengthening sustainability by institutionalizing best practices and lessons learned (e.g., analytical methodologies), sustainability will be assured by engaging as many social actors in the learning-by-doing exercises of the project. These exercises would be structured to encourage critical thinking as opposed to passive learning methods, and ensuring that sufficient numbers of individuals that could possibly replace out-going staff in order to reduce the impact of reduced technical capacities within government agencies and other stakeholder organizations.

198. This project is strategically designed to meet the Rio Convention priorities through a targeted set of capacity building activities that seeks to engage stakeholders, at all levels in Guyana, who are responsible for planning and making decisions that affect the global environment. Activities should therefore be implemented to involve many diverse stakeholders in order to ensure a more comprehensive and holistic approach to sustainable development. All levels of government are responsible for taking on the challenges of the global environment and meeting the convention guidelines as part of this project. Thus, the onus is every level of government to increase the use of the EIMMS to make more informed decisions. The sustainability of outcomes will be further improved through the development of stakeholder participation mechanisms. Local communities will be empowered through involvement in training and piloting activities. Stakeholder engagement should also be as early as possible, allowing for increased ownership and thus sustainability. Notwithstanding, decisions must be negotiated in a way that also ensure that all stakeholders receive satisfactory levels of benefits and equity, which are also critical to sustainability.

199. Another critical feature of the project's sustainability is its cost-effective strategy. By seeking to use existing environmental and natural resource management legislation, and existing structures for information management, this project builds upon an existing baseline of capacities. The key to success will be in reducing bureaucratic inefficiencies by improving coordination amongst line ministries.

200. The institutional sustainability of the Rio Convention mainstreaming and monitoring will be further enhanced by extensive policy dialogues and public awareness workshops. Awareness activities will include parliamentarians, civil society, high schools, NGOs, the Private sector, and indigenous and local community stakeholders. The inclusion of youths is particularly important as the addition of appropriately framed information can have an important impact on the early stages of value formation. Targeted awareness-raising activities to secure high-level commitment from key decision-makers and foster a sufficient number of project champions to sustain project outcomes following project completion.

201. Another approach to ensuring sustainability is to align multilateral environmental agreements with key national development priorities. Aligning global environmental priorities with high value sector development priorities should help strengthen the legitimacy of both priorities if they are reconciled through thoughtful and transparent consultative and decision-making processes, as well as being based on widely accepted data, information, knowledge and best practices.

202. The sustainability of the project's outcomes will also be strengthened by the project's attention to resource mobilization. To ensure the long-term existence of project outcomes, a certain amount of new and additional resources that are currently not available outside of the project's construct, are required. Thus, this project is being supported through external grants. The project's resource mobilization strategy will explore the kind of resources needed to sustain project results and identify realistic sources from both domestic and international sources. Finally, to promote sustainability of outcomes, the project will aim to capture lessons learned and institutionalize approaches so that they reach a point of operational sustainability by the end of the project.

### **C.3.b Replicability and Lessons Learned**

203. As a medium-size project, this initiative has certain limitations, namely in being able to reconcile and undertake all the necessary institutional reforms identified as needed during project implementation. Instead, this project serves as catalyst of a more long-term approach for improved decision-making for the benefit of the global environment. The value of the targeted capacities developed will be reflected through the application of the EIMMS on a high value sector development plan at the local self-government level.

204. Given that the barriers addressed by the project are largely shared by regions across Guyana, and the approaches used are transferable, the project's outcomes are replicable. The project's outcomes will contribute towards larger national policy, regulatory, fiscal, monitoring and communication initiatives in support of the Rio Conventions. This will include informing national policy development on issues such as the pursuit of green development, use of innovative financing mechanisms, and more effective stakeholder engagement approaches. Successful models will be identified and lessons learned and best practices will be captured and disseminated to promote scaling-up/replication.

205. The project's trainings and learning-by-doing exercises complemented by piloting of best practices and methodologies for monitoring and for Rio Convention mainstreaming, will serve as the basis for testing the robustness of long-term initiatives. By strengthening the institutional and technical capacities, the replicability and extension of the project strategy through future pilot projects will be greatly enhanced and the learning curve greatly reduced. Additionally, the project includes activities to formulate a programme for extending EIMMS to catalyze Rio Convention mainstreaming. This programme is effectively a roadmap for implementation, replication, and scaling-up.

206. The replication and extension of project activities is further strengthened by the large number of stakeholders that the project envisages engaging. This includes working with NGOs and civil society associations that have a strong presence and extensive reach in local communities and/or are actively supporting related capacity development work. Many such organizations operate in Guyana, and are particularly active in forestry, biodiversity conservation, and education. NGOs and institutions also play

an important role in land rehabilitation, soil conservation, and monitoring in Guyana. Project activities will be undertaken with the engagement of the private sector as well.

207. Replication will also be supported by raising awareness of the project throughout Guyana. This project will facilitate this through awareness-raising workshops with key stakeholders from the local and regional government, the private sector, academia, civil society and the media. The public service announcements on radio and television also serve the purpose of popularizing the project with the public in order to generate greater support and demand for replication activities.

208. The resource mobilization strategy will also be a key feature of the project's replicability (and sustainability as outlined above), since activities under the project and future activities outside of this project will need continued financing. By developing the institutional and technical capacities through pilot and demonstration activities, the replicability of the project is significantly enhanced as the learning curve is greatly reduced. The project will further support reducing the learning curve by undertaking an assessment of lessons learned and best practices, not only from the pilot and demonstration activities, but from the project overall.

### **C.3.c Risks and Assumptions**

209. Notwithstanding that the project's risks and association assumptions were assessed at a preliminary stage, one purpose of the project preparation phase is to undertake an in-depth assessment of these risks based on a more extensive set of consultations and review of the background documentation. A more accurate assessment of the risks was therefore possible at the end of the project document preparation phase. Additionally, due to the recent changes in government, during the project implementation, a working group will be established to further analyze and define risks and assumptions.

210. Perhaps the most important risk to the project is institutional agreements and arrangements of coordination, cooperation, and collaboration among agencies, commissions, the Office of Climate Change, and other ministries. Currently, there is limited sharing of information or collaboration among ministries and agencies. This is particularly evident in the environment sector where many stakeholders' mandates overlap and their objectives conflict. This risk is moderated by the existence of the Multi-Stakeholder Steering Committee, which enjoys important commitments. However, this body is focused on the LCDS and its mandate and membership may require reorienting. This risk is also diminished by the project's strategic design to involve diverse stakeholders in workshops to increase cooperation and undertake select institutional reforms to increase coordination.

211. Another significant risk lies in agencies, commissions, and ministries' willingness to change their internal business models, specifically in line with recommendations that better integrate Rio Convention obligations. This internal resistance to change is a natural human condition and reflects people's comfort with known policies and procedures. However, the basis for this project is that these policies and procedures could be improved. The activities of this project were strategically selected and designed to take into account these existing "business-as-usual" approaches, and to facilitate a process by which they could be improved incrementally. Most, if not all, of the activities under this project call for such incremental modifications to be made. These will not be dictated by external expertise, but rather facilitated by experts and independent advisors in order that stakeholders discuss and come to consensus agreements themselves. This approach serves to strengthen the ownership and legitimacy of the decisions reached in these stakeholder consultations, workshops, or other project exercises. For this reason, the project makes the implicit assumption that stakeholders will give the benefit of the doubt to the design of the project activities, be open to new and opposing perspectives, and actively participate in the project to negotiate issues and recommendations towards a consensus. Additionally, one of the aims of the project is to help raise awareness and understanding of Rio Convention mainstreaming.

212. Related to the risk of political commitment is a risk that some stakeholders will express concern that this CCCD project (and any project that does not fall under the LCDS) will be a distraction to their work. This project will help minimize this risk by investing time to engage key stakeholders on the value of the project during the PPG phase. The MNR will consult with the Office of Climate Change in the Office of the President, as well as convene a special meeting of the Multi-Stakeholder Steering Committee.

213. Also contributing to risks of deficient political commitment are financial concerns. Given that project results emerge through external financing and support, key project results must be sufficiently institutionalized if the larger outcomes are to be sustainable. There may be insufficient commitment to implement project recommendations for post-project activities. A main reason for this is that they may be relatively low commitment to institutionalize some project result in the absence of new external financing. For this reason, the project includes a specific output on resource mobilization to address the issue of financial sustainability. Another project design feature to address this issue is that the demonstrated value of the project may strengthen the Government's greater appreciation of the recommendations, and therefore more likely to support their approval for post-project implementation.

214. Another facet of financial risks is general financial limitations. This risk is moderate given that cash co-financing may be limited, taking into account that donors are currently vested in climate change issues under the LCDS. In order to minimize the risk of limited financial resources, the project includes a resource mobilization strategy. Additionally, during the PPG phase, consultations were undertaken to identify potential sources of co-financing. This risk is moderate given that cash co-financing may be limited, taking into account that donors are currently vested in climate change issues under the LCDS.

215. Another risk is high staff turnover due to emigration. In order to minimize the risk of staff turnover and loss of institutional memory, the many stakeholder engagement exercises of the project are designed to engage a large number of government staff and other stakeholder representatives. This is intended to come as close as possible to the minimum baseline level of shared understanding and knowledge on critical global environmental issues and best practices.

216. Finally, a risk to project objectives is the potential resistance from politically entrenched sectors that have considerable influence in Guyana. This risk is distinct from internal resistance to change. The resistance underlying this risk is due to stakeholders' goals, priorities, and relative power. This project makes the assumption that line ministries, agencies, and other relevant government authorities will avail themselves of key representatives to the development of the EIMMS and other reforms, as well as to training and public awareness activities. The consultations undertaken to develop the project, as well as the participatory approach of the project will minimize the risk of non-stakeholder participation.

#### **C.4 Stakeholder Involvement**

217. The project was conceptualized in mid-2014 with the support by UNDP and approved by the GEF Secretariat in March 2015. With grant funding from the GEF to support the project formulation process, UNDP supported the Government of the Guyana to recruit three consultants, two national and the other international. During the project development phase, desk reviews of documentation and national consultations served to elaborate on the project strategy, design, and rationale, with particular emphasis to consult as many stakeholders as possible for a more holistic conceptualization of the barriers to planning and decision-making for the global environment.

218. The preparation of the project document was supported by the UNDP Programme Management Unit, who provided constructive inputs, including background material and facilitating appointments with key stakeholder representatives. UNDP also organized both the PPG Mission Trip and PPG Validation Workshops. The PPG Mission took place between 17 and 21 August 2015 and included individual consultations. These consultations served to engage participants (i.e., stakeholder representatives from state authorities, academia, non-governmental organizations, and the private sector) on their expectations of the



project and to initiate in earnest a transparent and collaborative approach to project design. A total of 34 individuals (representing 13 institutions) provided information on issues they considered relevant to the project design. The meetings provided important context to national environmental priorities and constraints.

219. After the PPG Mission, both the national and international consultants continued to develop the project document, with the national consultants periodically consulting with key stakeholders. Gender-equality issues were considered to the extent that they were appropriate, defined by the criterion of gender inequality being a direct barrier to the access of information and creation of knowledge to inform decision-making to meet global environmental obligations.

220. One of the requirements for project formulation is the preparation of the Capacity Development Scorecard, which outlines a set of 15 indicators. This was prepared during a workshop held by the MNR, in collaboration with UNDP and 10 participants from various sectors (9 October 2015). Guidance for this exercise was based on scorecard examples from other projects and the UNDP/GEF publication *Monitoring Guidelines of Capacity Development in Global Environment Facility Projects* (Bellamy & Hill, 2010).

221. Taking into account the strategic complementarities of the project with other development partners and partner agencies, consultations during the project preparation phase was successful in leveraging significant the possibility of additional co-financing to be leveraged during project implementation.

222. The emphasis on the latter weeks of project formulation focused on the validity and relevance of the project strategy and activities. In particular, the discussions served to highlight the strategic value of the project to build upon very relevant work that the Government is undertaking with the support of the development partners in Guyana. These consultations reaffirmed the validity of the project strategy to work with these other projects and help strengthen the global environmental character, in particular to strengthen the synergies and institutional sustainability of capacities (systemic, institutional, and individual) for more informed and holistic planning and decision-making.

223. The Validation Workshop on the draft project document took place on 17 November 2015 during the second mission of the international consultant (16 -20 November 2015). After the workshop, the project document was further improved and revised to take into account inputs from the stakeholders before and during the Validation Workshop.

### Stakeholders Consulted During Project Development

Sector	Stakeholder
State authorities	<ul style="list-style-type: none"> <li>• Department of Natural Resources &amp; the Environment (now MNR)</li> <li>• Guyana Gold Board</li> <li>• Guyana Geology &amp; Mines Commission</li> <li>• Ministry of Finance</li> <li>• Guyana Bureau of Statistics</li> <li>• Ministry of Tourism</li> <li>• Guyana Forestry Commission</li> <li>• Guyana Lands &amp; Surveys Commission</li> <li>• Ministry of Communities</li> <li>• Environmental Protection Agency</li> <li>• Wildlife Division</li> <li>• Office Of Climate Change</li> <li>• Protected Areas Commission</li> <li>• Ministry of Indigenous Peoples' Affairs</li> </ul>
Academia and Research Institutions	<ul style="list-style-type: none"> <li>• University of Guyana</li> </ul>

Sector	Stakeholder
CSOs/NGOs	<ul style="list-style-type: none"> <li>Iwokrama International Centre for Rain Forest Conservation and Development</li> <li>Conservation International Guyana</li> </ul>
Private Sector	<ul style="list-style-type: none"> <li>Private Sector Commission</li> <li>Tourism &amp; Hospitality Association of Guyana</li> </ul>
Indigenous People	<ul style="list-style-type: none"> <li>North Rupununi District Development Board</li> </ul>
Gender	<ul style="list-style-type: none"> <li>Guyana Women and Gender Equality Commission</li> </ul>

### Stakeholder Involvement in Project Implementation

224. Taking an adaptive collaborative management approach to execution, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. This includes being involved as part of an expert team for each of the three Rio Conventions, or, as a staff to get training on best practice and methods for data and information collection and analysis.

225. Although the Project will not have any direct impacts on indigenous people land and resources, the application of the principles of Free Prior and Informed Consent might be necessary to avoid risks which might arise from policy changes and/or the use of local knowledge in the Project design and implementation. Gender-equality issues will be considered to the extent that they are appropriate, defined by the criterion of gender inequality being a direct barrier to the access of information and creation of knowledge to inform decision-making to meet global environmental obligations.

Stakeholder	Mandate	Possible roles in project execution
Ministry of Natural Resources	Oversee policy coordination of the various environmental agencies, and institutions (EPA, GGB, GGMC, GFC, PAC, and WMA) except the OCC and GLSC.	As the executing government agency, MNR will be responsible for overall implementation of the project and establishment of the EIMMS.
Government Agencies and Institutions	These include bodies with particular mandates for Guyana's natural resources and environment or bodies whose work impacts the environment. Further information is found in paragraphs 95 to 107.	<ul style="list-style-type: none"> <li>Participation in capacity building working group meetings</li> <li>Contributions to capacity needs assessment</li> <li>Participation in policy and finance core team</li> <li>Participation in high-level policy dialogue events</li> <li>Participation in national stakeholders fora</li> <li>Contribution to identify type and format of environmental information</li> <li>Contribution to the determination of appropriate environmental information channels and flow</li> <li>Contribution to national level Rio Convention mainstreaming</li> <li>Contribution to national level long-term mainstreaming strategy</li> <li>Beneficiaries of mainstreaming activities</li> <li>Beneficiaries of awareness raising and skill development activities</li> </ul>
Provincial and Local Government	These stakeholders are responsible for planning, development, and implementation at	Their roles would be to support the implementation of the project at the local levels. They can support the project

Stakeholder	Mandate	Possible roles in project execution
	the community levels. They work closely with the NGOs and CBOs.	activities and also benefit from the project capacity building activities. <ul style="list-style-type: none"> <li>• Participation in national stakeholders fora</li> <li>• Participation in learning networks</li> <li>• Participation in learning activities</li> </ul>
NGOs	These would include organizations active in project landscapes, such as Conservation International, World Wildlife Fund, the Guyana Marine Turtles Conservation Society, Guyana Society for Biodiversity and Ecosystems and the Guyana Amazon Tropical Birds Society.	Their roles would be to work in collaboration with MNR to implement activities of the project. Additionally, they can be potential financial or technical partners, providing needed data and information and at the same time benefit from the project <ul style="list-style-type: none"> <li>• Participation in learning events</li> <li>• Participate in developing strategy for replication and up-scaling of</li> </ul>
Private Sector	Development project proponents and investors whose operations are regulated by the EPA, in terms of environmental management. These stakeholders are among the main users of ecosystem services	They can be potential financial and technical partners, and sources of data and information. <ul style="list-style-type: none"> <li>• Participation in national stakeholders fora</li> <li>• Participation in learning events</li> </ul>
Academia and Research Institutions	These centers of knowledge creation offer important comparative advantages of providing new data and information for better planning and decision-making to protect the global environment. These organizations include the University of Guyana and Centre for the study of Biological Diversity	<ul style="list-style-type: none"> <li>• Repositories of environmental data and information, and creators of knowledge</li> <li>• Participation in learning events and national stakeholder fora.</li> </ul>
Indigenous People	These include a range of social actors that promote the interest of indigenous people such as the National Toshias Council, North Rupununi District Development Board, and South Central People's Development Association	<ul style="list-style-type: none"> <li>• Participation in national stakeholders fora</li> <li>• Participation in learning events</li> </ul>
Coastal populations (rural communities)	This includes individuals who face the greatest threat from the negative impacts of climate change and flooding	<ul style="list-style-type: none"> <li>• Participation in national stakeholders fora</li> <li>• Participation in learning events</li> </ul>
Gender	These include a range of social actors that serve to promote the interest of gender, such as the Guyana Women and Gender Equality Commission, Women Affairs Bureau, and Men Affairs Bureau	<ul style="list-style-type: none"> <li>• Participation in national stakeholders fora</li> <li>• Participation in learning events</li> </ul>

## C.5 Monitoring and Evaluation

226. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team and the UNDP Country Office (UNDP-CO) will undertake monitoring and evaluation activities, with support from UNDP-GEF, including by independent evaluators in the case of the final evaluation. The logical framework matrix in Annex 4 provides a logical structure for monitoring

project performance and delivery using SMART indicators during project implementation. The output budget and the work plan in the UNDP project document provide additional information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables. Annex 5 provides a breakdown of the total GEF budget by outcome, project management costs, and allocated disbursements on a per year basis. A GEF tracking tool for CCCD will be used as part of monitoring and evaluation activities to assess project delivery. The work plan is provisional, and is to be reviewed during the first project board and endorsed at the project initiation workshop.

227. The following sections outline the principle components of monitoring and evaluation. The project's monitoring and evaluation approach will be discussed during the project's initiation report so as to fine-tune indicators and means of verification, as well as an explanation and full definition of project staff M&E responsibilities.

228. A project initiation workshop will be conducted with the full project team, National Project Director, relevant government counterparts, co-financing partners, the UNDP-CO, with representation from the UNDP-GEF Regional Coordinating Unit as appropriate. Non-governmental stakeholders should be represented at this workshop.

229. A fundamental objective of this initiation workshop will be to further instill an understanding and ownership of the project's goals and objectives among the project team, government and other stakeholder groups. The workshop also serves to finalize preparation of the project's first annual work plan on the basis of the project's log-frame matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan with precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project.

230. Specifically, the project initiation workshop will: a) introduce project staff to the UNDP-GEF expanded team that will support the project during its implementation, namely the CO and responsible Project Management Unit<sup>5</sup> (PMU) staff; b) detail the roles, support services and complementary responsibilities of UNDP-CO and PMU staff with respect to the project team; c) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the combined Annual Project Reports - Project Implementation Reviews (APR/PIRs), Project Board meetings, as well as final evaluation. The initiation workshop will also provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and mandatory budget re-phasing.

231. The initiation workshop will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for PMU staff and associated decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

232. The initiation workshop will present a schedule of M&E-related meetings and reports. The Project Coordinator in consultation with UNDP will develop this schedule, and will include: a) tentative time frames for Project Board meetings, and the timing of near-term project activities, such as the in-depth review of literature on natural resource valuation; and b) project-related monitoring and evaluation activities. The provisional work plan will be approved in the first meeting of the Project Board.

233. Day-to-day monitoring of implementation progress will be the responsibility of the Project Coordinator based on the project's Annual Work Plan and its indicators. The Project Coordinator will

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<sup>5</sup> The Project Management Unit will be an administrative extension of the MNR, with technical and administrative support from the UNDP.

inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

234. The Project Coordinator will fine-tune outcome and performance indicators in consultation with the full project team at the initiation workshop, with support from UNDP-CO and assisted by the UNDP-GEF. Specific targets for the first year implementation performance indicators, together with their means of verification, will be developed at the initiation workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the Executing Agency (MNR), among other key project partners sitting on the Project Board.

235. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through the provision of quarterly reports from the Project Coordinator. Furthermore, specific meetings may be scheduled between the PMU, the UNDP-CO and other pertinent stakeholders as deemed appropriate and relevant (particularly the Project Board members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

236. Annual Monitoring will occur through the Annual Project Board meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Project Board meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the Project Board, the Project Coordinator will prepare harmonized Annual Project Report / Project Implementation Reviews (APR/PIR) and submit it to UNDP-CO, the UNDP-GEF Regional Coordination Unit, and all Project Board members at least two weeks prior to the meeting for review and comments<sup>6</sup>.

237. The APR/PIR will be used as one of the basic documents for discussions in the Project Board year-end meeting. The Project Coordinator will present the APR/PIR to the Project Board members, highlighting policy issues and recommendations for the decision of the Committee participants. The Project Coordinator will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and Project Board meetings are contained with the M&E Information Kit available through UNDP-GEF.

238. The terminal review meeting is held by the Project Board, with invitation to other relevant Government and municipal stakeholders as necessary, in the last month of project operations. The Project Coordinator is responsible for preparing the terminal review report and submitting it to UNDP-COs, the UNDP-GEF Regional Coordinating Unit, and all participants of the terminal review meeting. The terminal review report will be drafted at least one month in advance of the terminal review meeting, in order to allow for timely review and to serve as the basis for discussion. The terminal review report considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. The report also decides whether any actions remain necessary, particularly in relation to the sustainability of project outputs and outcomes, and acts as a vehicle through that lessons learned can be captured to feed into other projects under implementation or formulation. The terminal review meeting should refer to the independent final evaluation report, conclusions and recommendations as appropriate.

239. The UNDP-CO, in consultation with the UNDP-GEF Regional Coordinator and members of the Project Board, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs.

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<sup>6</sup> See paragraph 285 for further information about the Project board.

240. A project initiation report will be prepared immediately following the initiation workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP-CO, the UNDP-GEF Regional Coordinating Unit, or consultants, as well as time-frames for meetings of the project decision-making structures (e.g., Project Board). The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months' time-frame.

241. The initiation report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation, including any unforeseen or newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in that to respond with comments or queries.

242. The combined Annual Progress Report (APR) and Project Implementation Review (PIR) is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. As a self-assessment report by project management to the Country Office, the APR/PIR is a key input to the year-end Project Board meetings. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for Project Coordinators and offers the main vehicle for extracting lessons from on-going projects. These two reporting requirements are very similar in input, purpose and timing and they have now been amalgamated into a single APR/PIR Report.

243. An APR/PIR is to be prepared on an annual basis by June, but should be completed well before this deadline (at least one month) in order to be considered at the Project Board meeting. The purpose of the APR/PIR is to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The APR/PIR is discussed by the Project Board, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders.

244. A standard format/template for the APR/PIR is provided by UNDP/GEF. This includes but is not limited to reporting the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome;
- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative);
- Project outputs delivered per project outcome (annual);
- The constraints experienced in the progress towards results and the reasons for these;
- The three (at most) major constraints to achievement of results;
- Annual Work Plans and related expenditure reports;
- Lessons learned; and
- Clear recommendations for future orientation in addressing key problems in lack of progress.

245. UNDP will analyze the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project's structure, indicators, work plan, among others, and view a past history of delivery and assessment.

246. Quarterly Progress Reports are short reports outlining the main updates in project performance, and are to be provided quarterly to the UNDP Country Office. UNDP-CO will provide guidelines for the preparation of these reports, which will be shared with the UNDP-GEF RCU.

247. During the last three months of the project, the PMU will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project's activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs.

248. An independent final evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; and c) present initial lessons learned about project design, implementation and management. Findings of this evaluation will be incorporated as lessons learned, and recommendations for improvement addressed to ensure the institutional sustainability of project outputs, particular for the replication of project activities. The final evaluation will also look at project outcomes and their sustainability. The final evaluation should also provide recommendations for follow-up activities, as appropriate. The terms of reference for the final evaluation will be prepared by the UNDP-CO based on guidance from the UNDP-GEF Regional Coordinating Unit, in consultation with the MNR.

249. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC) website. Learning and knowledge sharing will serve the following purposes:

- a. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.
- b. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.
- c. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

250. The project will meet the following communications and visibility requirements:

- a. Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: [http://www.thegef.org/gef/GEF\\_logo](http://www.thegef.org/gef/GEF_logo). The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.
- b. Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at [http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08\\_Branding\\_the\\_GEF%20final\\_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf). Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

- c. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

251. Audit on project will follow UNDP Financial Regulations and Rules and applicable Audit policies. A project financial management system will be established to provide for accountability, and annual audits will be performed. The Project Coordinator will provide the UNDP Resident Representative with certified periodic financial statements and an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP's Programming and Finance manuals. The audit will be conducted by the legally recognized auditor of UNDP Guyana. The project will be applying the National Implementation Modality (NIM) and will follow standard UNDP rules and regulations, as per the NIM authorization for the Guyana Country Programme 2012-2016 (Government of Guyana, 2012).

252. Gender equality: The project will pay particular attention to tracking gender issues in accordance to GEF and UNDP guidance on gender mainstreaming and gender balance<sup>7</sup>. Meeting reports for all project workshops and dialogues will be prepared and include participants lists that tracks gender balance as well as their social location, e.g., government director, civil society representative, journalist, etc. Each workshop should also include an agenda item to discuss the substantive issues at hand from a gender perspective and reported in the meeting reports appropriately, with the recommendations tracked in the Quarterly Progress Reports and the annual Project Implementation Reviews.

#### M&E Work Plan and Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> <li>▪ Project Manager</li> <li>▪ UNDP CO, UNDP GEF</li> </ul>	Indicative cost: 10,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> <li>▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members.</li> </ul>	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> <li>▪ Oversight by Project Manager</li> <li>▪ Project team</li> </ul>	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RTA</li> <li>▪ UNDP EEG</li> </ul>	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> </ul>	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	Indicative cost: N/A	Not mandatory for MSP: At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team,</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> </ul>	Indicative cost : 20,000	At least three months before the end of project implementation

<sup>7</sup> See (GEF, 2013) and (United Nations Development Programme, 2014).



Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
	<ul style="list-style-type: none"> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>		
Project Terminal Report	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ local consultant</li> </ul>	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ Project manager and team</li> </ul>	Indicative cost per year: 3,000	Yearly
Visits to field sites	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ UNDP RCU (as appropriate)</li> <li>▪ Government representatives</li> </ul>	For GEF supported projects, paid from IA fees and operational budget	Yearly
<b>TOTAL indicative COST</b> Excluding project team staff time and UNDP staff and travel expenses		US\$ 42,000	

## D. Financing

### D.1 Financing Plan

253. The total financing for the project is US\$ 2.326 million, with a US\$ 1.05 million cash contribution from the GEF and co-financing in the amount of US\$ 1.276 million from the Ministry of Natural Resources of the Ministry of the Presidency, as well as the government agencies of the Environmental Protection Agency, Guyana Lands and Surveys Commission, and the Office of Climate Change, as well as cash co-financing from UNDP. The financing for the project is allocated across four technical project components and a fifth component for project management services. **Error! Reference source not found.** below details this allocation.

	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Component 1: Institutional capacities for mainstreaming and monitoring	505,000	546,000	1,051,000
Component 2: Technical capacities for mainstreaming and monitoring	170,000	145,000	315,000
Component 3: Awareness of global environmental values	240,000	370,000	610,000
Component 4: Updating of NCSA	50,000	82,000	132,000
Project Management	85,000	133,100	218,100
<b>Total project costs</b>	<b>1,050,000</b>	<b>1,276,100</b>	<b>2,326,100</b>

254. The GEF financing will be used to finance project goods and services that require procurement, such as the recruitment of experts and specialists and the renting of workshop venues. Co-financing on the other hand will be largely in-kind, estimated by the active engagement of sufficiently large numbers of government staff and other stakeholders in various project activities, among other in-kind contributions such as the administrative and overhead costs incurred by partner and participating organizations.

255. Although not costed, the sustainable development baseline is significant and reflected by the important number of projects and activities that are outlined in the section on project linkages (E.1.a). No GEF financing will be used, directly or indirectly, for overseas study tours as this is not a cost-effective use of resources.

### D.2 Cost-Effectiveness

	Estimated Staff weeks	GEF (\$)	Co-Financing UNDP (\$)	Co-Financing Gov't in-kind (\$)	Project Total (\$)
Locally recruited personnel: Project Coordinator	70	35,000	0	22,000	57,000
Locally recruited personnel: Project Assistant	60	12,000	0	0	12,000
Internationally recruited personnel: Evaluation Specialist	4	15,000	5,000	10,000	30,000
Office facilities and communications		6,000	27,000	30,100	63,100
Travel		9,000	12,000	4,000	25,000
Professional Services (Audit)		0	6,000	17,000	23,000
Direct Project Costs		8,000	0	0	8,000
<b>Total project management cost</b>		<b>85,000</b>	<b>50,000</b>	<b>83,100</b>	<b>218,100</b>

#### Budget Notes:

- a Part-time Project Coordinator. See Annex 6
- b Part-time Project Assistant. See Annex 6
- c An independent M&E specialist familiar with CCCD will evaluate the project

- d GEF funds will be used to finance international communications. UNDP funds will cover the costs of office and furniture rental
- e GEF will finance the travel of the international M&E specialist and key in-country travel for national consultants
- f UNDP will finance the required audits.
- g GEF will reimburse UNDP for the costs associated with the delivery of direct project services

256. The cost-effectiveness of the project is first exemplified by the relatively low project management costs, which are estimated at US\$ 218,100 over the 48 months of implementation, and that are financed by the GEF, UNDP and Government. This low cost is attributed to the expectation that over the course of the project's implementation, partner organizations with comparative advantages in particular project activities will be recruited to carry out particular activities. Examples are the National Center for Educational Resource Development on training, Iwokrama that has good ties with local communities and indigenous peoples, and the Private Sector Commission that plays an important role in supporting the active engagement of the private sector in public development projects. This allows for the project to recruit a part-time project coordinator and part-time project assistant to coordinate project activities.

257. Most of the GEF funding will be spent on national resources, human and otherwise, with a limited portion used to procure goods and services internationally. This includes an international consultant to undertake the independent final evaluation of the project and an international technical specialist that is an expert in capacity development to ensure congruency with GEF technical guidelines for CCCD and other related best practices, as well as to provide overall technical backstopping to the project. Overseas procurement may be required to secure technological hardware and software to set up the environmental information management and monitoring system.

258. The cost-effectiveness of the project is also shown by the project's strategy to strengthen targeted capacities to make better planning and governance decisions to conserve the global environment within the framework of sustainable development priorities. This will be achieved by the project building on high value sector development programme and/or plan, and strengthen existing data, information, and knowledge management systems to make them more effective to integrate/mainstream global environmental priorities. This comes at a significant lower cost than having to create a new information management and monitoring system.

259. The project, and in particular the GEF increment, will also be used to remove targeted barriers that limit the mainstreaming of Rio Convention criteria and indicators into the preparation and testing of planning frameworks, such as limited sharing of data and information.

260. The cost-effectiveness of the project is also reflected by the relatively low percentage of the budget for project management. However, this is more a need due to the low amount of resources available. This necessitated the contracting of a part-time project coordinator, part-time project assistant, and the need to enter into cooperative agreements with partner organizations in Guyana to carry out appropriate activities, as outlined in paragraph 256 above. The project management unit will be located within the MNR, which will cover administrative and overhead costs. GEF funds that are allocated to the technical components will *not* be used for project management services whatsoever. The GEF increment for project management is a low 3.7%, with the total percentage for project management being 9.5%. See Table 8.

<b>Table 8: Project Budget Component by Contribution Type</b>	<b>Contribution (US\$)</b>	<b>Percentage (%)</b>
Component 1: GEF	505,000	21.7
Component 1: Co-Financing	546,000	23.5
Component 2: GEF	170,000	7.3
Component 2: Co-Financing	145,000	6.2
Component 3: GEF	240,000	10.3
Component 3: Co-Financing	370,000	15.9
Component 4: GEF	50,000	2.1

<b>Table 8: Project Budget Component by Contribution Type</b>	<b>Contribution (US\$)</b>	<b>Percentage (%)</b>
Component 4: Co-Financing	82,000	3.5
Project Management: GEF	85,000	3.7
Project Management: Co-Financing	133,100	5.7
<b>Total</b>	<b>2,326,100</b>	<b>100.0</b>

261. Of the US\$ 2.276 million allocated to carry out project activities, approximately 22% is to recruit technical assistance to carry out project activities. This amounts to US\$ 520,000 that will be used for 10 national experts and specialists and one international technical specialist on capacity development. Table 9 lists the consultants to be recruited under the project, the Terms of References for which are outlined in Annex 6.

<b>Table 9: Financing of Local Consultants<sup>8</sup></b>	<b>Estimated Staff weeks</b>	<b>GEF (\$)</b>	<b>Co-Financing (\$)</b>	<b>Project Total (\$)</b>
UNCBD Specialist	119	59,500	0	59,500
CCD Specialist	119	59,500	0	59,500
UNFCCC Specialist	119	59,500	0	59,500
Public Administration Specialist	128	64,000	0	64,000
IT and Knowledge Management Specialist	99	49,500	0	49,500
Policy/Legal Expert	76	38,000	0	38,000
Environmental Sociologist	87	43,500	0	43,500
Sector Specialist <sup>9</sup>	119	59,500	0	59,500
Environmental Education Specialist	104	52,000	0	52,000
Website Designer	10	5,000	0	5,000
Sub-total		<b>490,000</b>	<b>0</b>	<b>490,000</b>
<b>International Technical Specialist</b>	12	30,000	0	30,000
<b>Total</b>		<b>520,000</b>	<b>0</b>	<b>520,000</b>

### D.3 Co-financing

262. The GEF increment has leveraged an estimated US\$ 1.276 million in co-financing from national sources, representing a leverage power of 1.3 to 1. This is a conservative estimate as the in-kind contributions from a number of expected partner organizations are not costed and have yet to be confirmed. Table 10 lists the sources and amounts of project co-financing.

<b>Table 10: Sources of Co-financing</b>	<b>Name of Co-financier</b>	<b>Type of Co-financing</b>	<b>Amount (\$)</b>
Government	MNR	In-Kind	550,000
Government	EPA	In-Kind	330,000
Government	GLSC	In-Kind	342,000
Government	OCC	In-Kind	4,100
GEF Implementing Agency	UNDP	Cash	50,000
<b>Total Co-financing</b>			<b>1,276,100</b>

<sup>8</sup> Hiring of a communications specialist will be considered.

<sup>9</sup> The extractive sector will be considered, with GGMC being the beneficiary of capacity building. Other critical sectors should be considered.

#### D.4 Total Budget

<b>Award ID:</b>	00096369
<b>Project ID:</b>	00100292
<b>Award Title:</b>	<b>Strengthening technical capacities to mainstream and monitor Rio Convention implementation through policy coordination</b>
<b>Business Unit:</b>	<b>GUY10</b>
<b>Project Title:</b>	<b>Strengthening technical capacities to mainstream and monitor Rio Convention implementation through policy coordination</b>
<b>PIMS No:</b>	<b>5332</b>
<b>Implementing Partner</b>	Ministry of Natural Resources

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	Notes	Budget
<b>COMPONENT 1:</b> Institutional capacities on Rio Convention mainstreaming and monitoring	MNR	62000	GEF	71300	Local Consultants	67,500	77,500	67,500	62,500	275,000		1
				71200	International Consultants	4,000	3,500	3,500	4,000	15,000		2
				72800	IT Equipment	0	40,000	0	20,000	60,000		3
				75700	Trainings, Workshops, Conferences	35,000	37,500	37,500	35,000	145,000		4
				74200	Audio Visual & Print Prod Costs	2,500	2,500	2,500	2,500	10,000		5
					<b>Sub-total GEF</b>	<b>109,000</b>	<b>161,000</b>	<b>111,000</b>	<b>124,000</b>	<b>505,000</b>		
	<b>Total Outcome 1</b>	<b>109,000</b>	<b>161,000</b>	<b>111,000</b>	<b>124,000</b>	<b>505,000</b>						
<b>COMPONENT 2:</b> Technical capacities for mainstreaming and monitoring Rio Conventions	MNR	62000	GEF	71300	Local Consultants	31,500	21,500	28,000	22,000	103,000		1
				71200	International Consultants	1,500	1,000	1,500	1,000	5,000		2
				75700	Trainings, Workshops, Conferences	8,000	23,000	23,000	8,000	62,000		4
					<b>Sub-total GEF</b>	<b>41,000</b>	<b>45,500</b>	<b>52,500</b>	<b>31,000</b>	<b>170,000</b>		
	<b>Total Outcome 2</b>	<b>41,000</b>	<b>45,500</b>	<b>52,500</b>	<b>31,000</b>	<b>170,000</b>						
<b>COMPONENT 3:</b> Awareness of global environmental values	MNR	62000	GEF	71300	Local Consultants	25,500	21,000	17,500	21,000	85,000		1
				71200	International Consultants	1,500	1,500	1,500	1,500	6,000		2
				75700	Learnings, Workshops, conferences	37,500	18,500	18,500	37,500	112,000		4
				71400	Contractual Services - Individual	1,500	1,500	1,500	1,500	6,000		6
				74200	Audio Visual & Print Prod Costs	1,500	1,500	1,500	1,500	6,000		5
				72100	Contractual Services - companies	16,000	3,000	3,000	3,000	25,000		7
					<b>Sub-total GEF</b>	<b>83,500</b>	<b>47,000</b>	<b>43,500</b>	<b>66,000</b>	<b>240,000</b>		
	<b>Total Outcome 3</b>	<b>83,500</b>	<b>47,000</b>	<b>43,500</b>	<b>66,000</b>	<b>240,000</b>						
<b>COMPONENT 4:</b> National Capacity	MNR	62000	GEF	71300	Local Consultants	0	0	16,000	11,000	27,000		1
				71200	International Consultants	0	0	2,000	2,000	4,000		2
				75700	Trainings, Workshops, Conferences	0	0	7,000	7,000	14,000		4

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	Budget Notes		
Self-Assessment update				72100	Contractual Services: Companies	0	0	2,500	2,500	5,000	7		
					<b>Sub-total GEF</b>	<b>0</b>	<b>0</b>	<b>27,500</b>	<b>22,500</b>	<b>50,000</b>			
					<b>Total Outcome 4</b>	<b>0</b>	<b>0</b>	<b>27,500</b>	<b>22,500</b>	<b>50,000</b>			
Project Management	MNR/UNDP	62000	GEF	71400	Contractual Services - Individual	12,000	12,000	12,000	11,000	47,000	8		
				71200	International Consultants	0	0	0	15,000	15,000	9		
				73100	Rental & Maintenance-Premises: Office facilities and communications	1,500	1,500	1,500	1,500	6,000	10		
				71600	Travel	2,000	2,500	2,500	2,000	9,000	11		
				74598	Direct Project Costs – General Operating Expenses	2,000	2,000	2,000	2,000	8,000	15		
					<b>Sub-total GEF</b>	<b>17,500</b>	<b>18,000</b>	<b>18,000</b>	<b>31,500</b>	<b>85,000</b>			
		04000	UNDP	73100	Rental & Maintenance-Premises: Office facilities and communications	7,000	7,000	7,000	6,000	27,000	13		
				74100	Professional Services (Audit)	3,000	3,000	3,000	3,000	12,000	12		
				71200	International Consultants: International Expert Final Evaluation	0	0	0	5,000	5,000	20		
				71600	Travel	1,500	1,500	1,500	1,500	6,000	14		
					<b>Sub-total UNDP</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>15,500</b>	<b>50,000</b>			
							<b>Total Project Management</b>	<b>29,000</b>	<b>29,500</b>	<b>29,500</b>	<b>47,000</b>	<b>135,000</b>	
							<b>GEF Total</b>	<b>251,000</b>	<b>271,500</b>	<b>252,500</b>	<b>275,000</b>	<b>1,050,000</b>	
					<b>UNDP Total</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>15,500</b>	<b>50,000</b>			
					<b>Total</b>	<b>262,500</b>	<b>283,000</b>	<b>264,000</b>	<b>290,500</b>	<b>1,100,000</b>			

### **Budget Notes:**

- 1 Local or regional experts or specialist will be recruited: UNCBD Specialist, CCD Specialist, UNFCCC Specialist, Public Administration Specialist, IT and Knowledge Management Specialist, Policy/Legal Expert, Environmental Sociologist, Lead Sector Specialist, Environmental Education Specialist, Website Designer. See Annex 6.
- 2 Capacity Development Specialist: Technical advisory services will be provided to help the project remain consistent with overall GEF CCCD strategy
- 3 The technology will be procured from a private company that provides the best available technology for the EIMMS
- 4 Learning-by-doing workshop venue costs. Venue costs will be kept low by having the workshops convened in host government agencies conference facilities to the extent possible, Key consultations: Venue rental and catering costs, Validation and peer review workshops venue costs: Key analyses will be peer reviewed, followed by their validation at stakeholder workshops; Kick-Off and Project Results Conferences: Venue and catering costs, including travel and per diem for key invited speakers; Awareness-raising workshops and dialogues GEF will finance per diem for stakeholder participation at the field-based workshops and dialogues include venue and catering costs.
- 5 Printing and publication costs of key documentation for training purposes; workshop materials
- 6 Graduate students will be recruited to prepare articles for awareness-raising activities
- 7 A video production company will be contracted to produce a public service announcement; A non-state entity will be contracted to manage and promote a website on behalf of the MNR
- 8 Part-time Project Coordinator. Part-time Project Assistant. See Annex 6
- 9 An independent M&E specialist familiar with CCCD will evaluate the project
- 10 GEF funds will be used to finance international communications
- 11 GEF will finance the travel of the international M&E specialist
- 12 UNDP will finance the required audits.
- 13 UNDP funds will cover the costs of office and furniture rental
- 14 UNDP will finance key local travel
- 15 Direct project services costs as per Letter of Agreement (Annex 7)

## **E. Institutional Coordination and Support**

### **E.1 Core Commitments and Linkages**

#### **E.1.a Linkages to other activities and programmes**

263. There are a number of initiatives with which this project will be appropriately coordinated, in particular those that receive GEF financing. This will include the GEF-funded project (UNDP) “Minamata Initial Assessment for Guyana” that is undertaking activities to help Guyana implement the Minamata Convention on Mercury. The two components of this project are: a) create an enabling environment for decision-making regarding the implementation of the Minamata Convention, and b) develop a national mercury profile and a mercury initial assessment report. Project activities include a review of policy and regulatory frameworks, and reviewing and developing institutional capacity needs. Environmental awareness raising activities are also part of the project. This CCCD project will explore opportunities to build on these activities to achieve synergies, such as organizing awareness raising activities to be organized jointly.

264. Another important related project is the GEF/UNDP “Enhancing Biodiversity Protection through Strengthened Monitoring, Enforcement and Uptake of Environmental Regulations in Guyana’s Gold Mining Sector.” Implementation for this project began in 2014. The project is expected to end in 2017. The objective of this project is to improve monitoring and implementation of biodiversity-friendly practices in gold mining in order to protect biodiversity and maintain ecosystem functionality. So far, project activities have already resulted in new communication, information technology, and audio-visual equipment to strengthen EPA’s capacities for monitoring and enforcement. The CCCD project’s EIMMS will look for opportunities to link monitoring activities in a way that creates synergies and reducing unnecessary overlap, while maintaining the appropriate level of redundancy to ensure the EIMMS is resilient.

265. The IADB with GEF funding is implementing the “Sustainable Energy Program.” The objective of this programme is to “promote and support sustainable energy programs in Guyana.” Included in this project are activities to generate knowledge, disseminate information about energy efficiency, and an awareness campaign. The CCCD project will link its awareness raising activities with this project in order to create synergies and achieve cost-effectiveness.

266. UNEP, with GEF financing, is implementing “Enabling Activities for The Stockholm Convention on Persistent Organic Pollutants (POPs): Development of a National Implementation Plan”. This project was set to end in November 2015. The CCCD project will explore the extent to which recommendations from the POPs plan can be implemented and/or achieved as a project co-benefit.

267. Guyana is also benefitting from GEF resources to undertake an alignment of the National Action Plan (NAP) for Land Degradation with the UNCCD’s 10 Year Strategy in Guyana (“Support the Alignment of Guyana’s National Action Plan to the UNCCD’s 10-Year (2008-2018) Strategic Plan”). This project was approved in December 2013, and was executed by the Guyana Lands and Surveys Commission. This CCCD project will take into account capacity development activities of the NAP alignment project to ensure that there is no overlap, but instead look for opportunistic complementarities and synergies during implementation. Since implementation began, the project has resulted in a stocktaking of relevant plans, policies and reports, a review and assessment of current national indicator, and the development and alignment of the indicators of Guyana’s NAP to the UNCCD 10-Year Strategic Plan. The project also included efforts to increase awareness about land degradation.

268. In addition to these and other GEF-funded projects, there are a number of other non-GEF funded projects that contain related capacity building activities, and with which this project will require appropriate coordination.



269. First and foremost is Norway's US\$ 250million agreement under LCDS and REDD+. Coordination will be undertaken through consultations between the Multi-Stakeholder Steering Committee, the Executive Boards of the agencies and commissions, and the Natural Resources and Environment Advisory Committee (NREAC), as well as the Cabinet Sub-Committee on Environment and Natural Resources. The agreement is performance based payments for measured and verified reduction in deforestation and forest degradation. Certain enabling activities are also included in the agreement.

270. The LCDS Outreach Programme of the OCC aims at increasing the capacity of key sectors and groups to understand and incorporate issues related to climate change and the LCDS within the context of their mandates. Associated with the LCDS is the Guyana REDD+ Investment Fund which is a trust fund for financing activities under the Low Carbon Development Strategy. Under this fund is the \$7 million "Institutional Strengthening in support of Guyana LCDS" project. This project is being implemented by the Office of Climate Change and the Guyana Forestry Commission, the objective of which is to improve national institutional capacities to address the impacts of Climate Change, meet its commitments under Reducing Emissions from Deforestation, Forest Degradation and Sustainable Forest Management partnerships, and to ensure the implementation of the Low Carbon Development Strategy. The project focuses on designing and implementing a MRV system. Activities include developing tools for decision-support in the context of integrated natural resources management, and institutional strengthening of key government bodies. This project has very strategic linkages with the CCCD project in that the EIMMS would contribute to the realization and institutional sustainability of the planned MRV system.

271. Also under the Guyana REDD+ Investment Fund is the Amerindian Land Titling project which seeks to complete land titling and demarcation, while strengthen existing mechanisms to deal with unresolved land issues and improve the communication and outreach efforts of the Ministry of Indigenous Peoples' Affairs.

272. The Inter-American Development Bank (IDB) is providing a policy-based loan in the amount of US\$ 16.92 million to Guyana to strengthen the environmental sector, a project that was approved in December 2013. This project is comprised of four components: a) macro-economic stability; b) regulatory framework; c) institutional strengthening; and d) monitoring, reporting and verification system. Specifically, the project will support measures to update the country's regulatory framework to maintain low rates of deforestation and forest degradation caused by mining, logging and agriculture, as well as to improve the government's institutional capacity to enforce legislation. The IDB project will be used to strengthen institutional capacities of the MNR given its mandate in promoting and implementing the LCDS. However, given that the IDB project is focused on climate change issues, there will be an imbalance on related capacities on biodiversity and land degradation.

273. The Technical Cooperation Fund under the Forest Carbon Partnership Facility for Guyana is another of IDB's investments on institutional capacity development. The general objective of the Technical Cooperation Fund is to assist Guyana in establishing enabling frameworks and building capacity for REDD+. Component 1, "strengthening the efficacy, accountability and transparency of national readiness management and institutional arrangements and increase stakeholder consultation and participation in REDD+ implementation," aligns with the CCCD project activities.

274. The Caribbean Development Bank is providing US\$ 25 million for the "Sea and River Defense Resilience Project – Guyana." The outcome of this project is enhanced resilience to coastal and riverine hazards and the effects of climate change through a strengthened sea and river defense systems. The project includes a component on capacity building in shoreline change monitoring and analysis, a component on community awareness and education, and a component on monitoring and evaluation.

275. Another related project that ended in December 2014 the Guiana Shield Facility funded with support from the European Union. This project set out to protect biodiversity through the implementation of valuation methodologies, payment of ecosystem services, and adoption of new technologies.

276. The World Bank is funding three education projects. Both the “Guyana Early Childhood Education Project” and the “Guyana Secondary Education Improvement Project” contribute to the higher level objectives, which are aligned with the new strategic document for Guyana. These objectives include education quality through teacher training, and environmental resilience and sustainability. The environmental objectives focuses on helping Guyana establish a pilot protected forest areas that are sustainably managed by local communities. One component of the Guyana Secondary Education Improvement Project is to strengthen institutional capacity. This component includes the design, development and implementation of an education management and information system. The “University of Guyana Science and Technology Support” project is based on three components: Education Quality Improvement Program, Infrastructure rehabilitation, and Institutional Capacity Building. Overall, these three projects align with activities and objectives of this CCCD project.

277. Guyana is also involved in regional projects backed by the GIZ. The overall objective of the “Adapting to climate change in the Caribbean to conserve natural resources and diversify farming and forest management (Energy and Climate Fund)” is to improve the adaptation of farmland and forest management so that the impacts of climate change are reduced in the participating countries. The overall objective of the “Strengthening the Amazon Cooperation Treaty Organization (ACTO)” is to ensure that the ACTO has the capacity to help Member States develop and implement regionally coordinated policies for sustainable development in the Amazonia region. The overall objective of the “Management of coastal resources and conservation of marine biodiversity in the Caribbean” is improved management of protected marine and coastal areas in selected member states of the Caribbean Community (CARICOM).

278. The soon-to-be launched Climate Technology Needs Assessment being undertaken by the OCC in collaboration with UNEP and the Technical University of Denmark aims to assist Guyana to identify and prioritize technology (equipment, techniques, practical knowledge and skills) needs to reduce greenhouse gas emissions and mitigate the impacts of climate change, i.e., reduce the nation’s vulnerability to climate change.

## **UNDP Guyana**

279. UNDP Guyana operates under a concept called Sustainable Human Development which entails fighting poverty through supporting human development in a sustainable way. Thus, in Guyana UNDP emphases poverty reduction, energy and environment, and democratic governance. One way that UNDP Guyana works with the Government of Guyana is through a Country Programme. The 2012-2016 Country Programme Action Plan has three outcomes which directly relate to the UNDAF thematic areas of Human and Social Development, Environment and Sustainable Development, Inclusive Growth and Inclusive Governance. The CPAP outcomes are: a) strengthened institutional and regulatory capacities of government and CSOs so that services for women, the poor, and indigenous populations are developed; b) strengthen institutional capacity of human rights commissions, improve how Parliament functions, and improve public trust and confidence in national institutions, communities, NGOs; and c) enhanced capacity of institutions that manage natural resources and disaster risk.

## **E.2 Implementation and Execution Arrangements**

280. Taking an adaptive and collaborative management approach to implementation, the project will ensure that key stakeholders are involved early and throughout project implementation as partners for development. This includes their participation in the Project Board, review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities.

281. This project will be implemented through the National Implementation Modality (NIM) as per the NIM project management implementation agreed by UNDP and the Government of Guyana. The UNDP

Country Office will act as the GEF Implementing Agency and will perform procurement and human resource services.

282. The UNDP will provide direct project services in accordance to the Standard Letter of Agreement between UNDP and the Government of Guyana for the provision of project support services (See Annex 7).

283. UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing. The Executing Agency is the Ministry of Natural Resources, who will assign a National Project Director to chair the Project Board and make available its staff and network of experts to participate in all relevant project activities. The part-time Project Coordinator will be recruited to work with the National Project Director to oversee the implementation of project activities by project partners. A Project Assistant will be recruited on a part-time basis to support the implementation and coordination of project activities. While the Project Coordinator will work out of the MNR’s offices, the Project Assistant will be based in the UNDP Country Office.

284. Since the Focal Point for the UNCCD and the UNCBD are the Guyana Lands and Surveys Commission and the Environmental Protection Agency, respectively, these offices will be senior beneficiaries, also providing in-kind co-financing. Figure 2 depicts the project’s basic implementation and execution framework. UNDP will be the Senior Supplier, providing technical guidance and support for the cost-effective procurement and implementation of project services and activities, including project implementation oversight through regular monitoring and reporting. The basic implementation and execution framework is as follows:

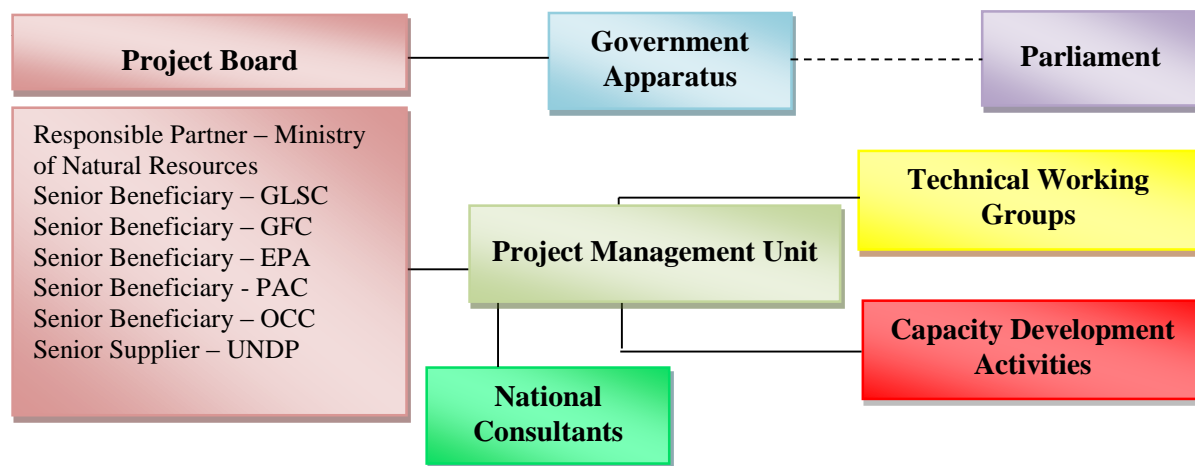


Figure 2: Project implementation actors

285. **Project Board:** This Board is specifically established by the project to provide management oversight of project activities and is to be chaired by the MNR. The Board will review progress and evaluation reports, and approve programmatic modifications to project implementation, as appropriate and in accordance to UNDP procedures. In addition to the MNR, government membership of the Project Board will include the Environmental Protection Agency, the Guyana Lands and Surveys Commission, the Office of Climate Change, the Protected Areas Commission, and the Guyana Forestry Commission, as well as representatives from the line ministries responsible and their respective state agencies. Non-state stakeholders will also be represented on the Project Board, namely from the private sector, academic and research institutions, NGOs, and CSOs.

286. The Project Board will be responsible for making management decisions for the project, in particular when guidance is required by the Project Coordinator. The Project Board will play a critical role in project monitoring and evaluations by assuring the quality of these processes and associated products, and by using evaluations for improving performance, accountability and learning. The Project Board will also ensure that the required resources are committed on a timely basis. The Project Board will also arbitrate any conflicts within the project and facilitate negotiations to a good resolution of issues. In addition, the Project Board will approve the appointment and responsibilities of the Project Coordinator and the delegation of project assurance responsibilities. Taking into account the approved Annual Work Plan and based on the findings and recommendations of the Quarterly Progress Reports, the Project Board may also consider and approve the quarterly work plans and approve any essential deviation after receiving prior approval from UNDP-GEF Regional Technical Advisor. The Project Board will meet three (3) times per year at the UNDP Country Office Headquarters. Meetings will be co-financed by UNDP. The first such meeting will be held within the first six (6) months of the start of project implementation. At the initial stage of project implementation, the Project Board may, if deemed advantageous, wish to meet more frequently to build common understanding and to ensure that the project is initiated properly. To ensure UNDP accountability for project results, Project Board decisions will be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency, and effective international competition. In the event that consensus cannot be reached, the final decision will rest with UNDP/GEF.

287. Senior Supplier: The primary function of the Senior Supplier is to provide guidance regarding the technical feasibility of the project. This includes technical guidance on designing, developing, facilitating, procuring, and implementing the project.

288. Senior Beneficiary: These individuals represent the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function is to ensure the realization of project results from the perspective of project beneficiaries. These individuals will validate the needs and monitor the proposed solutions to ensure that those needs are met within the provisions of the project.

289. National Project Director: A senior government official will be designated at the National Project Director (NPD), and will be responsible for management oversight of the project. The NPD will devote a significant part of his/her working time on the project. Duties and responsibilities of the NPD are described in Annex 6. In the fulfillment of his/her responsibilities, the NPD will be supported by the Project Board and a part-time Project Coordinator.

290. Project Coordinator: A Project Coordinator will oversee the project implementation on a part-time basis under the guidance of the Project Board, and with the support of UNDP Guyana. In addition to overseeing the implementation of the project's capacity development activities, the Project Coordinator will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures.

291. Project Management Unit: In consultation with the MNR, UNDP will establish a Project Management Unit for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a part-time Project Coordinator and supported by a part-time Project Assistant.

292. Consultants: The project will contract 10 national experts/specialists as consultants to provide specialized expertise to carrying out project activities outlined in components 1, 2, 3 and 4. This will include drafting technical texts that serve as discussion material for the learning-by-doing workshops, as well as being presenters and resource persons for the awareness-raising dialogues. Annex 6 outlines the indicative Terms of References for these national consultants.

293. The project will also contract two international consultants. An independent evaluation expert to undertake a final evaluation of the project three (3) months prior to project closure will be recruited. The

project will also recruit a chief technical advisor to provide technical guidance during project implementation.

294. Capacity Development Activities: The project will take an adaptive collaborative management approach to implementation. That is, UNDP and MNR will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

295. Technical Working Groups: Working groups comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups will discuss and deliberate on a) strengthening inter-agency coordination to effectively manage environmental information and the decision support system, b) structuring improved data and information management arrangements, c) identifying and selecting new and improved Rio Convention indicators and measurement methodologies, d) integrating Rio Conventions in the selected development plan, e) reviewing assessments conducted under the project, and f) supporting assessments such of the assessment of technical skills and thematic assessments.

296. Stakeholder Consultations: These consultations will focus on the active participation of stakeholders in project activities as well as management. Stakeholder representatives will be invited to actively engage as participants in the validation of project activities, training, and learn-by-doing exercises. A special meeting of stakeholders will take place prior to the meeting of the Project Advisory Board to make recommendations for their consideration as part of the project's adaptive collaborative management.

297. GEF Visibility: Visibility of GEF financial support will be ensured by using the global GEF branding in all electronic and printed materials. The GEF logo will appear on all relevant project publications, including amongst others, project hardware and other purchases with GEF funds. Any citation in publications regarding projects funded by GEF will acknowledge the GEF. Logos of the Implementing Agencies and the Executing Agency will also appear on all publications. Where other agencies and project partners have provided support (through co-financing) their logos may also appear on project publications. Full compliance will be made with the GEF's Communication and Visibility Guidelines<sup>10</sup>.

## **F. Legal Context**

298. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA (or other appropriate governing agreement) and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

299. The implementing partner will put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; as well as assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

300. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

301. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP/GEF hereunder

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<sup>10</sup> See [http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08\\_Branding\\_the\\_GEF%20final\\_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf).

do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document The list can be accessed via:

**<http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>**.

**PART II: ANNEXES**

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**Annex 1: Capacity Development Scorecard**

**Project Name:** Strengthening Technical Capacities to Mainstream and Monitor Rio Convention Implementation through Policy Coordination

**Project Cycle Phase:** Project Preparation

**Date:** 9 October 2015

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
<b>CR 1: Capacities for engagement</b>						
Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations	Organizational responsibilities for environmental management are not clearly defined	0	2	The MNR has limitations in its central role in the environmental sector, and in enacting directives to other ministries and institutions that have impacts on the environment. The authority of environmental organizations, while partially recognized, is not widely recognized. Additionally, there is a need to raise awareness of stakeholders as to the differentiated roles and comparative advantages of the various environmental organizations in Guyana.	The project will improve the ability of key environmental organizations to carry out their mandates and other responsibilities focusing on the use of data, information, and knowledge to better integrate global environmental objectives into national policy and planning frameworks. The awareness and sensitization of social actors in the non-environmental sectors, decision-makers, non-state stakeholders, and the civil society in general will be targeted in component 3 in order to increase the recognition of environmental organizations’ mandates and legitimacy.	2, 3
	Organizational responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0	2	There are a number of cooperation agreements, however most of the MOUs are not updated and most are not operational. Thus, co-management/participation experiences are lacking in Guyana.	Notwithstanding the current set of cooperative agreements among certain government bodies, the project will assess their effectiveness and lessons learned in order to facilitate the development of new agreements and/or the updating and operationalization of current MOUs. Importantly, the project will develop an appropriate	2
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Comprehensive co-management mechanisms are formally established and are operational/functional	3			cooperative agreement and arrangement(s) with non-state stakeholder organizations.	
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0	3	Experts representing the academic community and NGOs are involved in the decision-making process on environmental issues through a number of mechanisms, such as the Multi-State Stakeholder Committee. Notwithstanding, there are important instances when key stakeholders are not adequately informed or invited to participate on key issues for which they have expertise or an interest.	The learning-by-doing approach of this project is intended to allow stakeholders to actively participate and build long-term technical capacities to better understand and apply global environmental indicators. Particular attention will be given to demonstrating the value of teamwork among government agencies and other stakeholders with a view to integrating global environmental priorities into development plans at the national and sub-national levels.  The project will also promote awareness and agreement on the various comparative advantages of different stakeholder organizations to promote global environment values and make stakeholders more influential in decision-making.	2, 3
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
.... Add your own indicator(s)						
<b>CR 2: Capacities to generate, access and use information and knowledge</b>						
Indicator 4 – Degree of environmental	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0	2	A relatively high level of awareness exists among the heads of institutions, but this awareness does not extend to	The project will involve as many stakeholders as possible in various activities in order to increase the number of people	2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
awareness of stakeholders	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1		lower levels. Currently, institutional priorities overshadow the priorities of the Rio Conventions. There is also a need for more time to be invested in information dissemination and a dedicated focus on MEAs in national work plans	who have an improved understanding and value of the global environment. The project will also assess baseline awareness as well as end-of-project awareness of stakeholders in order to determine the extent to which awareness is increasing. However, increased awareness may not be fully attributable to the CCCD project.  Awareness-raising will be directed to all stakeholder groups, i.e., government staffs at all levels, parliamentarians, the private sector, academia, journalists, youth, and local civil society. Particular attention will be directed to awareness-raising at the local level and indigenous communities.	
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0	2	There are numerous issues with access to data. Currently, data availability and access is limited. Additionally, data formats are incompatible across institutions, thereby limiting their access to important data and information.  There is a need to revise and develop compatible reporting formats in order to increase the value of data and information and strengthen inter-agency collaboration.	The project will develop and test an environmental information management and monitoring system. Information campaigns will be undertaken, including outreach sessions on the Rio Conventions and other MEAs. These are intended to strengthen access and sharing, as well as a more shared understanding and interpretation of environmental information across diverse stakeholders.	2
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0	1	While there are a small number of environmental education programmes and similar initiatives at formal and informal education levels, they are not comprehensive and nor do not reach all audiences. Additionally, budgetary limitations prevent the development and implementation of environmental education programmes.	Technical materials and information materials targeted on the linkage between the global environment and national socio-economic issues will be developed.  Instructors at the secondary and university level will have access to more recent knowledge on the critical issues related to the global environment to help better capacitate their teaching and training activities.	3
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extend of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0	2	Environmental research is not adequately linked with policy development. Additionally, research is limited as there is a lack of research priorities, and donor interest is not compatible with national research needs.	Stakeholder representatives, in particular staffs from government, NGOs, academia, and the research community, will be brought together to discuss and agree on best practicable approaches to collaborate and coordinate their respective activities with a view to maximizing the utility of high quality data, information and knowledge.	1
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0	2	<p>Knowledge associated with local traditions is not sufficiently used, resulting in the loss of value knowledge and culture. There is a high dependence on external consultants to conduct research.</p> <p>There is a critical need to develop and use traditional knowledge in planning and decision-making, with particular attention to the technical capacities of local stakeholders.</p>	<p>The project’s assessment exercises will include an in-depth analysis of the barriers and opportunities to improve the access and use of traditional knowledge through best practices applicable Guyana. This includes balancing traditional knowledge with that of more modern methods of knowledge creation for informing policy formulation and implementation. To this end, the project will make every effort to engage local community and civil society representatives who can objectively represent this category of stakeholders in various project activities.</p>	2
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
.... Add your own indicator(s)						
<b>CR 3: Capacities for strategy, policy and legislation development</b>						
Indicator 9 – Extent of the environmental planning and strategy	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0	2	Plans and strategies exist but resources are insufficient to allow for proper implementation by most agencies and organizations. Opportunities	A key set of capacities that will be developed by the project will be on improved coordination and collaboration to share and use data, information, and knowledge	1,2

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
development process	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1		for achieving cost-effectiveness and synergies are not capitalized due to weak, if non-existent, coordination.	for planning and decision-making purposes.	
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0	1	Guyana has a limited number of environmental policies and legislation in place, and those that exist are inadequately supported by regulatory controls, monitoring, and enforcement mechanisms.	The project will focus on key reforms in policy, legislation, and implementation in accordance with the provisions under the Rio Conventions through by-laws and/or associated operational guidance. For these to have a meaningful impact, they will need to be formally approved.	1, 2, 4
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and	3				
					This project will also strengthen targeted organizational relationships, promoting and forging stronger partnerships and commitments. These will be directed towards improved collaboration and coordination that will increase the effectiveness of existing	

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	enforcement mechanism is established and functions				<p>capacities to monitor and formulate better planning frameworks for the global environment.</p> <p>A very important feature of the project is to pilot and test the early implementation of the environmental information management and monitoring system in order further validate its value as well as its institutionalization.</p> <p>By updating the National Capacity Self-Assessment, the project will review the current set of systemic, institutional, and individual capacities that inform the strength and weaknesses of the Guyana's enabling conditions to realize global environmental benefits.</p>	
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0	1	While there is ample available information, it is not easily available or accessible due in part by the lack of a centralized database. Data and information is also not readily accessible to decision-makers due to the relatively weak collaboration as well as the inability of decision-makers not knowing how best to use the information and knowledge being made available. The lack of access to data is also due to the weak	The project will assess and strengthen existing consultative and decision-making structures and mechanisms to make more effective and integrated decisions on the global environment. Moreover, the project includes the design and implementation of an environmental information management and monitoring system that will serve to increase access to data, information and knowledge, as well as a robust training programme that will strengthen critical thinking and impart new and improved	1, 2, 3
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3		culture of evidence-based decision-making.	analytical tools and processes. A public awareness campaign will increase the number of stakeholders that understand the relationship between local action and the global environment, with particular attention to strengthening the consensus on the impacts of local action on the global environment.	
.... Add your own indicator(s)						
<b>CR 4: Capacities for management and implementation</b>						
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for their programmes and projects and the requirements have not been assessed	0	2	Guyana benefits from important overseas development aid to improve environmental management and governance, including a large grant (up to US\$ 250 million) from the Government of Norway. However, these funds are not evenly distributed, with many institutions and agencies suffering from limited funds. This is exacerbated by the duplication of activities among institutions and agencies, resulting in inefficient use of the financial resources that they currently receive.	In order to alleviate financial barriers to the implementation of the Conventions, MEA technical committees will organize a resource mobilization strategy to perform a set of resource mobilization activities in a coordinated manner ( <i>i.e.</i> , audit the resource need; Identify target donors; Outline the approach for each donor; Develop targeted messages for advocacy; Track performance of funds and provide accountability, among others).	2
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0	2	The required skills for mainstreaming the global environment into development planning frameworks actually exist in Guyana. However, they are not fully utilized due in large part from brain drain, given the opportunity for earning greater salaries overseas, and inadequate opportunities in the country to use these skills in comparison to alternate employment opportunities in the country. Furthermore, these skills are largely dependent on external funding through short-term offerings and initiatives, in particular development projects. Most of the skills are also characterized by being either outdated or incompatible with other technologies and techniques.	A key feature of the project is the learning-by-doing workshops and exercises in order to foster greater critical thinking among a sufficiently large number of social actors and stakeholders of environmental management and governance. The institutionalization of these skills will also be addressed by the development of an extensive programme of training, information dissemination and advocacy, as well as a resource mobilization strategy to implement this programme over the long-term.	1, 2, 3
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
.... Add your own indicator(s)						
<b>CR 5: Capacities to monitor and evaluate</b>						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0	1	There are limited examples of an adequate project/programme monitoring and evaluation in place in Guyana. While Guyana has implemented numerous environmental programmes and projects, and important levels of external	The project will pay special attention to strengthen monitoring and compliance of the environmental laws through the environmental information management and monitoring system, targeted strengthening of policy, legislative, and regulative	2
	An adequate resourced monitoring framework is in place	1				



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	but project monitoring is irregularly conducted			financing, insufficient level of funding is directed towards the development of capacities to develop robust monitoring frameworks and indicators.	frameworks, and enhanced organizational processes and procedures, accompanied by skills training.	
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0	0	In spite of the monitoring programmes that exist in Guyana, their subsequent evaluation remains virtually non-existent due to insufficient priority and funding.	Programme evaluation is a critical part of the project, reflected by the learning-by-doing workshops and exercises to mainstream the global environment into development planning frameworks. These will call upon the critical analysis of existing policies, plans and other initiatives with a view to better understand their strengths, weaknesses, opportunities, threats, and gaps, and to strategically integrate innovative approaches to Rio Convention mainstreaming.	1
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
					programmes, legislative and regulatory frameworks , and natural resource management regimes.	
.... Add your own indicator(s)						

**Annex 2: Logical Framework**

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<b>Long-term goal: To strengthen a set of important capacities for Guyana to make better decisions to meet and sustain global environmental obligations</b>					
<p><b>Project objective:</b></p> <p>To strengthen technical capacities for mainstreaming and monitoring the achievement of Rio Convention objectives</p> <p>To update the NCSA</p>	<p><b>Outcome indicators:</b></p> <ul style="list-style-type: none"> <li>▪ Strengthened environmental information management and monitoring system (EIMMS) for improved implementation of the Rio Conventions</li> <li>▪ Institutional and technical capacities are strengthened for enhanced to create knowledge and mainstream Rio Conventions within national development frameworks</li> <li>▪ Improved awareness and environmental education on the linkages between Rio Conventions and national sustainable development objectives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requirements of the Rio Conventions are not adequately incorporated in sectoral development planning</li> <li>▪ Guyana’s environmental information monitoring and management system is inadequate</li> <li>▪ There is little inter-ministerial coordination on the implementation of natural resource and environmental policies</li> <li>▪ Despite the availability of scientific knowledge the data are not sufficiently used in the formulation of strategies or policy instruments</li> </ul>	<p><b>By the end of the project:</b></p> <ul style="list-style-type: none"> <li>▪ There is an increase in the appreciation and awareness of the Rio Conventions among technical staffs in and outside of the government as well as the general public</li> <li>▪ Rio Convention obligations are being better implemented through an integrated system of data and information management</li> <li>▪ Increased capacity within relevant stakeholder groups to handle data and information relevant to the Rio Convention</li> <li>▪ There is an increase in coordination between government groups and other stakeholders</li> <li>▪ NCSA Action Plan and Final Report updated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting Minutes<sup>11</sup></li> <li>▪ Working Group and workshop reports and products</li> <li>▪ UNDP quarterly progress reports</li> <li>▪ Independent final evaluation reports</li> <li>▪ Rio Convention national reports and communications</li> <li>▪ GEF Cross-Cutting Capacity Development Scorecard</li> </ul>	<ul style="list-style-type: none"> <li>▪ Internal resistance to change</li> <li>▪ Political commitment to apply institutional reforms</li> <li>▪ Lack of a policy or legislation to facilitate national consensus of key data and information</li> <li>▪ The project will be executed in a transparent, holistic, adaptive, and collaborative manner</li> <li>▪ Government staff and non-state stakeholder representatives are actively engaged in the project</li> <li>▪ Policy and institutional reforms and modifications recommended by the project and the EIMMS programme are politically, technically, and financially feasible and approved by the</li> </ul>

<sup>11</sup> Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
	<ul style="list-style-type: none"> <li>Updated NCSA Action Plan and Final Report</li> </ul>				Project Board
<b>Outcome 1: Strengthening institutional capacities to mainstream and monitor Rio Convention implementation through development policies, programmes and plans</b>					
<b>Output 1.1</b> <b>Assessment of policy framework and institutional arrangements for mainstreaming and monitoring of Rio Convention implementation</b>	<ul style="list-style-type: none"> <li>Analysis of Guyana's environmental policy and legislation, and their compliance from a Rio Convention perspective</li> <li>SWOT and gap analysis of institutional arrangements related to Rio Convention implementation</li> <li>Assessment of the existing environmental databases and information management systems</li> </ul>	<ul style="list-style-type: none"> <li>Guyana has adopted a number of key policies and programmes to govern key aspects of environmental and natural resource management, but the implementation and enforcement of policy, legislation, and regulation remains weak</li> <li>Institutional structures are in need of clearly defined mandates and operational plans</li> <li>Guyana's legislation suffers from numerous issues including overlapping and contradictory provisions, and laws that contain sectoral or corporate interests that contradict government policy</li> <li>Principles concerning the decentralization of natural resource management and the delegation of some authorities to local</li> </ul>	<ul style="list-style-type: none"> <li>Composition of the three technical working groups is agreed on by the Project Board by month 4</li> <li>Technical working group will meet every three (3) months for the first 12 months, and every quarter for the rest of the project</li> <li>Individual peer reviewers are identified and selected by month 4</li> <li>The three (3) thematic analyses as well as the SWOT and gap analysis of Guyana's environmental governance are drafted by month 6</li> <li>Assessment of existing environmental databases and information management systems is completed by month 6</li> <li>Draft assessment reports are peer reviewed by month 6, validated by stakeholders by month 7, and finalized and approved by the Project</li> </ul>	<ul style="list-style-type: none"> <li>Policy recommendation</li> <li>Working Group and workshop reports and products</li> <li>Workshop materials and attendance lists</li> <li>Updated texts</li> <li>Meeting minutes</li> <li>The three in-depth thematic analyses</li> <li>Synthesis report</li> <li>SWOT and gap analysis report</li> <li>Assessment report of existing environmental databases</li> </ul>	<ul style="list-style-type: none"> <li>Institutions and working groups are open to change</li> <li>Members of the technical committees will be comprised of proactive experts and project champions</li> <li>Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>The approval process is transparent and deemed valid by all stakeholders</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
		<p>government bodies are inadequately regulated</p> <ul style="list-style-type: none"> <li>Guyana's environmental information monitoring and management system is inadequate</li> </ul>	<p>Board by month 8</p> <ul style="list-style-type: none"> <li>The synthesis report is drafted and endorsed by the technical working groups by month 8</li> <li>Report of best practice web-based tools is drafted by month 8</li> <li>Recommendations for the required technological hardware and software is prepared by month 8</li> </ul>		
<p><b>Output 1.2:</b> <b>Formulate by-laws and operational guidance to mainstream Rio Conventions into policies</b></p>	<ul style="list-style-type: none"> <li>Learning-by-doing training workshops to reconcile weaknesses and gaps in key environmental policies and legal instruments</li> <li>Formulated and approved by-laws, policy, legislative, and other or regulatory instruments and operational guidelines to mainstream Rio Conventions</li> <li>Formulated and</li> <li>Distribution of updated codes, laws and relevant texts pertaining to environmental</li> </ul>	<ul style="list-style-type: none"> <li>There is an institutionalized culture of competition among and within agencies rather than cooperation or collaboration</li> <li>Cooperation between government groups remains uneven, with important gaps of coverage</li> <li>Institutional collaboration among government entities with non-governmental stakeholders is generally low</li> <li>To a limited extent, experts representing the academic community and NGOs are involved in the decision-making process, but there are instances when key stakeholders are not adequately informed or</li> </ul>	<ul style="list-style-type: none"> <li>Learning-by-doing workshops will begin by month 9, and are held in month 19 and 25</li> <li>Operational guidelines are drafted by month 15, peer reviewed by independent experts by month 17 and finalized by month 19</li> <li>Guidelines are validated in stakeholder workshop by month 21</li> <li>Targeted policy and legal instruments are presented by month 20 and are approved by month 26</li> <li>Legal and regulatory texts are prepared, collated, and distributed by month 14</li> <li>Workshops are convened every 6 months (month 21,27,34,40) until month 40</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Working Group and workshop reports and products, e.g., Needs and Assessment and Operational Guidelines</li> <li>Workshop materials and attendance lists</li> <li>Policy recommendation</li> <li>Updated texts, e.g., legal and regulatory texts</li> </ul>	<ul style="list-style-type: none"> <li>The right representation from the various government ministries, departments, and agencies participate in project activities</li> <li>The approval process is transparent and deemed valid by all stakeholders</li> <li>Institutions and working groups are open to change</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
	protection	invited to participate on key issues for which they have expertise or comparative advantages	to present texts to new stakeholders and to update them as appropriate <ul style="list-style-type: none"> <li>Up-to-date texts are collected by month 18 and organized into a compendium of documentation for wide distribution by month 21. Full distribution of the compendium is completed by month 24.</li> </ul>		
<b>Output 1.3: Undertake targeted institutional reforms for Rio Convention monitoring and mainstreaming</b>	<ul style="list-style-type: none"> <li>Programme for carrying out recommended institutional reforms of output 1.1</li> <li>Technical working groups negotiate and institutionalize better consultative and decision-making processes</li> <li>Memoranda of agreement on sharing data and consultative and decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>The brain-drain from Guyana negatively affects the efficiency of institutions as the resulting high staff turn overs leads to a limited institutional memory. This limited institutional memory poses its own barriers, not the least of which is aggravating the already low national capacity for coordinated environmental actions among institutions with obligations under MEAs.</li> <li>A silo-approach is prevalent among national environmental agencies. This approach has led to limited inter-agency consultations and strong resistance to institutional change for global</li> </ul>	<ul style="list-style-type: none"> <li>Programme for carrying out reforms is structured by month 12</li> <li>Technical working groups are first convened by month 5 and meet every 6 months until month 40</li> <li>Negotiations for memoranda of agreement begin by month 11</li> <li>Memorandum of agreement is drafted by month 14, signed by partner agencies and key non-state stakeholder organizations to share data and information per institutional reforms by month 17</li> <li>Memoranda is under implementation between months 17 and 28</li> <li>Memoranda of agreement is</li> </ul>	<ul style="list-style-type: none"> <li>Finalized programme</li> <li>Memoranda of agreement</li> <li>Meeting minutes</li> <li>Working Group and workshop reports and products</li> </ul>	<ul style="list-style-type: none"> <li>Institutions and workings groups are open to proposed coordination agreements and there is no active institutional resistance</li> <li>Agreement to cooperate on modifying existing mandates and authorities on legislative oversight is realistic</li> <li>The right representation from the various government ministries, departments, and agencies participate in project activities</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
		<p>environmental objectives. Additionally, many of these agencies complete their strategy documents and actions plans without demonstrating synergies in strategies, available resources, activities, and responsible personnel.</p> <ul style="list-style-type: none"> <li>▪ Although the government of Guyana has established the Multi-Stakeholder Steering Group, a Guyana Parliamentary Sector Committee on Natural Resources, the Natural Resource and Environment Advisory Committee, and the Land Selection Committee to develop capacity for coordinated actions and promote synergy among legislations, policies, strategies and action plans, a lack of coordination persists.</li> <li>▪ Related to the silo-approach is limited collaboration with non-government stakeholders including NGOs and indigenous groups.</li> <li>▪ There is inadequate capacity to execute coordinated actions. When</li> </ul>	<p>reviewed and amended as needed by month 28</p> <ul style="list-style-type: none"> <li>▪ Memoranda of agreement is reviewed based on lessons learned by month 41</li> <li>▪ By month 44 the memoranda of agreement is updated and finalized for post project agreement</li> <li>▪ Gender balance is indicated by at least 50% participation by women by the end of the project and assessed in the independent final evaluation</li> </ul>		

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
		<p>inter-institutional cooperation exists, the lack of skilled manpower combined with inadequate funding limits coordinated actions regarding the Conventions.</p> <ul style="list-style-type: none"> <li>While the MNR oversees policy coordination among environmental organization, it lacks the skills and knowledge to contribute to a more holistic approach of policy implementation through the lens of the Rio Conventions obligations.</li> </ul>			
<p><b>Output 1.4:</b> <b>Strengthen an institutional mechanism for the long-term monitoring of Rio Convention implementation</b></p>	<ul style="list-style-type: none"> <li>Existing environmental databases and information management systems strengthened</li> <li>Improved data and information management arrangements</li> <li>Existing M&amp;E frameworks improved to provide a key basis for systematically tracking and facilitating the</li> </ul>	<ul style="list-style-type: none"> <li>Guyana lacks a monitoring mechanism to ensure that obligations under conventions are achieved. This limitation stems from several factors including inadequacies in human, technological and financial resources. Collectively, these shortcomings in monitoring prevent the country from meeting its obligations under MEAs.</li> </ul>	<ul style="list-style-type: none"> <li>Technical working group meets by month 8 and completes meetings by month 12. Recommendations are drafted by month 20, and finalized by month 30</li> <li>Institutional architecture for the storage and transformation of data and information is constructed by month 12</li> <li>Environmental databases and information management system are strengthened by month 12</li> <li>Four public stakeholder dialogue workshops on</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Working Group and workshop reports and products</li> <li>Workshop materials and attendance lists</li> </ul>	<ul style="list-style-type: none"> <li>Frameworks developed by the project are politically, technically, and financially feasible</li> <li>Indicators developed by the project are technically sound</li> </ul>



Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
	<p>adaptive collaborative management of the EIMMS</p> <ul style="list-style-type: none"> <li>▪ New and improved Rio Convention indicators and measurement methodologies selected</li> <li>▪ Feasibility study on the EIMMS based on best practices, tools and designs</li> <li>▪ Technical interpretation material on the use of the EIMMS</li> <li>▪ EIMMS set up through networking existing data and information management systems and networks</li> <li>▪ Technological requirements to set up EIMMS installed</li> <li>▪ Tracking mechanism to monitor the use of the EIMMS</li> </ul>		<p>improving EIMMS are convened between month 24 and month 36</p> <ul style="list-style-type: none"> <li>▪ Each constituent public dialogue is attended by at least 50 key representatives</li> <li>▪ M&amp;E framework is developed by month 12, peer reviewed and approved by month 20, and finalized by Project Board by month 31</li> <li>▪ Feasibility study is completed by month 15</li> <li>▪ Appropriate set of Rio Convention indicators and measurement methodologies are selected by month 15</li> <li>▪ Technical interpretation material is drafted by month 17, peer reviewed by month 23, and updated and finalized by the Project Board by month 38</li> <li>▪ Technology is identified, procurement is secured and installation begins by month 21 and is completed by month 31</li> <li>▪ Technological needs and installation are reviewed by month 31 and updated as needed</li> <li>▪ Technological requirements</li> </ul>		

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
			<p>are fully set up and the system is fully operational and compatible with other systems by month 38</p> <ul style="list-style-type: none"> <li>Tracking mechanism is developed by month 17 and finalized by month 30</li> </ul>		
<p><b>Output 1.5:</b></p> <p><b>Resource mobilization strategy</b></p>	<ul style="list-style-type: none"> <li>Financial and economic analysis of monitoring and enforcement of Rio Convention implementation</li> <li>Expert group of finance and economic experts for the peer review of activities established</li> <li>Resource mobilization strategy informed by best practices and lessons learned from other similar resource mobilization strategies</li> <li>Workshops to negotiate collaboration to mobilize and manage financial resources for Rio Convention implementation</li> </ul>	<ul style="list-style-type: none"> <li>The government agencies responsible for the Rio Conventions have limited budgetary funds</li> <li>The availability of significant resources from the international donor community to address environmental issues has led to the deleveraging of government budgetary allocations to address environmental priorities</li> <li>There is a lack of financial resources available for environmental monitoring, processing and exchange, and an inefficient use of limited resources for monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of the economic instruments is drafted by month 5, peer reviewed by month 6, and completed by month 7</li> <li>Analysis is rated as high quality by at least 10 independent expert peer reviewers.</li> <li>Feasibility study is drafted and peer reviewed by month 7, endorsed by stakeholders at a validation workshop by month 19, and finalized by Project Board by month 31.</li> <li>Expert working group is made up of at least 20 rotating members, who will undertake a review of the drafts, and meet at least once to discuss the findings of each</li> <li>Expert drafts resource mobilization strategy by month 33</li> <li>The draft is peer reviewed by at least 20 national experts,</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Analysis report</li> <li>Feasibility study</li> <li>Reviewer notes</li> <li>Resource mobilization strategy</li> <li>Operational procedures</li> <li>Final evaluation</li> <li>Working Group and workshop reports and products</li> <li>Workshop materials and attendance lists</li> </ul>	<ul style="list-style-type: none"> <li>Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Expert peer reviewers follow through with quality reviews</li> <li>Strategy and plan developed by the project are politically, technically, and financially feasible</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
			<p>validated by month 37, and finalized and approved by the Project Board and the Rio Convention focal points by month 40</p> <ul style="list-style-type: none"> <li>▪ Expert working group reviews and guides the revision and finalization of the resource mobilization strategy by month 37</li> <li>▪ Resource mobilization strategy is approved by Rio Convention focal points by month 37</li> <li>▪ The independent final evaluation determines that the national communications is on solid ground to raise and allocate funds</li> <li>▪ At least 50 representatives from the main stakeholder constituencies actively consulted on the draft</li> <li>▪ Stakeholder consultations conclude with a validation workshop by month 40</li> <li>▪ Expert working group reviews and guides the revision and finalization of the resource mobilization strategy by month 25, after which it is presented to a donors' round-table (month 42)</li> </ul>		

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
			<ul style="list-style-type: none"> <li>▪ Resource mobilization strategy is approved by Project Board and Rio Convention focal points by month 28</li> <li>▪ Collaborative efforts are negotiated by month 8</li> <li>▪ Operational procedures are drafted by month 19</li> <li>▪ Operational procedures are tested and piloted by month 33, and approved by month 36</li> </ul>		
<p><b>Output 1.6:</b></p> <p><b>Test the mainstreaming and monitoring exercises through a high value programme and/or plan</b></p>	<ul style="list-style-type: none"> <li>▪ Sector development plan and sites for piloting monitoring and mainstreaming exercises selected</li> <li>▪ Working groups integrate Rio Conventions in the selected development plan</li> <li>▪ Feasibility study and project document on activities to be piloted</li> <li>▪ Institutional arrangements to implement the pilot activities set up</li> <li>▪ Pilot activities and exercises that</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sector development plans do not adequately reflect Rio Conventions and environmental considerations</li> <li>▪ There is low public awareness and education on issues related to the Rio Conventions, and the resulting limited public sector resources to allow effective retention of skills needed for managing the Rio Conventions on biodiversity and land degradation. Due to this lack of awareness, global environmental issues have not been made a priority, have not been considered as resources that are</li> </ul>	<ul style="list-style-type: none"> <li>▪ High value sector plan for Rio Convention monitoring and mainstreaming piloting is selected by the Project Board by month 7</li> <li>▪ Technical working group meets in month 9, 14, 20, and 27</li> <li>▪ Feasibility study is prepared and approved by month 13</li> <li>▪ Pilot mainstreaming exercise is structured and endorsed by the technical working group by month 12, and approved by consensus of the Project Board by month 13</li> <li>▪ Regular dialogues targeted to senior policy-makers are convened as needed, with final endorsement by month</li> </ul>	<ul style="list-style-type: none"> <li>▪ Working Group and workshop reports and products</li> <li>▪ Pilot sector development plan</li> <li>▪ Feasibility study</li> <li>▪ Meeting minutes</li> <li>▪ Report with recommended revisions</li> <li>▪ Operational manual</li> <li>▪ Roadmap</li> <li>▪ Lessons learned report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan developed by the project is politically, technically, and financially feasible</li> <li>▪ Institutions and working groups are open to change</li> <li>▪ Members of the technical committees will be comprised of proactive experts and project champions</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
	<p>emphasize best practices and demonstrate objectives under the three Rio Conventions</p> <ul style="list-style-type: none"> <li>Lessons Learned Report used to develop EIMMS roadmap for circulation</li> </ul>	<p>economically important, and have not been mainstreamed into economic sectors. A widespread lack of awareness and understanding among the public also inhibits implementation on the conventions.</p>	<p>24</p> <ul style="list-style-type: none"> <li>Institutional arrangements to implement the pilot activities are set up by month 16</li> <li>Implementation of pilot activities begin by month 17 and are completed by month 37</li> <li>Review of pilot activities and exercises is completed by month 30 in order to manage them adaptively</li> <li>Lessons learned and best practices from activities are culled to inform EIMMS roadmap by month 41</li> <li>Roadmap is drafted by month 41, independently peer reviewed by month 42, and finalized by month 43. The roadmap is endorsed by the expert working groups and approved by the Project Board by month 44.</li> </ul>		
<b>Outcome 2: Strengthening technical capacities for mainstreaming and monitoring Rio Conventions</b>					
<p><b>Output 2.1:</b> In-depth assessment of technical skills needed to integrate Rio Conventions into policies,</p>	<ul style="list-style-type: none"> <li>Assessment of technical training needs necessary to integrate Rio Conventions into policies, programmes, and</li> </ul>	<ul style="list-style-type: none"> <li>There is a lack of human skills and inadequate financial resources. Notwithstanding the progress made in building the cadre of trained individuals for environmental</li> </ul>	<ul style="list-style-type: none"> <li>Assessment report of technical training needs on Rio Conventions mainstreaming is drafted and peer reviewed by month 4, endorsed by stakeholders at a validation workshop by month 5, and finalized and</li> </ul>	<ul style="list-style-type: none"> <li>Working Group and workshop reports and products</li> <li>Meeting minutes</li> <li>Survey results</li> </ul>	<ul style="list-style-type: none"> <li>Assessment is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Expert peer reviewers</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<b>programmes, and plans</b>	<p>plans</p> <ul style="list-style-type: none"> <li>Baseline and end-of-project surveys on technical capacities</li> </ul>	<p>management at both the national and local levels, there still remain shortages in technical personnel to lead in the execution of requirements under the Conventions. This is mainly due to emigration of skilled professionals.</p>	<p>subsequently approved by Project Board finalized by month 6</p> <ul style="list-style-type: none"> <li>Two broad-based surveys are carried out by month 4 and by month 46 (N&gt;250 for each survey)</li> <li>Baseline report is prepared by month 5</li> <li>Project end report is prepared by month 47</li> <li>Survey respondents should indicate an appropriate gender balance</li> </ul>	<p>(reports)</p> <ul style="list-style-type: none"> <li>Assessment report</li> <li>Workshop materials and attendance lists</li> </ul>	<p>follow through with quality reviews</p>
<b>Output 2.2: Training programme and material</b>	<ul style="list-style-type: none"> <li>Comprehensive training programme to better use data and information to implement the Rio Conventions through sector development plans</li> <li>Training material on knowledge management collated</li> <li>Training programme revised based on the results and lessons learned from project implementation</li> </ul>	<ul style="list-style-type: none"> <li>The National Center for Educational Resource Development provides support at all levels of education. This support takes the form of the development of training packages.</li> <li>The Bina Hill Institute is one of the most prominent community-based training facilities in the country. The Bina Hill Institute collaborates with Iwokrama and other training institutes to develop and offer training and research programmes relevant to the North Rupununi. The Institute</li> </ul>	<ul style="list-style-type: none"> <li>Training programme is drafted by month 10, endorsed by the technical working groups by month 11, and approved by the Project Board and ministers by month 12</li> <li>Training material to support the training programme is collated by month 26</li> <li>Training programme is updated based on the results and lessons learned by month 42</li> <li>New training manual is created and tested by month 44</li> </ul>	<ul style="list-style-type: none"> <li>Working Group and workshop reports and products</li> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Policy recommendations</li> <li>Workshop materials</li> <li>Memorandum of Agreement</li> </ul>	<ul style="list-style-type: none"> <li>Analysis is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>The various government authorities maintain commitment to the project and are open to change</li> <li>Best practices and lessons learned from other countries are appropriately used</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
		also manages a Youth Training Centre that offers a two-year residential training programme to youths of nearby Amerindian communities in subject areas related to Natural Resource Management and other areas such as Business Development.			
<b>Output 2.3: Training on analytical skills and methodologies to mainstream and monitor Rio Convention implementation</b>	<ul style="list-style-type: none"> <li>▪ Training courses on the use of databases and information systems</li> <li>▪ Learning-by-doing training workshops on analytical skills and methodologies to mainstream Rio Conventions</li> </ul>	<ul style="list-style-type: none"> <li>▪ The full set of necessary technical skills may not be available in Guyana</li> <li>▪ There is the weak institutional coordination and collaboration that would foster the sharing of comparative advantages and technological know-how</li> <li>▪ There are trainings directed to specific technical skills, but they do not include Rio Convention mainstreaming</li> <li>▪ Individuals responsible for developing development plans possess weak technical capacities and skills</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training courses are held every four months, the first held no earlier than month 13 and the final held no later than month 33</li> <li>▪ Gender balance is indicated by approximately 50% participation of women</li> <li>▪ Learn-by-doing training workshops are held every four months, the first held no earlier than month 14 and the final workshop held no later than month 34</li> <li>▪ The average test score of all attendees is no lower than 80%</li> <li>▪ Feedback evaluations from trainees on course effectiveness are collected. The response rate is 90% for each course following its implementation, results are</li> </ul>	<ul style="list-style-type: none"> <li>▪ Working Group and workshop reports and products, e.g., training reports, feedback evaluations</li> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Needs assessment reports</li> <li>▪ Implementation plan</li> <li>▪ Stakeholder comments</li> <li>▪ Endorsement letters</li> <li>▪ Training programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practices and lessons learned from other countries are appropriately used</li> <li>▪ Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>▪ Programmes developed by the project are politically, technically, and financially feasible</li> <li>▪ Lead agencies will allow their staff to attend all trainings</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
			<p>analyzed by month 34</p> <ul style="list-style-type: none"> <li>All technical government staff that have responsibilities related to the collection and use of environmental data participate in all training courses</li> </ul>	<ul style="list-style-type: none"> <li>Workshop materials and attendance lists</li> </ul>	
<b>Outcome 3: Improving awareness of global environmental values</b>					
<p><b>Output 3.1:</b></p> <p><b>Stakeholder dialogues on the value of Rio Conventions</b></p>	<ul style="list-style-type: none"> <li>Awareness of the value of the environment as well as the Rio Conventions is increased</li> <li>One-day conference at the beginning and end of the project</li> <li>Survey to assess understanding of Rio Convention mainstreaming</li> <li>Public awareness and communication campaign plan</li> <li>Increased use of Internet and social media to disseminate data and information</li> <li>Awareness-raising module on Rio Conventions mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>The population in rural areas do not have an adequate understanding of global environmental issues</li> <li>Despite the fact that many stakeholders are aware of the global environmental issues, they do not use the available information for decision-making or the development of strategic documents</li> <li>At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>One-day Kick-Off Conference is held within three (3) months of project initiation, over 100 participants attend</li> <li>One-day Project Results Conference is held by month 47, over 100 participants attend</li> <li>Two broad-based surveys are carried out by month 6 and by month 47 (N&gt;250 for each survey)</li> <li>Baseline awareness report is prepared by month 6</li> <li>Project end awareness report is prepared by month 47</li> <li>Design of public awareness campaign is completed by month 6</li> <li>Social media page is created by month 5 with at least 3,000 social media likes by month</li> </ul>	<ul style="list-style-type: none"> <li>Working Group and workshop reports and products, including public awareness strategy and programme</li> <li>Workshop and dialogue registration lists</li> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Reports on social media indicators, e.g., website updates and unique site visits</li> <li>Baseline awareness report</li> </ul>	<ul style="list-style-type: none"> <li>The various government authorities maintain commitment to the project</li> <li>Survey respondents contribute their honest attitudes and values</li> <li>Survey results will show an increased awareness and understanding of the Rio Conventions' implementation through national environmental legislation over time</li> <li>Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue)</li> <li>Private sector representatives are open</li> </ul>



Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
	<ul style="list-style-type: none"> <li>▪ National and sub-national awareness-raising workshops</li> <li>▪ Panel discussions and public dialogues on environmental values</li> <li>▪ Private sector sensitization panel discussions on the global environmental issues, and their relevance</li> <li>▪ Workshops for media professionals to better enable them to report on the environmental information as well as environmental monitoring results from the perspectives of the global environmental issues and their relevance to Guyana</li> <li>▪ Training workshops on MEA legislative mainstreaming</li> </ul>		<p>48</p> <ul style="list-style-type: none"> <li>▪ Website includes new webpage and introductory articles on environmental information and monitoring activities as well as Rio Convention mainstreaming by month 8. This will include a compendium of all existing environmental legal instruments.</li> <li>▪ Website is regularly updated, the outstanding website pages are translated into English</li> <li>▪ By month 24, the website is up-to-date, with revisions based on new information</li> <li>▪ Number of sustained visits to the webpages relevant to the Rio Convention is increased by at least 10% over the baseline (prior to month 3 of project initiation) by month 24</li> <li>▪ Two (2) national workshops with n&gt;25 participants are convened by month 8</li> <li>▪ Four (4) sub-national workshops with n &gt; 25 participants are convened by month 16</li> <li>▪ A national workshop and a regional workshop with n&gt;25 participants each are</li> </ul>		<p>to learn about Rio Convention mainstreaming values and opportunities, and will actively work to support project objectives</p> <ul style="list-style-type: none"> <li>▪ Internal resistance to change</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
			<p>convened between months 24 and 32</p> <ul style="list-style-type: none"> <li>▪ At least 200 unique stakeholders participate in these awareness-raising workshops by month 40</li> <li>▪ Three (3) public policy dialogues are held with at least 30 local representatives, the first by month 7, the last by month 39</li> <li>▪ At least five (5) media awareness workshops are held, each with at least 20 participating media representatives, the first by month 10 to introduce the value of the EIMMS and in subsequent months on an appropriate high value aspect of the EIMMS' contribution to national development priorities</li> <li>▪ Training workshops on MEA legislative mainstreaming are convened by month 11 last by month 43 every 7 months</li> </ul>		
<p><b>Output 3.2:</b> <b>Brochures and articles on the Rio Conventions</b></p>	<ul style="list-style-type: none"> <li>▪ Brochures and articles on the Rio Conventions that highlight the importance of the Rio Conventions and help individuals</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is a limited awareness of linkages between poverty, the environment and social unrest</li> <li>▪ The population in rural areas do not have an</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 12 articles on the relevancy of the Rio Conventions to Guyana's national socio-economic development are published at least every three months with the first by month 3</li> </ul>	<ul style="list-style-type: none"> <li>▪ Published articles</li> <li>▪ Published brochures</li> </ul>	<ul style="list-style-type: none"> <li>▪ Articles published in the popular media will be read and not skipped over</li> <li>▪ Brochures will be read and the content</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
	understand how their daily lives are impacted by the global environment	adequate understanding of global environmental issues <ul style="list-style-type: none"> <li>At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact</li> </ul>		absorbed
<b>Output 3.3: Public service announcement on environmentally friendly behavior</b>	<ul style="list-style-type: none"> <li>Public Service Announcement airings on television and radio that promote environmental information management as well as mainstreaming of Rio Conventions into socio-economic development</li> </ul>	<ul style="list-style-type: none"> <li>The general public in Guyana remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</li> <li>There is a limited awareness of linkages between poverty, the environment and social unrest</li> </ul>	<ul style="list-style-type: none"> <li>One PSA is completed for radio and television by month 12, with the first airing by month 12</li> <li>At least 5 airings of the PSA on television and at least 20 airings of the PSA on radio both by month 46</li> </ul>	<ul style="list-style-type: none"> <li>PSAs</li> </ul>	<ul style="list-style-type: none"> <li>PSAs will be listened to and not skipped over</li> <li>The content of PSAs will be absorbed</li> </ul>
<b>Output 3.4: Improved educational curricula and use in classes</b>	<ul style="list-style-type: none"> <li>Awareness module for institutions on Rio Conventions mainstreaming</li> <li>Environmental awareness module for secondary schools and universities/colleges</li> </ul>	<ul style="list-style-type: none"> <li>Despite the availability of scientific knowledge the data are not sufficiently used in the formulation of strategies or policy instruments</li> <li>There are efforts being undertaken by NCERD, Iwokrama, and the University of Guyana to</li> </ul>	<ul style="list-style-type: none"> <li>Education module is prepared for civil servants completed by month 13 and approved by month 15</li> <li>At least one civil servant institute (1) at the national and three (3) at the regional levels carry out mainstreamed concepts and principles of Rio Conventions for better environmental information</li> </ul>	<ul style="list-style-type: none"> <li>Working Group and workshop reports and products, including education module</li> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Participant</li> </ul>	<ul style="list-style-type: none"> <li>Awareness module will be popular with teachers, students, and their parents</li> <li>Awareness modules will be effective</li> <li>Awareness module will be popular with civil servants</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
		improve curricula	management by month 21 <ul style="list-style-type: none"> <li>▪ At least three (3) institutes of civil servants have implemented the education module by month 27</li> <li>▪ At least 100 civil servants and local teachers have implemented the education module by month 41</li> <li>▪ Education module is prepared for secondary schools/universities completed by month 16</li> <li>▪ At least 10 secondary schools have implemented the education module by month 21, and 20 secondary schools by month 26</li> <li>▪ At least 5 universities/colleges have implemented education module by month 33 and 10 secondary schools by month 41</li> </ul>	registration lists <ul style="list-style-type: none"> <li>▪ Civil servant and university awareness modules and accompanying lecture materials</li> </ul>	
<b>Outcome 4: Updating of the National Capacity Self-Assessment</b>					
<b>Output 4.1:</b> <b>Updated assessments of capacity challenges to meet and sustain Rio Convention obligations, building upon GEF</b>	<ul style="list-style-type: none"> <li>▪ Validated methodology to conduct the NCSA update</li> <li>▪ Survey and interviews on stakeholders' views on capacity</li> </ul>	<ul style="list-style-type: none"> <li>▪ The NCSA was published in 2007</li> <li>▪ Guyana's emigration rate is one of the highest worldwide Related to this emigration are staggering rates of emigration of tertiary educated citizens</li> </ul>	<ul style="list-style-type: none"> <li>▪ NCSA methodology is validated by stakeholders at NCSA Inception Workshop by month 31</li> <li>▪ NCSA Stakeholder Involvement Plan is drafted by month 31</li> <li>▪ Survey questionnaire is</li> </ul>	<ul style="list-style-type: none"> <li>▪ Working Group and workshop reports and products</li> <li>▪ Survey results</li> <li>▪ Interviews</li> <li>▪ Thematic</li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey respondents contribute their honest attitudes and values</li> <li>▪ The right representation from the various government ministries, departments, and agencies participate in</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<b>focal area enabling activities</b>	<p>challenges to implement the Rio Conventions</p> <ul style="list-style-type: none"> <li>Thematic assessments of the challenges to implement the Rio Conventions</li> <li>Integrated cross-cutting analysis of systemic, institutional, and individual capacity development priorities</li> </ul>	<p>aged 25 and older. In Guyana, over 89 percent of these individuals leave. This “brain drain” leads to national capacity constraints and limits Guyana’s ability to grow and develop both economically, and socially.</p>	<p>finalized by month 31 and survey completed with n&gt;250 by month 34</p> <ul style="list-style-type: none"> <li>Individual interviews are conducted by month 33 ( n&gt;50)</li> <li>Gender balance is indicated by approximately 50% participation of women</li> <li>Thematic assessments are prepared by month 34, peer reviewed by the end of month 35, and finalized by month 36</li> <li>Integrated cross-cutting analysis is drafted and peer reviewed by month 36 and finalized by month 37</li> </ul>	<p>assessments</p> <ul style="list-style-type: none"> <li>Cross-cutting analysis report</li> </ul>	<p>project activities</p> <ul style="list-style-type: none"> <li>Assessments are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>Best practices and lessons learned from other countries are appropriately used</li> </ul>
<b>Output 4.2: Capacity Development Strategy and Action Plan</b>	<ul style="list-style-type: none"> <li>Action plans of GEF focal area enabling activities reviewed</li> <li>Action plan that organizes capacity development actions in ways that strategically facilitates and catalyzes the attainment of Guyana’s sustainable development priorities</li> </ul>	<ul style="list-style-type: none"> <li>The NCSA was published in 2007</li> <li>Since the NCSA, Guyana has undertaken several initiatives to address barriers in the NCSA. Despite the important contributions from various bilateral and multilateral development agencies however, Guyana continues to face a number of difficulties in meeting global environmental objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Action plans of GEF focal area enabling activities are reviewed by month 37</li> <li>NCSA Final Report and Action Plan is drafted by month 40 and validated by month 42</li> <li>Donor roundtable is convened by month 42</li> <li>NCSA Final Report and Action Plan is finalized and presented by month 46</li> </ul>	<ul style="list-style-type: none"> <li>Working Group and workshop reports and products</li> <li>Meeting minutes</li> <li>Draft Action Plan</li> <li>NCSA Final Report and Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Expert peer reviewers follow through with quality reviews</li> <li>Action Plan politically, technically, and financially feasible</li> <li>Final Report is deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>The approval process is transparent and deemed</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
	<ul style="list-style-type: none"> <li>▪ NCSA Final Report that summarize the processes and outputs of the NCSA and proposes actions to address the capacity gaps identified</li> <li>▪ Roundtable for donors convened to leverage financial support from development partners</li> <li>▪ NCSA Final Report and Action Plan finalized and presented to validate the strategic value of the updated NCSA and Action Plan to catalyze the cost-effective pursuit of actions that will further institutionalize global environmental benefits beyond the life of the project</li> </ul>				valid by all stakeholders

**Annex 3: Outcome and Input Budget (GEF Contribution and Co-financing)**

Activity	Description	Year 1	Year 2	Year 3	Year 4	GEF	Co- financing	Total
<b>Component 1: Institutional capacities on Rio Convention mainstreaming and monitoring</b>		309,500	405,000	181,500	155,000	505,000	546,000	1,051,000
<b>Output 1.1</b>	<b>Assessment of policy framework and institutional arrangements</b>	72,000	-	-	-	30,000	42,000	72,000
1.1.1	Assessment of the policy and legal framework limiting Rio Convention implementation	24,000	-	-	-	10,000	14,000	24,000
1.1.2	SWOT and gap analysis of institutional arrangements related to Rio Convention implementation	24,000	-	-	-	10,000	14,000	24,000
1.1.3	Assessment of existing environmental databases and information management systems	24,000	-	-	-	10,000	14,000	24,000
<b>Output 1.2</b>	<b>By-laws and operational guidance to mainstream Rio Conventions into policies</b>	50,000	27,500	22,500	5,000	45,000	60,000	105,000
1.2.1	Learning-by-doing workshops to strengthen key environmental policy and legal instruments	35,000	-	-	-	15,000	20,000	35,000
1.2.2	Secure approval of targeted policy and legal instruments	-	12,500	12,500	-	10,000	15,000	25,000
1.2.3	Collate and distribute relevant legal and regulatory texts pertaining to environmental protection	15,000	15,000	10,000	5,000	20,000	25,000	45,000
<b>Output 1.3</b>	<b>Institutional reforms for Rio Convention monitoring and mainstreaming</b>	55,000	12,500	12,500	15,000	45,000	50,000	95,000
1.3.1	Structure a programme for carrying out recommended targeted institutional reforms	35,000	-	-	-	15,000	20,000	35,000
1.3.2	Convene technical working groups to negotiate better consultative and decision-making processes	10,000	10,000	10,000	10,000	20,000	20,000	40,000
1.3.3	Memoranda of agreement to improve collaboration and sharing of data and information	10,000	2,500	2,500	5,000	10,000	10,000	20,000
<b>Output 1.4</b>	<b>Institutional mechanism for Rio Convention monitoring</b>	70,000	235,000	36,500	50,000	200,000	191,500	391,500
1.4.1	Strengthen existing environmental databases and information management systems	40,000	35,000	-	-	50,000	25,000	75,000
1.4.2	Structure improved data and information management arrangements	15,000	20,000	15,000	-	15,000	35,000	50,000
1.4.3	Develop a M&E framework for the three Rio Conventions	15,000	10,000	5,000	-	10,000	20,000	30,000
1.4.4	Identify and select new and improved Rio Convention indicators and measurement methodologies	-	20,000	-	-	10,000	10,000	20,000
1.4.5	Design and prepare a feasibility study on the EIMMS based on best practices, tools and designs	-	35,000	-	-	15,000	20,000	35,000
1.4.6	Draft technical interpretation material on the use of the EIMMS	-	25,000	-	10,000	15,000	20,000	35,000
1.4.7	Identify, procure, and install technological requirements to set up the EIMMS	-	65,000	-	40,000	60,000	45,000	105,000
1.4.8	Develop a tracking mechanism to monitor the use of the EIMMS	-	25,000	16,500	-	25,000	16,500	41,500

Activity	Description	Year 1	Year 2	Year 3	Year 4	GEF	Co- financing	Total
<b>Output 1.5</b>	<b>Resource mobilization strategy</b>	15,000	12,500	32,500	30,000	40,000	50,000	90,000
1.5.1	Financial and economic analysis of monitoring and enforcement of Rio Convention implementation	10,000	5,000	5,000	10,000	15,000	15,000	30,000
1.5.2	Draft, review, and approve resource mobilization strategy	-	-	22,500	12,500	15,000	20,000	35,000
1.5.3	Negotiate collaborative efforts to mobilize and manage financial resources	5,000	7,500	5,000	7,500	10,000	15,000	25,000
<b>Output 1.6</b>	<b>Rio Convention mainstreaming and monitoring exercises</b>	47,500	117,500	77,500	55,000	145,000	152,500	297,500
1.6.1	Select a high value sector plan for Rio Convention monitoring and mainstreaming piloting	27,500	-	-	-	10,000	17,500	27,500
1.6.2	Convene technical working groups to integrate Rio Conventions in the selected development plan	10,000	12,500	12,500	-	20,000	15,000	35,000
1.6.3	Prepare feasibility study and project document on activities to be piloted	10,000	10,000	5,000	-	15,000	10,000	25,000
1.6.4	Set up the institutional arrangements to implement the pilot activities and exercises	-	35,000	-	-	20,000	15,000	35,000
1.6.5	Pilot activities and exercises are implemented	-	60,000	60,000	15,000	60,000	75,000	135,000
1.6.6	Cull lessons learned and best practices from activities to inform EIMMS roadmap	-	-	-	40,000	20,000	20,000	40,000
<b>Component 2: Technical capacities for mainstreaming and monitoring Rio Conventions</b>		95,000	60,000	100,000	60,000	170,000	145,000	315,000
<b>Output 2.1</b>	<b>Assessment of technical skills needed to mainstream Rio Conventions</b>	60,000	-	-	25,000	45,000	40,000	85,000
2.1.1	Assessment of technical training needs on Rio Conventions mainstreaming	30,000	-	-	-	15,000	15,000	30,000
2.1.2	Carry out baseline and end-of-project surveys on technical capacities	30,000	-	-	25,000	30,000	25,000	55,000
<b>Output 2.2</b>	<b>Training programme and material</b>	35,000	-	40,000	35,000	55,000	55,000	110,000
2.2.1	Prepare a training programme to better use data and information to mainstream the Rio Conventions	35,000	-	-	-	17,500	17,500	35,000
2.2.2	Identify and collate the training material to support the training programme	-	-	40,000	-	20,000	20,000	40,000
2.2.3	Update and revise training programme based on the results and lessons learned	-	-	-	35,000	17,500	17,500	35,000
<b>Output 2.3</b>	<b>Training on Rio Convention mainstreaming and monitoring</b>	-	60,000	60,000	-	70,000	50,000	120,000
2.3.1	Undertake training courses on the use of databases and information systems	-	30,000	30,000	-	35,000	25,000	60,000
2.3.2	Undertake learning-by-doing training workshops on analytical skills and methodologies	-	30,000	30,000	-	35,000	25,000	60,000



Activity	Description	Year 1	Year 2	Year 3	Year 4	GEF	Co- financing	Total
<b>Component 3: Awareness of global environmental values</b>		250,000	107,500	90,000	162,500	240,000	370,000	610,000
<b>Output 3.1</b>	<b>Stakeholder dialogues on the value of Rio Conventions</b>	170,000	67,500	60,000	142,500	155,000	285,000	440,000
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Results Conference	60,000	-	-	65,000	30,000	95,000	125,000
3.1.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming	25,000	-	-	25,000	20,000	30,000	50,000
3.1.3	Develop and validate public awareness and communication campaign plan	30,000	-	-	-	15,000	15,000	30,000
3.1.4	Use Internet and social media to increase dissemination of data and information	5,000	5,000	5,000	5,000	10,000	10,000	20,000
3.1.5	Convene three (3) public policy dialogues	10,000	10,000	-	10,000	20,000	10,000	30,000
3.1.6	Convene national and sub-national awareness workshops	15,000	20,000	15,000	12,500	15,000	47,500	62,500
3.1.7	Convene private sector sensitization panel discussions on the global environmental issues	7,500	15,000	7,500	7,500	15,000	22,500	37,500
3.1.8	Convene workshops targeted to media professionals to improve environmental reporting	7,500	7,500	15,000	7,500	15,000	22,500	37,500
3.1.9	Convene training workshops on MEA legislative mainstreaming	10,000	10,000	17,500	10,000	15,000	32,500	47,500
<b>Output 3.2</b>	<b>Brochures and articles on the Rio Conventions</b>	25,000	5,000	5,000	5,000	20,000	20,000	40,000
3.2.1	Prepare articles on linkages between the global environment and socio-economic issues	20,000	-	-	-	10,000	10,000	20,000
3.2.2	Publish and distribute articles and brochures in the popular media as well as key events	5,000	5,000	5,000	5,000	10,000	10,000	20,000
<b>Output 3.3</b>	<b>Public service announcements on environmentally friendly behavior</b>	55,000	5,000	5,000	5,000	35,000	35,000	70,000
3.3.1	Prepare and air a public service announcement on Rio Convention mainstreaming	50,000	-	-	-	25,000	25,000	50,000
3.3.2	Air public service announcement	5,000	5,000	5,000	5,000	10,000	10,000	20,000
<b>Output 3.4</b>	<b>Improved educational curricula</b>	-	30,000	20,000	10,000	30,000	30,000	60,000
3.4.1	Develop and apply an awareness module for institutions on Rio Conventions mainstreaming	-	15,000	10,000	5,000	15,000	15,000	30,000
3.4.2	Prepare and integrate an environmental awareness module	-	15,000	10,000	5,000	15,000	15,000	30,000

Activity	Description	Year 1	Year 2	Year 3	Year 4	GEF	Co- financing	Total
<b>Component 4: National Capacity Self-Assessment update</b>		-	-	70,500	61,500	50,000	82,000	132,000
<b>Output 4.1</b>	<b>Assessments of capacity challenges to meet and sustain Rio Convention obligations</b>	-	-	70,500	5,000	27,000	48,500	75,500
4.1.1	Prepare and validate the NCSA updating methodology	-	-	18,000	-	3,000	15,000	18,000
4.1.2	Develop and distribute questionnaire to elicit respondent's opinions about capacity constraints	-	-	10,000	-	3,000	7,000	10,000
4.1.3	Conduct individual interviews to gather additional inputs on national priorities and constraints	-	-	12,500	-	4,000	8,500	12,500
4.1.4	Draft thematic assessments of the challenges and opportunities for Rio Convention mainstreaming	-	-	17,500	-	9,000	8,500	17,500
4.1.5	Prepare integrated cross-cutting analysis of capacity development priorities	-	-	12,500	5,000	8,000	9,500	17,500
<b>Output 4.2</b>	<b>Capacity Development Strategy and Action Plan</b>	-	-	-	56,500	23,000	33,500	56,500
4.2.1	Review action plans of GEF focal area enabling activities	-	-	-	5,000	2,000	3,000	5,000
4.2.2	Formulate the action plan building on activities 4.1.4, 4.1.5, and 4.2.1	-	-	-	12,500	5,000	7,500	12,500
4.2.3	Draft and validate the updated NCSA Final Report	-	-	-	20,000	12,000	8,000	20,000
4.2.4	Convene donor roundtable	-	-	-	7,500	1,000	6,500	7,500
4.2.5	Finalize and present the NCSA Final Report and Action Plan	-	-	-	11,500	3,000	8,500	11,500
<b>Project Management</b>		<b>43,600</b>	<b>47,500</b>	<b>47,500</b>	<b>79,500</b>	<b>85,000</b>	<b>133,100</b>	<b>218,100</b>
<b>A</b>	Locally recruited personnel: Project Coordinator (part-time)	14,000	14,000	14,000	15,000	35,000	22,000	57,000
<b>B</b>	Locally recruited personnel: Project Assistant (part-time)	3,000	3,000	3,000	3,000	12,000	-	12,000
<b>D</b>	International Evaluation Consultant: Terminal Evaluation	-	-	-	30,000	15,000	15,000	30,000
<b>E</b>	Office facilities and communications	16,100	15,500	15,500	16,000	6,000	57,100	63,100
<b>F</b>	Professional Services (Audit)	4,000	4,000	4,000	4,000	-	16,000	16,000
<b>G</b>	Travel	4,500	9,000	9,000	9,500	9,000	23,000	32,000
<b>H</b>	Direct Project Costs - GoE	2,000	2,000	2,000	2,000	8,000	-	8,000

## Input Budget

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	Notes	Budget
<b>COMPONENT 1:</b>  <b>Institutional capacities on Rio Convention mainstreaming and monitoring</b>	<b>MNR</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants: UNCBD Specialist	7,500	7,500	7,500	7,500	30,000		1
				71300	Local Consultants: CCD Specialist	7,500	7,500	7,500	7,500	30,000		1
				71300	Local Consultants: UNFCCC Specialist	7,500	7,500	7,500	7,500	30,000		1
				71300	Local Consultants: Public Administration Specialist	10,000	10,000	10,000	10,000	40,000		1
				71300	Local Consultants: IT and Knowledge Management Specialist	10,000	10,000	5,000	5,000	30,000		1
				71300	Local Consultants: Policy/Legal Expert	5,000	5,000	5,000	5,000	20,000		1
				71300	Local Consultants: Environmental Sociologist	5,000	10,000	5,000	5,000	25,000		1
				71300	Local Consultants: Lead Sector Specialist	10,000	10,000	10,000	10,000	40,000		1
				71300	Local Consultants: Environmental Education Specialist	5,000	10,000	10,000	5,000	30,000		1
				71200	International Consultants: Capacity Development Specialist	4,000	3,500	3,500	4,000	15,000		2
				72800	IT Equipment	0	40,000	0	20,000	60,000		3
				75700	Trainings, Workshops, Conferences	10,000	15,000	15,000	10,000	50,000		4
				75700	Trainings, Workshops, Conferences	10,000	10,000	10,000	10,000	40,000		5
				74200	Audio Visual & Print Prod Costs	2,500	2,500	2,500	2,500	10,000		6
				75700	Trainings, Workshops, Conferences	15,000	12,500	12,500	15,000	55,000		7
					<b>Sub-total GEF</b>	<b>109,000</b>	<b>161,000</b>	<b>111,000</b>	<b>124,000</b>	<b>505,000</b>		
					<b>Total Outcome 1</b>	<b>109,000</b>	<b>161,000</b>	<b>111,000</b>	<b>124,000</b>	<b>505,000</b>		
<b>COMPONENT 2:</b>  <b>Technical capacities for mainstreaming and monitoring Rio Conventions</b>	<b>MNR</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants: UNCBD Specialist	3,500	2,500	3,500	2,500	12,000		1
				71300	Local Consultants: CCD Specialist	3,500	2,500	3,500	2,500	12,000		1
				71300	Local Consultants: UNFCCC Specialist	3,500	2,500	3,500	2,500	12,000		1
				71300	Local Consultants: Public Administration Specialist	3,500	2,500	3,500	2,500	12,000		1
				71300	Local Consultants: IT and Knowledge Management Specialist	3,500	2,000	2,000	2,000	9,500		1
				71300	Local Consultants: Policy/Legal Expert	3,500	2,000	2,500	2,500	10,500		1
				71300	Local Consultants: Environmental Sociologist	3,500	2,500	2,500	2,500	11,000		1
				71300	Local Consultants: Lead Sector Specialist	3,500	2,500	3,500	2,500	12,000		1

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	Notes	Budget
				71300	Local Consultants: Environmental Education Specialist	3,500	2,500	3,500	2,500	12,000		1
				71200	International Consultants: Capacity Development Specialist	1,500	1,000	1,500	1,000	5,000		2
				75700	Trainings, Workshops, Conferences	0	20,000	20,000	0	40,000		4
				75700	Trainings, Workshops, Conferences	3,000	3,000	3,000	3,000	12,000		5
				75700	Trainings, Workshops, Conferences	5,000	0	0	5,000	10,000		7
					<b>Sub-total GEF</b>	<b>41,000</b>	<b>45,500</b>	<b>52,500</b>	<b>31,000</b>	<b>170,000</b>		
					<b>Total Outcome 2</b>	<b>41,000</b>	<b>45,500</b>	<b>52,500</b>	<b>31,000</b>	<b>170,000</b>		
<b>COMPONENT 3:</b>  Awareness of global environmental values	MNR	62000	GEF	71300	Local Consultants: UNCBD Specialist	3,000	2,500	2,000	2,500	10,000		1
				71300	Local Consultants: CCD Specialist	3,000	2,500	2,000	2,500	10,000		1
				71300	Local Consultants: UNFCCC Specialist	3,000	2,500	2,000	2,500	10,000		1
				71300	Local Consultants: Public Administration Specialist	2,000	2,000	2,000	1,500	7,500		1
				71300	Local Consultants: IT and Knowledge Management Specialist	3,000	2,500	2,000	2,500	10,000		1
				71300	Local Consultants: Policy/Legal Expert	2,000	2,000	2,000	1,500	7,500		1
				71300	Local Consultants: Environmental Sociologist	2,500	2,000	1,000	2,000	7,500		1
				71300	Local Consultants: Lead Sector Specialist	2,500	2,000	1,000	2,000	7,500		1
				71300	Local Consultants: Environmental Education Specialist	3,000	2,000	2,000	3,000	10,000		1
				71300	Local Consultants: Website Designer	1,500	1,000	1,500	1,000	5,000		1
				71200	International Consultants: Capacity Development Specialist	1,500	1,500	1,500	1,500	6,000		2
				75700	Learnings, Workshops, conferences	10,000	11,000	11,000	10,000	42,000		8
				71400	Contractual Services - Individual Graduate students/NGOs	1,500	1,500	1,500	1,500	6,000		9
				74200	Audio Visual & Print Prod Costs	1,500	1,500	1,500	1,500	6,000		10
				75700	Trainings, Workshops, Conferences	15,000	0	0	15,000	30,000		11
				75700	Trainings, Workshops, Conferences	12,500	7,500	7,500	12,500	40,000		7
				72100	Contractual Services - companies: Video and radio production, stakeholder review and endorsement	15,000	2,000	2,000	2,000	21,000		12
72100	Contractual Services - companies: Website management and promotion fees	1,000	1,000	1,000	1,000	4,000		13				

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	Notes	Budget
					<b>Sub-total GEF</b>	<b>83,500</b>	<b>47,000</b>	<b>43,500</b>	<b>66,000</b>	<b>240,000</b>		
					<b>Total Outcome 3</b>	<b>83,500</b>	<b>47,000</b>	<b>43,500</b>	<b>66,000</b>	<b>240,000</b>		
<b>COMPONENT 4:</b>  <b>National Capacity Self-Assessment update</b>	<b>MNR</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants: UNCBD Specialist	0	0	4,500	3,000	7,500		1
				71300	Local Consultants: CCD Specialist	0	0	4,500	3,000	7,500		1
				71300	Local Consultants: UNFCCC Specialist	0	0	4,500	3,000	7,500		1
				71300	Local Consultants: Public Administration Specialist	0	0	2,500	2,000	4,500		1
				71200	International Consultants: Capacity Development Specialist	0	0	2,000	2,000	4,000		2
				75700	Trainings, Workshops, Conferences	0	0	7,000	7,000	14,000		7
				72100	Contractual Services: Companies: Publication costs	0	0	2,500	2,500	5,000		12
					<b>Sub-total GEF</b>	<b>0</b>	<b>0</b>	<b>27,500</b>	<b>22,500</b>	<b>50,000</b>		
					<b>Total Outcome 4</b>	<b>0</b>	<b>0</b>	<b>27,500</b>	<b>22,500</b>	<b>50,000</b>		
<b>Project Management</b>	<b>MNR/UNDP</b>	<b>62000</b>	<b>GEF</b>	71400	Contractual Services - Individual: Project Coordinator	9,000	9,000	9,000	8,000	35,000		14
				71400	Contractual Services - Individual: Project Assistant	3,000	3,000	3,000	3,000	12,000		21
				71200	International Consultants: International Expert Final Evaluation	0	0	0	15,000	15,000		15
				73100	Rental & Maintenance-Premises: Office facilities and communications	1,500	1,500	1,500	1,500	6,000		16
				71600	Travel	2,000	2,500	2,500	2,000	9,000		17
				74598	Direct Project Costs – General Operating Expenses	2,000	2,000	2,000	2,000	8,000		25
					<b>Sub-total GEF</b>	<b>17,500</b>	<b>18,000</b>	<b>18,000</b>	<b>31,500</b>	<b>85,000</b>		
		<b>04000</b>	<b>UNDP</b>	73100	Rental & Maintenance-Premises: Office facilities and communications	7,000	7,000	7,000	6,000	27,000		23
				74100	Professional Services (Audit)	3,000	3,000	3,000	3,000	12,000		18
				71200	International Consultants: International Expert Final Evaluation	0	0	0	5,000	5,000		20
				71600	Travel	1,500	1,500	1,500	1,500	6,000		24
					<b>Sub-total UNDP</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>15,500</b>	<b>50,000</b>		
			<b>Total Project Management</b>	<b>29,000</b>	<b>29,500</b>	<b>29,500</b>	<b>47,000</b>	<b>135,000</b>				

**Budget Notes:**

- 1 Local or regional experts or specialist will be recruited. See Annex 6.
- 2 Technical advisory services will be provided to help the project remain consistent with overall GEF CCCD strategy
- 3 The technology will be procured from a private company that provides the best available technology for the EIMMS
- 4 Learning-by-doing workshop venue costs. Venue costs will be kept low by having the workshops convened in host government agencies conference facilities to the extent possible
- 5 Key consultations: Venue rental and catering costs
- 6 Printing and publication costs of key documentation for training purposes
- 7 Validation and peer review workshops venue costs: Key analyses will be peer reviewed, followed by their validation at stakeholder workshops
- 8 Awareness-raising workshops and dialogues GEF will finance per diem for stakeholder participation at the field-based workshops and dialogues include venue and catering costs.
- 9 Graduate students will be recruited to prepare articles for awareness-raising activities
- 10 Printing costs of workshop material
- 11 Kick-Off and Project Results Conferences: Venue and catering costs, including travel and per diem for key invited speakers
- 12 A video production company will be contracted to produce a public service announcement
- 13 A non-state entity will be contracted to manage and promote a website on behalf of the MNR
- 14 Part-time Project Coordinator. See Annex 6
- 15 An independent M&E specialist familiar with CCCD will evaluate the project
- 16 GEF funds will be used to finance international communications
- 17 GEF will finance the travel of the international M&E specialist
- 18 UNDP will finance the required audits.
- 21 Part-time Project Assistant. See Annex 6
- 23 UNDP funds will cover the costs of office and furniture rental
- 24 UNDP will finance key local travel
- 25 Direct project services costs as per Letter of Agreement (Annex 7)

**Annex 4: Provisional Work Plan**

Activity	Description	Year 1											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Component 1: Institutional capacities on Rio Convention mainstreaming and monitoring</b>													
<b>Output 1.1</b>	<b>Assessment of policy framework and institutional arrangements</b>												
1.1.1	Assessment of the policy and legal framework limiting Rio Convention implementation												
1.1.2	SWOT and gap analysis of institutional arrangements related to Rio Convention implementation												
1.1.3	Assessment of existing environmental databases and information management systems												
<b>Output 1.2</b>	<b>By-laws and operational guidance to mainstream Rio Conventions into policies</b>												
1.2.1	Learning-by-doing workshops to strengthen key environmental policy and legal instruments												
1.2.2	Secure approval of targeted policy and legal instruments												
1.2.3	Collate and distribute relevant legal and regulatory texts pertaining to environmental protection												
<b>Output 1.3</b>	<b>Institutional reforms for Rio Convention monitoring and mainstreaming</b>												
1.3.1	Structure a programme for carrying out recommended targeted institutional reforms												
1.3.2	Convene technical working groups to negotiate better consultative and decision-making processes												
1.3.3	Memoranda of agreement to improve collaboration and sharing of data and information												
<b>Output 1.4</b>	<b>Institutional mechanism for Rio Convention monitoring</b>												
1.4.1	Strengthen existing environmental databases and information management systems												
1.4.2	Structure improved data and information management arrangements												
1.4.3	Develop a M&E framework for the three Rio Conventions												
1.4.4	Identify and select new and improved Rio Convention indicators and measurement methodologies												
1.4.5	Design and prepare a feasibility study on the EIMMS based on best practices, tools and designs												
1.4.6	Draft technical interpretation material on the use of the EIMMS												
1.4.7	Identify, procure, and install technological requirements to set up the EIMMS												
1.4.8	Develop a tracking mechanism to monitor the use of the EIMMS												
<b>Output 1.5</b>	<b>Resource mobilization strategy</b>												
1.5.1	Financial and economic analysis of monitoring and enforcement of Rio Convention implementation												
1.5.2	Draft, review, and approve resource mobilization strategy												
1.5.3	Negotiate collaborative efforts to mobilize and manage financial resources												
<b>Output 1.6</b>	<b>Testing of Rio Convention mainstreaming and monitoring exercises</b>												
1.6.1	Select a high value sector plan for Rio Convention monitoring and mainstreaming piloting												
1.6.2	Convene technical working groups to integrate Rio Conventions in the selected development plan												
1.6.3	Prepare feasibility study and project document on activities to be piloted												
1.6.4	Set up the institutional arrangements to implement the pilot activities and exercises												
1.6.5	Pilot activities and exercises are implemented												
1.6.6	Cull lessons learned and best practices from activities to inform EIMMS roadmap												

Activity	Description	Year 1											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Component 2: Technical capacities for mainstreaming and monitoring Rio Conventions</b>													

<b>Output 2.1</b>	<b>Assessment of technical skills needed to mainstream Rio Conventions</b>	
2.1.1	Assessment of technical training needs on Rio Conventions mainstreaming	
2.1.2	Carry out baseline and end-of-project surveys on technical capacities	
<b>Output 2.2</b>	<b>Training programme and material</b>	
2.2.1	Prepare a training programme to better use data and information to mainstream the Rio Conventions	
2.2.2	Identify and collate the training material to support the training programme	
2.2.3	Update and revise training programme based on the results and lessons learned	
<b>Output 2.3</b>	<b>Training on Rio Convention mainstreaming and monitoring</b>	
2.3.1	Undertake training courses on the use of databases and information systems	
2.3.2	Undertake learning-by-doing training workshops on analytical skills and methodologies	
<b>Component 3: Awareness of global environmental values</b>		
<b>Output 3.1</b>	<b>Stakeholder dialogues on the value of Rio Conventions</b>	
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Results Conference	
3.1.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming	
3.1.3	Develop and validate public awareness and communication campaign plan	
3.1.4	Use Internet and social media to increase dissemination of data and information	
3.1.5	Convene three (3) public policy dialogues	
3.1.6	Convene national and sub-national awareness workshops	
3.1.7	Convene private sector sensitization panel discussions on the global environmental issues	
3.1.8	Convene workshops targeted to media professionals to improve environmental reporting	
3.1.9	Convene training workshops on MEA legislative mainstreaming	
<b>Output 3.2</b>	<b>Brochures and articles on the Rio Conventions</b>	
3.2.1	Prepare articles on linkages between the global environment and socio-economic issues	
3.2.2	Publish and distribute articles and brochures in the popular media as well as key events	
<b>Output 3.3</b>	<b>Public service announcements on environmentally friendly behavior</b>	
3.3.1	Prepare and air a public service announcement on Rio Convention mainstreaming	
3.3.2	Air public service announcement	
<b>Output 3.4</b>	<b>Improved educational curricula</b>	
3.4.1	Develop and apply an awareness module for institutions on Rio Conventions mainstreaming	
3.4.2	Prepare and integrate an environmental awareness module	



Activity	Description	Year 1											
		1	2	3	4	5	6	7	8	9	10	11	12
<b>Component 4: National Capacity Self-Assessment update</b>													
<b>Output 4.1</b>	<b>Assessments of capacity challenges to meet and sustain Rio Convention obligations</b>												
4.1.1	Prepare and validate the NCSA updating methodology												
4.1.2	Develop and distribute questionnaire to elicit respondent's opinions about capacity constraints												
4.1.3	Conduct individual interviews to gather additional inputs on national priorities and constraints												
4.1.4	Draft thematic assessments of the challenges and opportunities for Rio Convention mainstreaming												
4.1.5	Prepare integrated cross-cutting analysis of capacity development priorities												
<b>Output 4.2</b>	<b>Capacity Development Strategy and Action Plan</b>												
4.2.1	Review action plans of GEF focal area enabling activities												
4.2.2	Formulate the action plan building on activities 4.1.4, 4.1.5, and 4.2.1												
4.2.3	Draft and validate the updated NCSA Final Report												
4.2.4	Convene donor roundtable												
4.2.5	Finalize and present the NCSA Final Report and Action Plan												
<b>Project Management</b>													
<b>A</b>	Locally recruited personnel: Project Coordinator												
<b>B</b>	Locally recruited personnel: Project Assistant												
<b>C</b>	International Evaluation Consultant: Terminal Evaluation												
<b>D</b>	Policy Board meetings												

Activity	Description	Year 2											
		13	14	15	16	17	18	19	20	21	22	23	24
<b>Component 1:</b>	<b>Institutional capacities on Rio Convention mainstreaming and monitoring</b>												
<b>Output 1.1</b>	<b>Assessment of policy framework and institutional arrangements</b>												
1.1.1	Assessment of the policy and legal framework limiting Rio Convention implementation												
1.1.2	SWOT and gap analysis of institutional arrangements related to Rio Convention implementation												
1.1.3	Assessment of existing environmental databases and information management systems												
<b>Output 1.2</b>	<b>By-laws and operational guidance to mainstream Rio Conventions into policies</b>												
1.2.1	Learning-by-doing workshops to strengthen key environmental policy and legal instruments												
1.2.2	Secure approval of targeted policy and legal instruments												
1.2.3	Collate and distribute relevant legal and regulatory texts pertaining to environmental protection												
<b>Output 1.3</b>	<b>Institutional reforms for Rio Convention monitoring and mainstreaming</b>												
1.3.1	Structure a programme for carrying out recommended targeted institutional reforms												
1.3.2	Convene technical working groups to negotiate better consultative and decision-making processes												
1.3.3	Memoranda of agreement to improve collaboration and sharing of data and information												
<b>Output 1.4</b>	<b>Institutional mechanism for Rio Convention monitoring</b>												
1.4.1	Strengthen existing environmental databases and information management systems												
1.4.2	Structure improved data and information management arrangements												
1.4.3	Develop a M&E framework for the three Rio Conventions												
1.4.4	Identify and select new and improved Rio Convention indicators and measurement methodologies												
1.4.5	Design and prepare a feasibility study on the EIMMS based on best practices, tools and designs												
1.4.6	Draft technical interpretation material on the use of the EIMMS												
1.4.7	Identify, procure, and install technological requirements to set up the EIMMS												
1.4.8	Develop a tracking mechanism to monitor the use of the EIMMS												
<b>Output 1.5</b>	<b>Resource mobilization strategy</b>												
1.5.1	Financial and economic analysis of monitoring and enforcement of Rio Convention implementation												
1.5.2	Draft, review, and approve resource mobilization strategy												
1.5.3	Negotiate collaborative efforts to mobilize and manage financial resources												
<b>Output 1.6</b>	<b>Testing of Rio Convention mainstreaming and monitoring exercises</b>												
1.6.1	Select a high value sector plan for Rio Convention monitoring and mainstreaming piloting												
1.6.2	Convene technical working groups to integrate Rio Conventions in the selected development plan												
1.6.3	Prepare feasibility study and project document on activities to be piloted												
1.6.4	Set up the institutional arrangements to implement the pilot activities and exercises												
1.6.5	Pilot activities and exercises are implemented												
1.6.6	Cull lessons learned and best practices from activities to inform EIMMS roadmap												

Activity	Description	Year 2											
		13	14	15	16	17	18	19	20	21	22	23	24
<b>Component 2: Technical capacities for mainstreaming and monitoring Rio Conventions</b>													
<b>Output 2.1</b>	<b>Assessment of technical skills needed to mainstream Rio Conventions</b>												
2.1.1	Assessment of technical training needs on Rio Conventions mainstreaming												
2.1.2	Carry out baseline and end-of-project surveys on technical capacities												
<b>Output 2.2</b>	<b>Training programme and material</b>												
2.2.1	Prepare a training programme to better use data and information to mainstream the Rio Conventions												
2.2.2	Identify and collate the training material to support the training programme												
2.2.3	Update and revise training programme based on the results and lessons learned												
<b>Output 2.3</b>	<b>Training on Rio Convention mainstreaming and monitoring</b>												
2.3.1	Undertake training courses on the use of databases and information systems	■				■				■			
2.3.2	Undertake learning-by-doing training workshops on analytical skills and methodologies		■				■				■		
<b>Component 3: Awareness of global environmental values</b>													
<b>Output 3.1</b>	<b>Stakeholder dialogues on the value of Rio Conventions</b>												
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Results Conference												
3.1.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming												
3.1.3	Develop and validate public awareness and communication campaign plan												
3.1.4	Use Internet and social media to increase dissemination of data and information	■	■	■	■	■	■	■	■	■	■	■	■
3.1.5	Convene three (3) public policy dialogues										■	■	■
3.1.6	Convene national and sub-national awareness workshops			■	■	■	■	■	■	■	■	■	■
3.1.7	Convene private sector sensitization panel discussions on the global environmental issues				■	■	■	■	■	■	■	■	■
3.1.8	Convene workshops targeted to media professionals to improve environmental reporting					■	■	■	■	■	■	■	■
3.1.9	Convene training workshops on MEA legislative mainstreaming						■	■	■	■	■	■	■
<b>Output 3.2</b>	<b>Brochures and articles on the Rio Conventions</b>												
3.2.1	Prepare articles on linkages between the global environment and socio-economic issues												
3.2.2	Publish and distribute articles and brochures in the popular media as well as key events			■	■	■	■	■	■	■	■	■	■
<b>Output 3.3</b>	<b>Public service announcements on environmentally friendly behavior</b>												
3.3.1	Prepare and air a public service announcement on Rio Convention mainstreaming												
3.3.2	Air public service announcement	■	■	■	■	■	■	■	■	■	■	■	■
<b>Output 3.4</b>	<b>Improved educational curricula</b>												
3.4.1	Develop and apply an awareness module for institutions on Rio Conventions mainstreaming	■	■	■	■	■	■	■	■	■	■	■	■
3.4.2	Prepare and integrate an environmental awareness module		■	■	■	■	■	■	■	■	■	■	■

Activity	Description	Year 2											
		13	14	15	16	17	18	19	20	21	22	23	24
<b>Component 4: National Capacity Self-Assessment update</b>													
<b>Output 4.1</b>	<b>Assessments of capacity challenges to meet and sustain Rio Convention obligations</b>												
4.1.1	Prepare and validate the NCSA updating methodology												
4.1.2	Develop and distribute questionnaire to elicit respondent's opinions about capacity constraints												
4.1.3	Conduct individual interviews to gather additional inputs on national priorities and constraints												
4.1.4	Draft thematic assessments of the challenges and opportunities for Rio Convention mainstreaming												
4.1.5	Prepare integrated cross-cutting analysis of capacity development priorities												
<b>Output 4.2</b>	<b>Capacity Development Strategy and Action Plan</b>												
4.2.1	Review action plans of GEF focal area enabling activities												
4.2.2	Formulate the action plan building on activities 4.1.4, 4.1.5, and 4.2.1												
4.2.3	Draft and validate the updated NCSA Final Report												
4.2.4	Convene donor roundtable												
4.2.5	Finalize and present the NCSA Final Report and Action Plan												
<b>Project Management</b>													
<b>A</b>	Locally recruited personnel: Project Coordinator												
<b>B</b>	Locally recruited personnel: Project Assistant												
<b>C</b>	International Evaluation Consultant: Terminal Evaluation												
<b>D</b>	Policy Board meetings												

Activity	Description	Year 3											
		25	26	27	28	29	30	31	32	33	34	35	36
<b>Component 1: Institutional capacities on Rio Convention mainstreaming and monitoring</b>													
<b>Output 1.1</b>	<b>Assessment of policy framework and institutional arrangements</b>												
1.1.1	Assessment of the policy and legal framework limiting Rio Convention implementation												
1.1.2	SWOT and gap analysis of institutional arrangements related to Rio Convention implementation												
1.1.3	Assessment of existing environmental databases and information management systems												
<b>Output 1.2</b>	<b>By-laws and operational guidance to mainstream Rio Conventions into policies</b>												
1.2.1	Learning-by-doing workshops to strengthen key environmental policy and legal instruments	■											
1.2.2	Secure approval of targeted policy and legal instruments		■										
1.2.3	Collate and distribute relevant legal and regulatory texts pertaining to environmental protection			■							■		
<b>Output 1.3</b>	<b>Institutional reforms for Rio Convention monitoring and mainstreaming</b>												
1.3.1	Structure a programme for carrying out recommended targeted institutional reforms												
1.3.2	Convene technical working groups to negotiate better consultative and decision-making processes					■					■		
1.3.3	Memoranda of agreement to improve collaboration and sharing of data and information					■							
<b>Output 1.4</b>	<b>Institutional mechanism for Rio Convention monitoring</b>												
1.4.1	Strengthen existing environmental databases and information management systems												
1.4.2	Structure improved data and information management arrangements						■						
1.4.3	Develop a M&E framework for the three Rio Conventions								■				
1.4.4	Identify and select new and improved Rio Convention indicators and measurement methodologies												
1.4.5	Design and prepare a feasibility study on the EIMMS based on best practices, tools and designs												
1.4.6	Draft technical interpretation material on the use of the EIMMS												
1.4.7	Identify, procure, and install technological requirements to set up the EIMMS									■			
1.4.8	Develop a tracking mechanism to monitor the use of the EIMMS								■				
<b>Output 1.5</b>	<b>Resource mobilization strategy</b>												
1.5.1	Financial and economic analysis of monitoring and enforcement of Rio Convention implementation								■				
1.5.2	Draft, review, and approve resource mobilization strategy									■			
1.5.3	Negotiate collaborative efforts to mobilize and manage financial resources										■		
<b>Output 1.6</b>	<b>Testing of Rio Convention mainstreaming and monitoring exercises</b>												
1.6.1	Select a high value sector plan for Rio Convention monitoring and mainstreaming piloting												
1.6.2	Convene technical working groups to integrate Rio Conventions in the selected development plan					■							
1.6.3	Prepare feasibility study and project document on activities to be piloted												
1.6.4	Set up the institutional arrangements to implement the pilot activities and exercises												
1.6.5	Pilot activities and exercises are implemented												
1.6.6	Cull lessons learned and best practices from activities to inform EIMMS roadmap												

Activity	Description	Year 3											
		25	26	27	28	29	30	31	32	33	34	35	36
<b>Component 2: Technical capacities for mainstreaming and monitoring Rio Conventions</b>													
<b>Output 2.1</b>	<b>Assessment of technical skills needed to mainstream Rio Conventions</b>												
2.1.1	Assessment of technical training needs on Rio Conventions mainstreaming												
2.1.2	Carry out baseline and end-of-project surveys on technical capacities												
<b>Output 2.2</b>	<b>Training programme and material</b>												
2.2.1	Prepare a training programme to better use data and information to mainstream the Rio Conventions												
2.2.2	Identify and collate the training material to support the training programme												
2.2.3	Update and revise training programme based on the results and lessons learned												
<b>Output 2.3</b>	<b>Training on Rio Convention mainstreaming and monitoring</b>												
2.3.1	Undertake training courses on the use of databases and information systems												
2.3.2	Undertake learning-by-doing training workshops on analytical skills and methodologies												
<b>Component 3: Awareness of global environmental values</b>													
<b>Output 3.1</b>	<b>Stakeholder dialogues on the value of Rio Conventions</b>												
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Results Conference												
3.1.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming												
3.1.3	Develop and validate public awareness and communication campaign plan												
3.1.4	Use Internet and social media to increase dissemination of data and information												
3.1.5	Convene three (3) public policy dialogues												
3.1.6	Convene national and sub-national awareness workshops												
3.1.7	Convene private sector sensitization panel discussions on the global environmental issues												
3.1.8	Convene workshops targeted to media professionals to improve environmental reporting												
3.1.9	Convene training workshops on MEA legislative mainstreaming												
<b>Output 3.2</b>	<b>Brochures and articles on the Rio Conventions</b>												
3.2.1	Prepare articles on linkages between the global environment and socio-economic issues												
3.2.2	Publish and distribute articles and brochures in the popular media as well as key events												
<b>Output 3.3</b>	<b>Public service announcements on environmentally friendly behavior</b>												
3.3.1	Prepare and air a public service announcement on Rio Convention mainstreaming												
3.3.2	Air public service announcement												
<b>Output 3.4</b>	<b>Improved educational curricula</b>												
3.4.1	Develop and apply an awareness module for institutions on Rio Conventions mainstreaming												
3.4.2	Prepare and integrate an environmental awareness module												

Activity	Description	Year 3											
		25	26	27	28	29	30	31	32	33	34	35	36
<b>Component 4: National Capacity Self-Assessment update</b>													
<b>Output 4.1</b>	<b>Assessments of capacity challenges to meet and sustain Rio Convention obligations</b>												
4.1.1	Prepare and validate the NCSA updating methodology												
4.1.2	Develop and distribute questionnaire to elicit respondent's opinions about capacity constraints												
4.1.3	Conduct individual interviews to gather additional inputs on national priorities and constraints												
4.1.4	Draft thematic assessments of the challenges and opportunities for Rio Convention mainstreaming												
4.1.5	Prepare integrated cross-cutting analysis of capacity development priorities												
<b>Output 4.2</b>	<b>Capacity Development Strategy and Action Plan</b>												
4.2.1	Review action plans of GEF focal area enabling activities												
4.2.2	Formulate the action plan building on activities 4.1.4, 4.1.5, and 4.2.1												
4.2.3	Draft and validate the updated NCSA Final Report												
4.2.4	Convene donor roundtable												
4.2.5	Finalize and present the NCSA Final Report and Action Plan												
<b>Project Management</b>													
<b>A</b>	Locally recruited personnel: Project Coordinator												
<b>B</b>	Locally recruited personnel: Project Assistant												
<b>C</b>	International Evaluation Consultant: Terminal Evaluation												
<b>D</b>	Policy Board meetings												

Activity	Description	Year 4												
		37	38	39	40	41	42	43	44	45	46	47	48	
<b>Component 1:</b>	<b>Institutional capacities on Rio Convention mainstreaming and monitoring</b>													
<b>Output 1.1</b>	<b>Assessment of policy framework and institutional arrangements</b>													
1.1.1	Assessment of the policy and legal framework limiting Rio Convention implementation													
1.1.2	SWOT and gap analysis of institutional arrangements related to Rio Convention implementation													
1.1.3	Assessment of existing environmental databases and information management systems													
<b>Output 1.2</b>	<b>By-laws and operational guidance to mainstream Rio Conventions into policies</b>													
1.2.1	Learning-by-doing workshops to strengthen key environmental policy and legal instruments													
1.2.2	Secure approval of targeted policy and legal instruments													
1.2.3	Collate and distribute relevant legal and regulatory texts pertaining to environmental protection													
<b>Output 1.3</b>	<b>Institutional reforms for Rio Convention monitoring and mainstreaming</b>													
1.3.1	Structure a programme for carrying out recommended targeted institutional reforms													
1.3.2	Convene technical working groups to negotiate better consultative and decision-making processes													
1.3.3	Memoranda of agreement to improve collaboration and sharing of data and information													
<b>Output 1.4</b>	<b>Institutional mechanism for Rio Convention monitoring</b>													
1.4.1	Strengthen existing environmental databases and information management systems													
1.4.2	Structure improved data and information management arrangements													
1.4.3	Develop a M&E framework for the three Rio Conventions													
1.4.4	Identify and select new and improved Rio Convention indicators and measurement methodologies													
1.4.5	Design and prepare a feasibility study on the EIMMS based on best practices, tools and designs													
1.4.6	Draft technical interpretation material on the use of the EIMMS													
1.4.7	Identify, procure, and install technological requirements to set up the EIMMS													
1.4.8	Develop a tracking mechanism to monitor the use of the EIMMS													
<b>Output 1.5</b>	<b>Resource mobilization strategy</b>													
1.5.1	Financial and economic analysis of monitoring and enforcement of Rio Convention implementation													
1.5.2	Draft, review, and approve resource mobilization strategy													
1.5.3	Negotiate collaborative efforts to mobilize and manage financial resources													
<b>Output 1.6</b>	<b>Testing of Rio Convention mainstreaming and monitoring exercises</b>													
1.6.1	Select a high value sector plan for Rio Convention monitoring and mainstreaming piloting													
1.6.2	Convene technical working groups to integrate Rio Conventions in the selected development plan													
1.6.3	Prepare feasibility study and project document on activities to be piloted													
1.6.4	Set up the institutional arrangements to implement the pilot activities and exercises													
1.6.5	Pilot activities and exercises are implemented													
1.6.6	Cull lessons learned and best practices from activities to inform EIMMS roadmap													



Activity	Description	Year 4											
		37	38	39	40	41	42	43	44	45	46	47	48
<b>Component 2: Technical capacities for mainstreaming and monitoring Rio Conventions</b>													
<b>Output 2.1</b>	<b>Assessment of technical skills needed to mainstream Rio Conventions</b>												
2.1.1	Assessment of technical training needs on Rio Conventions mainstreaming												
2.1.2	Carry out baseline and end-of-project surveys on technical capacities												
<b>Output 2.2</b>	<b>Training programme and material</b>												
2.2.1	Prepare a training programme to better use data and information to mainstream the Rio Conventions												
2.2.2	Identify and collate the training material to support the training programme												
2.2.3	Update and revise training programme based on the results and lessons learned												
<b>Output 2.3</b>	<b>Training on Rio Convention mainstreaming and monitoring</b>												
2.3.1	Undertake training courses on the use of databases and information systems												
2.3.2	Undertake learning-by-doing training workshops on analytical skills and methodologies												
<b>Component 3: Awareness of global environmental values</b>													
<b>Output 3.1</b>	<b>Stakeholder dialogues on the value of Rio Conventions</b>												
3.1.1	Organize and convene a one-day Kick-Off Conference and a one-day Results Conference												
3.1.2	Design and carry out survey to assess understanding of Rio Convention mainstreaming												
3.1.3	Develop and validate public awareness and communication campaign plan												
3.1.4	Use Internet and social media to increase dissemination of data and information												
3.1.5	Convene three (3) public policy dialogues												
3.1.6	Convene national and sub-national awareness workshops												
3.1.7	Convene private sector sensitization panel discussions on the global environmental issues												
3.1.8	Convene workshops targeted to media professionals to improve environmental reporting												
3.1.9	Convene training workshops on MEA legislative mainstreaming												
<b>Output 3.2</b>	<b>Brochures and articles on the Rio Conventions</b>												
3.2.1	Prepare articles on linkages between the global environment and socio-economic issues												
3.2.2	Publish and distribute articles and brochures in the popular media as well as key events												
<b>Output 3.3</b>	<b>Public service announcements on environmentally friendly behavior</b>												
3.3.1	Prepare and air a public service announcement on Rio Convention mainstreaming												
3.3.2	Air public service announcement												
<b>Output 3.4</b>	<b>Improved educational curricula</b>												
3.4.1	Develop and apply an awareness module for institutions on Rio Conventions mainstreaming												
3.4.2	Prepare and integrate an environmental awareness module												

Activity	Description	Year 4											
		37	38	39	40	41	42	43	44	45	46	47	48
<b>Component 4: National Capacity Self-Assessment update</b>													
<b>Output 4.1</b>	<b>Assessments of capacity challenges to meet and sustain Rio Convention obligations</b>												
4.1.1	Prepare and validate the NCSA updating methodology												
4.1.2	Develop and distribute questionnaire to elicit respondent's opinions about capacity constraints												
4.1.3	Conduct individual interviews to gather additional inputs on national priorities and constraints												
4.1.4	Draft thematic assessments of the challenges and opportunities for Rio Convention mainstreaming												
4.1.5	Prepare integrated cross-cutting analysis of capacity development priorities												
<b>Output 4.2</b>	<b>Capacity Development Strategy and Action Plan</b>												
4.2.1	Review action plans of GEF focal area enabling activities												
4.2.2	Formulate the action plan building on activities 4.1.4, 4.1.5, and 4.2.1												
4.2.3	Draft and validate the updated NCSA Final Report												
4.2.4	Convene donor roundtable												
4.2.5	Finalize and present the NCSA Final Report and Action Plan												
<b>Project Management</b>													
<b>A</b>	Locally recruited personnel: Project Coordinator												
<b>B</b>	Locally recruited personnel: Project Assistant												
<b>C</b>	International Evaluation Consultant: Terminal Evaluation												
<b>D</b>	Policy Board meetings												

**Annex 5: Environmental and Social Review Criteria**

<b><i>Project Information</i></b>	
1. Project Title	Strengthening technical capacities to mainstream and monitor Rio Convention implementation through policy coordination
2. Project Number	5332
3. Location (Global/Region/Country)	Guyana

***Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability***

**QUESTION 1: How does the project integrate the overarching principles in order to strengthen social and environmental sustainability?**

***Briefly describe in the space below how the project mainstreams the human-rights based approach***

The project supports the meaningful participation and inclusion of all stakeholders, during the design, implementation, monitoring, and adaptive collaborative management of the project. Stakeholders will participate in capacity development activities and the project will support the development of an enabling environment conducive to the active engagement of stakeholders in the management of natural resources. This approach is consistent with the participation and inclusion of human rights principle.

During the project formulation phase, consultation sessions and meetings were undertaken with a diverse group of stakeholders in order to construct as holistic as possible an understanding of the challenges and barriers related to the management of data and information for improved decision-making on the global environment, i.e., the project baseline. The project design makes the assumption that the extensive consultations during project formulation strengthens the transparency and legitimacy of the proposed project activities, notwithstanding that during project implementation, activities can and should be adapted to ensure that the human rights of stakeholders are preserved and/or reinforced. The extensive stakeholder consultations, learning-by-doing workshops, and awareness-raising dialogues are intended to engage as many people as possible in order to reduce the risks of marginalizing stakeholders and incorporating their diverse perspectives in as many project activities as possible.

The outputs and activities of Component 3 allow for a multi-pronged approach which reaches a large cross section of the society and includes stakeholder engagements and awareness raising programmes with the private sector, media, civil society, academia, and indigenous organizations.

***Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment***

Gender equality was taken into account in the formulation of the project, which includes tracking key indicators, such as the balance of women participants in the capacity development activities and the extent to which gender issues inform workshop deliberations and recommendations. The project document makes specific reference to three GEF requirements for mainstreaming gender issues in projects:

- a. Gender mainstreaming and capacity building within GEF staff to improve socio-economic understanding of gender issues
- b. A designated focal point for gender issues to support development, implementation, monitoring and strategy on gender mainstreaming internally and externally
- c. Working with experts in gender issues to utilize their expertise in developing and implementing GEF projects

These requirements will be monitored by the UNDP Gender Focal Point during project implementation. This will include facilitating gender balance inclusive project will foster gender equality in environmental management and women’s empowerment and participation in environmental management. Additionally, the Project benefited from expert advice on gender issues by following the principles outlined in the 2014 report on Mainstreaming Gender at the GEF and hosting consultations with the Guyana Women and Gender Equality Commission.

***Briefly describe in the space below how the Project mainstreams environmental sustainability***

The mainstreaming of environmental sustainability will take place through the learning-by-doing workshops and the negotiated integration and linkage of appropriate existing monitoring and management information systems and databases. The Rio Conventions will be used as the analytical frameworks for identifying the global environmental criteria and indicators, and reconciled with post-2015 Sustainable Development Goals and other best practice indicators to be assessed as relevant and appropriate to Guyana.

The project will also demonstrate the value of the EIMMS through various learning-by-doing exercises, which will include piloting its use to integrate global environmental criteria and indicators into a high value sectoral development plan. The project will also support activities to strengthen the coordination between key sectors to address biodiversity, climate change and land degradation issues at systemic and institutional levels. Specific mainstreaming activities include the formulation of appropriate by-laws and operational guidance to mainstream Rio Conventions, the formulation of a programme for extending the EIMMS to catalyze Rio Convention mainstreaming, and awareness raising activities for various groups in Guyana.

***Part B. Identifying and Managing Social and Environmental Risks***

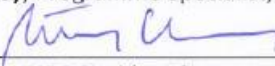
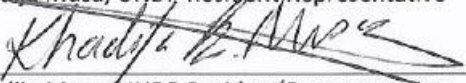
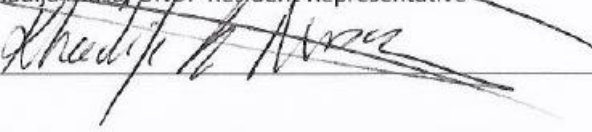
<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses).</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>
<p><b><i>Risk Description</i></b></p>	<p><b><i>Impact and Probability (1-5)</i></b></p>	<p><b><i>Significance</i></b></p>	<p><b><i>Comments</i></b></p>	<p><b><i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the</i></b></p>

		<i>(Low, Moderate, High)</i>		<i>assessment should consider all potential impacts and risks.</i>
<b>Risk 1:</b> There is likelihood that the project would exclude potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them.	I = 2 P = 2	<b>Low</b>	<b>Use regional authorities and GFC/ GGMC Regional Offices and regional activities to reach hinterland communities; awareness materials should reach schools</b>	Though a few groups of actors were not consulted during project design phase, the stakeholder engagement strategy for project implementation is designed to include a wide cross section of the population, including government agencies, civil society, academia, the private sector, rural communities, gender groups, and indigenous organization.
<b>Risk 2:</b> Duty-bearers may not have the capacity to meet their obligations in the project.	I = 3 P = 4	<i>Moderate</i>	<b>Set up an action sheet with each agency and their roles and activities at least one (1) month in advance so that resources are coordinated to meet obligations</b>	The project design focuses on learning-by-doing capacity building. The project is also designed to include various stakeholders at various levels which will decentralize responsibility and obligations.
<b>Risk 3:</b> There a risk that rights-holders do not have the capacity to claim their rights.	I = 3 P = 3	<i>Moderate</i>	<b>Include awareness sessions with local community-based NGOs and civil society</b>	Measures are not yet in place, but arrangements are being made to gather feedback from local community based NGOs on grievances and expected opportunities to empower groups that were not appropriately consulted in the project design phase.
<b>Risk 4:</b> There has been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned.	I = 3 P = 3	<i>Moderate</i>	<b>Issues on land rights should not be a condition in order to meet project outputs and participation. All meetings should start with the project purpose and benefits, and explanation if necessary that land matters are dealt with specifically by other agencies</b>	The project will not have any direct impacts on indigenous people's lands and resources. Additionally, the project is designed to be inclusive and engage and include indigenous groups in project activities.

<b>QUESTION 4: What is the overall Project risk categorization?</b>		
<b>Select one (see <a href="#">SESP</a> for guidance)</b>		<b>Comments</b>
<i>Low Risk</i>	<input type="checkbox"/>	
<i>Moderate Risk</i>	<input checked="" type="checkbox"/>	The project includes activities with potential social risks. These risks are limited in scale and can be mitigated through best practices, mitigation measures incorporated into the project design, and stakeholder engagement.
<i>High Risk</i>	<input type="checkbox"/>	
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>		
<b>Check all that apply</b>		<b>Comments</b>
<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>	The application of the human rights principles is essential to ensure that the project is implemented in a manner that is fully participatory and non-discriminatory with equal opportunities for women, men, boys, girls or other groups based on gender identities/sexual orientation, with accountability and under the rule of national and international laws.
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input checked="" type="checkbox"/>	While the project does not foresee any negative impacts for women, gender-relevant markers will be identified and tracked as appropriate during project implementation.
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	None required
<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	None required
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	None required
<i>4. Cultural Heritage</i>	<input checked="" type="checkbox"/>	With other projects there has been an absence of culturally appropriate consultations.
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	None required

	<b>6. Indigenous Peoples</b>	✓	The consideration of indigenous issues is important since indigenous people are inherently dependent upon the environment for traditional practices and are directly affected by national actions, policy and institutional shifts as they relate to environmental governance and environmental outcomes.
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	None required

**Final Sign Off**

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor	12 January 2016	Patrick Chesney, Programme Specialist, Environment, Extractive Industry & Energy, UNDP Guyana. 
QA Approver	7 June 2016	Khadija Musa, UNDP Resident Representative 
PAC Chair	7 June 2016	<del>Khadija Musa, UNDP Resident Representative</del> 

**SESP Attachment 1. Social and Environmental Risk Screening Checklist**

<b>Checklist Potential Social and Environmental Risks</b>	
<b>Principles 1: Human Rights</b>	<b>Answer (Yes/No)</b>
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>12</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5. Are there measures or mechanisms in place to respond to local community grievances?	No
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
9. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women’s Empowerment</b>	
1. Is there likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
3. Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

<sup>12</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.



	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>13</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental <b>vulnerability to climate change</b> now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		

<sup>13</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, and erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>14</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No

<sup>14</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Yes
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

## **Annex 6: Terms of References**

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project. With the exception of the international consultants that will be recruited for the independent evaluation of the project and the capacity development specialist that would provide technical backstopping, the project consultants should ideally be Guyanese nationals. However, experts from the region may be recruited in the event that a suitable national consultant could not be found. Rates will be based on UNDP Guyana standards for the recruitment of regional consultants, but ideally at a rate that is not significantly greater than that of the national consultant rates in order for the project to remain cost-effective.

### **Background**

In 2007, Guyana completed its National Capacity Self-Assessment in order to identify the priority cross-cutting capacity development needs of the country to meet and sustain obligations under the three Rio Conventions. The major limitations identified include a weak policy framework, a weak legal and regulatory framework, and a lack of synergy in implementation of the Rio Conventions, insufficient knowledge, information, and skills for implementation of the Conventions, duplication of responsibilities, limited financial resources, fragmentation of available data, and limited stakeholder involvement.

Guyana has made significant progress in strengthening its environmental policy and programming framework since the completion of its NCSA. The country has adopted numerous laws pertaining to environmental protection and has taken important steps to integrate global environmental obligations within its national developmental strategies. For example, the Low Carbon Development Strategy was launched in 2009 to promote economic development while at the same time minimizing impacts on climate change. Despite this progress, barriers remain. Despite the important achievements Guyana has made, many of the NCSA priority recommendations remain unaddressed.

### **Project Goal and Objective**

The goal of this project is for Guyana to make better decisions to meet and sustain global environmental obligations. This requires the country to have the capacity to access and use data and information, as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes. To that end, the objective of this project is *to strengthen technical capacities for mainstreaming and monitoring achievement of Rio Convention objectives*. This project will contribute to this objective by improving collaboration and coordination as well as technical capacities to better monitor trends and compliance, and to use this data and information to create new knowledge and thus make better policy decisions. An additional project objective is to update the National Capacity Self-Assessment, which was previously prepared in 2007.

### **Project Strategy**

Critically, the project emphasizes the creation of data, information, and knowledge that is widely recognized as legitimate among all stakeholders and other social actors. This calls for updating and improving data and information collection methodologies, as well as improved training (through learning-by-doing) on analytical skills. These skills include strengthening individual skills for monitoring data and information, which are central to the legitimacy of data and information. However, these skills must be situated within an improved institutional context, and the project will address the particular institutional barriers that prevent Guyana from formulating more holistic and resilient development plans that affect the environment and natural resources. The legitimacy and sustainability of global environmental outcomes also requires removing key systemic barriers, those that embedded within policies or legal instruments. In Guyana's case, this calls for addressing the current weaknesses in the how data, information, and knowledge are shared among all stakeholders. The project will build upon existing rules, regulations, and mechanisms for collaboration and coordination on issues relevant to the three Rio Conventions.

The transformative nature of this project rests largely on negotiating coordination and collaboration agreements among agencies and non-state stakeholders to share data, information, and knowledge. The project seeks to facilitate improved collaboration and engagement of stakeholders with comparative expertise and knowledge that is intended

to yield better quality data, information and knowledge to apply best practices. The ability of the project to transform the current culture of government agencies and non-state stakeholders is expected to facilitate greater validity and legitimacy of the policy and decision-making.

### **Project Outcomes and Components**

At the end of the project, an institutional mechanism will have been strengthened to more effectively access and create new knowledge that reconciles and institutionalizes global environmental priorities within national sustainable development priorities. This project will have strengthened and helped institutionalize commitments under the Rio Conventions by demonstrating practicable and cost-effective approaches to better information management, monitoring, and decision-making to increase delivery of global environmental benefits. In addition to the installation of the integrated EIMMS and training on its use, the project will help institutionalize this system by demonstrating its value and financial sustainability to stakeholders, as well as facilitating the appropriate legislative and institutional reforms.

While the objective of this project is about making better decisions and taking better actions for the global environment through the pursuit of sustainable development, this project will produce additional co-benefits. The capacities strengthened under the project will help Guyana to improve their national reporting to the three Rio Conventions, as well as to other multilateral environmental agreements of which Guyana is signatory as well as on the Millennium Development Goal 7.

This project will be implemented in four linked components:

1. Strengthening institutional capacities to mainstream and monitor Rio Convention implementation through development policies, programmes and plans
2. Strengthening technical capacities for mainstreaming and monitoring Rio Conventions
3. Improving awareness of global environmental values
4. Updating of the National Capacity Self-Assessment

### **Responsibilities**

#### **A. National Project Director (NPD)**

The Government of Guyana must appoint a national director for this UNDP-supported project. The **National Project Director** supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The National Project Director is the party that represents the Government's *ownership* and *authority* over the project, *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources.

In consultation with UNDP, the Department of Governance, Natural Resources and Environment, as the concerned department, will designate the National Project Director from among its staff at not lower than the Deputy Minister or Head of Department level. The National Project Director will be supported by a full-time National Project Coordinator (NPC).

#### *Duties and Responsibilities of the NPD*

The NPD will have the following duties and responsibilities:

- Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
- Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- Ensure that all Government inputs committed to the project are made available;

- Supervise the work of the National Project Coordinator and ensure that the NPC is empowered to effectively manage the project and other project staff to perform their duties effectively;
- Select and arrange, in close collaboration with UNDP, for the appointment of the National Project Coordinator (in cases where the NPC has not yet been appointed);
- Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
- Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

*Remuneration and entitlements:*

The National Project Director may not receive monetary compensation from project funds for the discharge of his/her functions.

**B. Project Coordinator**

A **Project Coordinator** will be recruited to oversee the project implementation on a part-time basis under the guidance of the Project Board, and with the support of UNDP Guyana. He/she will be recruited for the duration of the project at an estimated 30% of his/her time. This will total an approximate 60 person-weeks. In addition to overseeing the implementation of the project's capacity development activities, the Project Coordinator will carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures. These include:

- Oversee the day-to-day monitoring of project implementation
- In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Board
- Prepare all required progress and management reports, e.g., APR/PIR and project initiation report
- Support all meetings of the Project Board
- Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
- Support the independent terminal evaluation
- Ensure full compliance with the UNDP and GEF branding policy

**C. Project Assistant**

The **Project Assistant** will provide part time support to the Project Coordinator in the carrying out of his/her duties, which will include:

- Organizational and logistical issues related to project execution per UNDP guidelines and procedures
- Record keeping of project documents, including financial in accordance with audit requirements
- Ensure all logistical arrangements are carried out smoothly
- Assist Project Coordinator in preparation and update of project work plans in collaboration with the UNDP Country Office
- Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- Report to the Project Coordinator and UNDP Programme Officer on a regular basis
- Identification and resolution of logistical and organizational problems, under the guidance of the Project Coordinator

The Project Assistant will have at least five (5) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management projects.

**D. Technical Working Groups**

The **Technical Working Groups** will be constituted by a diverse set of national experts and other key stakeholders with comparative knowledge and/or experience on a wide range of Rio Convention issues related to the project. Three such groups will be constituted – one for each of the three Rio Conventions. Membership of these groups can be rotating in order that each meeting of the group contains as complete as possible the breadth of stakeholder views and expertise. These groups will convene to review and validate the technical analyses prepared by the individual consultants, and serve as a form of peer review group. They should meet as a group in order to be more effective in discussing and exchange views of the particular issues to be discussed. Each working group should contain at least 12 stakeholder members and represent all key stakeholder groups, including the University of Guyana, NGOs, and civil society. Outside of the technical workshop groups, other experts and stakeholders should be encouraged to provide input and peer review input of analyses and recommendations prepared under the project.

The Technical Working Groups will also meet collectively to reconcile the different perspectives from the three Rio Conventions with a view to producing a consolidated set of recommendations. The consolidated Technical Workshop Groups are to be considered as the stakeholder validation workshops for each of the key deliverables under the project, such as the technical analyses, Rio Convention monitoring indicators, memoranda of agreement, and by-laws.

#### **E. Specialist on the Convention on Biological Diversity**

This national consultant will be responsible for undertaking those project activities that require expertise on interpreting and translating UNCBD obligations into national programmable activities. The consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on the using data and information relevant to meeting biodiversity conservation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The UNCBD consultant will have at least 10 years of work experience biodiversity conservation programming and project implementation, of which at least the last two (2) years include active involvement in UNCBD negotiations. He/she will have a PhD in natural resource management, with a specialization directly related to biodiversity conservation in Guyana and/or the surrounding region. Under the supervision of the Project Coordinator, the consultant will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

#### **F. Specialist on the Convention on Desertification and Drought**

This national consultant will be responsible for undertaking those project activities that require expertise on interpreting and translating UNCCD obligations into national programmable activities. The consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on the using data and information relevant meeting land degradation objectives, with particular emphasis on sustainable land management and land degradation.

The UNCCD consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in UNCCD negotiations, programming, and project implementation. He/she will have a PhD in natural resource management, with a specialization directly related to land management issues in Guyana and/or the surrounding region. Under the supervision of the Project Coordinator, the consultant will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

#### **G. Specialist on the Framework Convention on Climate Change**

This national consultant will be responsible for undertaking those project activities that require expertise on interpreting and translating UNFCCC obligations into national programmable activities. The consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on the using data and information relevant to meeting climate change mitigation and mitigation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The UNFCCC national consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in UNFCCC negotiations, programming, and project implementation. He/she will have a PhD in a field directly relevant to climate change science, with a specialization directly related to mitigation and adaptation strategies relevant to Guyana and/or the surrounding region. Under the supervision of the Project Coordinator, the consultant will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

#### **H. Public Administration Specialist**

The individual recruited as the **Public Administration Specialist** will be recruited for an estimated 100 weeks and hold an additional separate contract as the Project Coordinator. He/she will work with the national consultants as well as with the Information Technology and Knowledge Management Specialist to assess and institutionalize the EIMMS within the MNR, as well as with the partner government departments and other stakeholder organizations' information systems. He/she will work with the Information Technology and Knowledge Management Specialist to undertake the in-depth baseline assessment of the existing environmental databases and information management system. This expert will also work with the legal expert and the Rio Convention experts to assess and recommend institutional and associated regulatory reforms to be submitted for approval by the Project Board. He/she will also serve as a resource person and facilitator for the training and learn-by-doing working groups.

The Public Administration Specialist will have a post-graduate degree in public administration or related field, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

#### **I. Lead Sector Specialist**

The project calls for the selection of a high value sector development plan. Depending on the choice of this sector, an expert will be recruited to work with the other project consultants to strengthen the integration of Rio Convention criteria and indicators into the selected sector development plan. He/she will also review key project analyses and deliverables to help strengthen the technical analyses in conformity with the selected sector issues. The Specialist will be responsible for the following activities:

- a. Undertake a SWOT<sup>15</sup> and Gap analyses of the selected sector policies, programmes, plans, and/or legislation to inform recommendations for their improvement in accordance with Rio Convention provisions
- b. Facilitating collaborative and consultative teamwork for the targeted mainstreaming of Rio Conventions into sectoral policies, programmes, plans, and/or legislation, along with other national consultants
- c. Serve as co-facilitator at key workshops

#### **J. Information Technology and Knowledge Management Specialist**

An **Information Technology and Knowledge Management Specialist** will be recruited to oversee the technical updating and strengthening the EIMMS, including the procurement of the hardware and software. Under the supervision of the Project Coordinator, he/she will work with the international Rio Convention Specialists, as well as with the relevant Information Technology managers in the different departments to network the EIMMS with their information systems. The Specialist will apply technical expertise to the implementation, monitoring, and maintenance of the EIMMS. With at least five (5) years' of work experience, the Specialist will have at least a Master's degree in information communication and technology, including network analysis, system administration, security and information assurance, information audits, database administration, and web administration. An estimated 12 weeks have been estimated for undertaking project activities.

#### **K. Policy / Legal Expert/Environmental Lawyer**

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<sup>15</sup> Strength, Weaknesses, Opportunities, and Threats



The **Policy/Legal Expert/Environmental Lawyer** will contribute to the substantive work under the project by assessing the policy and legal implications of national implementation of the Rio Conventions, in particular the collaboration among key agencies and other stakeholder organizations. The expert will work with the Public Administration expert as well as with the others, as appropriate to draft and negotiate the Memoranda of Agreement to share data and information, as well as draft the bills that need Project Board approval.

This expert will have a post-graduate degree in law, with a specialization on environmental law and policy of Guyana. He/she will have to have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning. An estimated 30 weeks have been estimated for undertaking project activities by this national expert. The types of activities that he/she will undertake substantive project activities may include:

- a. Preparing technical materials and facilitating the technical working group meetings
- b. Undertake an in-depth baseline analysis of information needs, sources and flows to implement environmental legislation
- c. Facilitate negotiations among line ministries on cooperative agreements (memoranda of agreement)
- d. Undertake an in-depth analysis of environmental legislation and compliance
- e. In collaboration with other national consultants, undertake an analysis of best practices and lessons learned
- f. Lead drafter of technical guidelines for the strategic implementation of environmental legislation
- g. In collaboration with other national consultants, draft recommended monitoring and compliance reforms
- h. In collaboration with other national consultants, undertake an assessment of existing guidelines, tools and resources
- i. In collaboration with other national consultants, prepare a comprehensive training programme and targeted training modules
- j. In collaboration with other national consultants, draft operational guidelines for coordinated monitoring and compliance
- k. In collaboration with other national consultants, support sub-contracted NGO to carry out broad-based survey
- l. Contribute to the preparation of the public awareness implementation plan
- m. Contribute to the preparation of articles on legislative responses for Rio Convention implementation
- n. Contribute to the preparation and implementation of the secondary school competitions on the Rio Conventions
- o. In collaboration with other national consultants, prepare a global environmental education module for secondary schools
- p. In collaboration with other national consultants and the sub-contracted video production, prepare the narrative for the public service announcement
- q. In collaboration with other national consultants, undertake an in-depth financial and economic analysis of environmental monitoring and compliance
- r. In collaboration with other national consultants and based on consultations with stakeholders and the technical working group members, facilitate meetings and at least one workshop to select best practice and innovative financial and economic instruments to piloted
- s. Contribute to the development of the environmental legislation website and Facebook

The Policy/Legal Expert/Environmental Lawyer will have a post-graduate degree in law, with a specialization on environmental law, as well as have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

#### **L. Environmental Sociologist**

The **Environmental Sociologist** will support the project by contributing to the identification and assessment of best practices and innovations for mainstreaming, paying close attention to socio-economic implications, including consideration of relevant gender-equality issues. This includes the analyses related to the feasibility study and public awareness plan. He/she will take the lead in developing and implementing the survey as well as undertaking a

statistical analysis of survey results. This Specialist will also help design the awareness material and serve as a resource person for the private sector and district level dialogues and workshops. The Environmental Sociologist will be recruited to carry out a number of activities, including:

- a. An assessment of the guidelines, tools and resources on mainstreaming, with particular attention to lessons learned and best practices in mainstreaming Rio Conventions provisions in sectoral policies and programmes
- b. Prepare and carry out a baseline survey of government staff's awareness of Rio Conventions
- c. Supporting the Lead Sector Specialist in facilitating collaborative and consultative teamwork for the targeted mainstreaming of Rio Conventions into sectoral policies, programmes, plans, and/or legislation, along with other national consultants
- d. Prepare and carry out a broad-based baseline survey of public awareness of Rio Conventions
- e. Support the Public Administration Expert in organizing and facilitating the workshops on media awareness, private sector sensitization, and regional awareness workshops

The Environmental Sociologist will have a PhD in environmental sociology, with demonstrated experience in constructing and implementing surveys, as well as their statistical analysis on trends in environmental values and attitudes. An estimated 25 weeks was estimated for undertaking project activities by this national expert.

#### **M. Environmental Education Specialist**

The **Environmental Education Specialist** will work with other project consultants to undertake a number of key project analyses, as well as support the other project consultants to construct deliverables such as the public awareness and communication campaign, assessment of training needs, and the secondary school curricula. He/she will also design the learning-by-doing workshops to ensure that they are structured to foster critical thinking among workshop participants.

Given the comparative advantages of a number of NGOs in Guyana, such as Iwokrama, an NGO may be recruited to carry out a number of the public awareness and advocacy activities. The Environmental Education Specialist and/or the selected NGO(s) will be responsible for the following activities:

- a. Support the Lead Sector Specialist in facilitating collaborative and consultative teamwork for the targeted mainstreaming of Rio Conventions into sectoral policies, programmes, plans, and/or legislation, along with other national consultants
- b. Undertake an assessment of training needs
- c. Design a targeted training programme to support the sectoral mainstreaming exercises at the regional level
- d. Identify best practices and cull lessons learned from the sectoral mainstreaming exercises at the regional level
- e. Prepare a public awareness implementation plan to promote Rio Convention mainstreaming into sectors
- f. Design plan for secondary school competitions on Rio Conventions and facilitate their implementation in consultation with teachers and secondary school decision-makers
- g. Prepare a global environmental education module for secondary school students to gain a more comprehensive and in-depth understanding of global environmental issues and how local values, attitudes and behaviour affect global environmental outcomes
- h. Prepare narrative script for a Public Service Announcement (PSA) on Rio Convention mainstreaming that will be used by a professional video production company to produce for radio and television
- i. Prepare a comprehensive training programme for Rio Convention mainstreaming as part of the long-term training needs to catalyze the implementation of the National Sustainable Development Strategy

The Environmental Education Specialist will have a post-graduate degree in K-12 education, preferably a PhD, with demonstrated experience in developing national education policies, programmes, and plans as well as the

development of secondary school curricula on environmental studies. He/she will have experience in facilitating expert and stakeholder working groups in the collaborative drafting of sector policies.

**N. Website Designer**

The **Website Designer** will be contracted to support the improved design of the EIMMS website under the supervision of the Project Coordinator, and in consultation with the stakeholders to ensure best appropriate design. The Website Designer will have a graduate degree in computer science, with at least five (5) years in designing high trafficked websites. He/she must be fluent in English. The Information Technology and Knowledge Management Specialist may carry out the functions of the website designer.

**O. Graduate Students/NGOs**

Graduate students will be contracted (with nominal pay) to prepare articles on Rio Convention mainstreaming for publication in the popular press and brochures. The graduate students must have good working knowledge of English. NGOs may also be sub-contracted to prepare articles. Graduate students must be enrolled in a post-graduate degree-seeking in a field related to the sectoral mainstreaming exercises.

**P. Video Production Company**

A video production company will be sub-contracted to produce a high-quality public service announcement (PSA) for both radio and television. This company will have had at least five (5) years' experience in video production and will advise the Project Coordinator and UNDP on the best strategy for airing the Public Service Announcement.

**Q. International Evaluation Consultant**

The **international evaluation consultant** will be an independent expert that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The consultant will also rate capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the International Evaluation Consultant will follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF Regional Coordination Unit, UNDP Country Office and the Project Team. The final report will be cleared and accepted by UNDP (Country Office and Regional Coordination Unit) before being made public.

**R. Capacity Development Specialist (International)**

This specialist will be an international consultant that will be retained on a part-time basis to provide necessary technical advisory services on the implementation of key project activities, in particular the preparation of technical analyses and drafting of integrated Rio Convention/sectoral policies, programmes, plans and/or legislation, and assist in strengthening organizational capacities as well as improving government coordination and institutional linkages, as appropriate. These services will be provided over the course of the three-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery.

**Annex 7: Standard letter of agreement between UNDP and Government of Guyana**

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF GUYANA  
FOR THE PROVISION OF SUPPORT SERVICES**

Dear Hon. Minister,

1. Reference is made to consultations between officials of the Government of Guyana (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities;
- (c) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Standard Basic Assistance Agreement between the Government of Guyana and UNDP, signed on May 3, 1977 (the “SBAA”), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

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Signed on behalf of UNDP

*Khadija Musa*

*Resident Representative*

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For the Government

*Winston Jordan*

*Minister of Finance*

Date: \_\_\_\_\_

Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the Ministry of Natural Resources (MNR), the institution designated by the Government of Guyana, and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project “**Strengthening technical capacities to mainstream and monitor Rio Convention implementation through policy coordination**”, “the Project” (*Atlas Award ID: 00096369, Project ID: 00100929, PIMS #5332*).

2. In accordance with the provisions of the letter of agreement signed on 4 March 2016 and the project document, the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services*	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Identification and/or recruitment of project personnel * Project Manager * Project Assistant	Sept 2016 – Aug 2017 Sept 2016 – Aug 2017	As per the UPL: US\$ 951.75 As per the UPL: US\$ 380.70	UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP)
2. Procurement of goods: * Data show * PCs * Printers	Sept 2016 – Aug 2017	As per the UPL: US\$ 162.70 (for each purchasing process)	As above
3. Procurement of Services Contractual services for companies	Throughout implementation, as appropriate	As per the UPL: US\$ 514.34 (for each hiring process)	As above
4. Payment Process	Throughout implementation, as appropriate	As per the UPL: US\$ 30.38 (for each transaction)	As above
5. Staff HR & Benefits Administration & Management	Throughout implementation, as appropriate	As per the UPL: US\$ 212.48 (for each transaction)	As above
6. Recurrent personnel management services: Staff Payroll & Banking Administration & Management	Throughout implementation, as appropriate	As per the UPL: US\$ 828.90 (for each transaction)	As above
8. Ticket request (booking, purchase)	Throughout implementation, as appropriate	As per the UPL: US\$ 34.78 (for each transaction)	As above
10. F10 settlement	Throughout implementation, as appropriate	As per the UPL: US\$ 32.82 (for each transaction)	As above
		Total from GEF funds: up to USD 8,000	

\* UNDP direct project support services will be defined yearly, and for those executed during the period, direct project costs will be charged at the end of each year based on the UNDP Universal Pricelist (UPL), Local Price List (LPL) or the actual corresponding service cost

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

- The Implementing Partner will send a timetable for services requested annually/ updated quarterly

- The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
- For the hiring staff process: the IP representatives will be on the interview panel,
- For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled.

## Annex 8: References

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**PART III: GEF LETTERS OF ENDORSEMENT AND CO-FINANCING**

**ANNEX A GEF ENDORSEMENT LETTER** ..... ERROR! BOOKMARK NOT DEFINED.

**ANNEX B LETTERS OF CO-FINANCING** ..... ERROR! BOOKMARK NOT DEFINED.

- A. Endorsement letter of PFO GEF; endorsement letters by convention focal points (standard!!)
- B. Letters of co-financing: each of the organizations will write a letter intending to fund a part of the project, either in-kind or in cash.  
[Letters are attached in a separate attachment.]