

# UNITED NATIONS DEVELOPMENT PROGRAMME

Guyana Office



Ministry of Foreign Affairs



*Empowered lives.  
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## FINAL EVALUATION

### GUIANA SHIELD FACILITY PROJECT

Project Identification  
EuropeAid/ENV/2010-242905/RMS  
UNDP Award ID: 00060518  
UNDP Project No. 00076255

Frito Dolisca

**December 2015**

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## LIST OF ACRONYMS AND ABBREVIATIONS

€	Euro
ACTO	Amazon Cooperation Treaty Organisation
CBD	Convention on Biological Diversity
CCDA	Climate Compatible Development Agency
CP	Country Programme
DEAL	Direction de l'Environnement de l'Aménagement et du Logement – Guyane
EU	European Union (EU)
GEF	Global Environment Facility
GFC	Guyana Forestry Commission
GSF	Guiana Shield Facility
GSI	Guiana Shield Initiative
GSKC	Guiana Shield Knowledge Centre
GSPSP	Guiana Shield Priority Setting Platform
IAvH	Instituto de Investigación de Recursos Biológicos Alexander von Humboldt
IDESAM	Instituto de Conservação e Desenvolvimento Sustentável do Amazonas
IUCN	International Union for the Conservation of Nature
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MEAs	Multilateral Environmental Agreements
MRVS	Monitoring, Review and Verification Systems
NBSAPs	National Biodiversity Strategies and Action Plans
NIMOS	National Institute for Environment and Development in Suriname
NMSSC	National Multi-Stakeholder Steering Committees
NRDDB	North Rupununi District Development Board
ONFI	Office National des Forêts International
PES	Payments for Ecosystem Services
POPP	Programme and Operations Policies and Procedures

PPR	Project Progress Report
RBLAC	Regional Bureau for Latin America and the Caribbean
REDD+	Reducing Emissions from Deforestation and forest Degradation
RPD	Regional Project Document
SEEA	System of Environmental-Economic Accounts
SEPANGUY	Société d'Étude et de Protection de la Nature en Guyane
TBI	Tropenbos International Suriname
TEEB	The Economics of Ecosystems and Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNCEEA	UN Committee of Experts on Environmental-Economic Accounting
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
UNFF	United Nations Forum on Forests
UNSD	United Nations Statistics Division
VIDS	Association of Indigenous Village Leaders in Suriname
WWF	World Wildlife Fund

## ACKNOWLEDGMENTS

The evaluator consultant wishes to express his sincere appreciation to the many people and organisations who have contributed to this mission. Their contributions were most appreciated, and the opinions they provided played a critical part in the conduct of this final evaluation.

The evaluator consultant would also like to extend special thanks to the GSF Secretariat (Dr. Patrick Chesney, GSF project Chief Technical Advisor; Mr. Patrick John Project Finance Associate; and Ms. Yolanda Ward, Information and Communications Officer for the Guiana Shield Knowledge Centre) for their insights, guidance and unwavering support; Ms. Andrea Heath-London for her detailed and constructive feedback on the report; the GSF country partner representatives for receiving the evaluation consultant on short notice and sharing critical insights on the successes and challenges they face.

High appreciation is also expressed to all stakeholders at the national and regional levels in the Guiana Shield ecoregion for the importance given to this final evaluation, frank discussions and willingness to engage in critical self-reflection.

### Disclaimer

*Please note the analysis and recommendations of this report do not necessarily reflect the views of the United Nations Development Programme, its Executive Board or the United Nations Member States. This publication reflects the views of its author.*



## EXECUTIVE SUMMARY

In August 2015, the United Nations for Development Programme (UNDP) assigned to an external evaluator consultant the mandate to conduct the final evaluation of the Guiana Shield Facility project. The objective of this final evaluation was to:

- assess the effectiveness and contribution of the GSF project to protecting ecosystems through implementation of valuation methodologies, payment for ecosystem services, and adoption of new technologies, as well as creating and sustaining effective partnerships to promote advocacy, knowledge building and transboundary collaboration within the Guiana Shield.

This evaluation is intended to substantively contribute both retrospective and prospective analysis that can inform the programmatic choices the UNDP makes in further shaping the future of the GSF as an ecoregional tool for collaboration in the areas of conservation and sustainable development. Audiences could be UNDP Guyana and collaborating UNDP offices, project partners, and project beneficiaries.

The scope of the final evaluation covers inputs, activities, outputs and the project's contribution to the RPD outcome and relevant CP outcomes achieved from 2010 to 2015 in five of the six countries sharing and administering the territorial space of the Guiana Shield (Brazil, Colombia, French Guiana (overseas territory of France), Guyana, Suriname and Venezuela), as specified in the GSF project terms of reference. The GSF project was evaluated using five criteria adopted by UNDP Evaluation Policy to ensure compatibility of analysis: relevance/appropriateness, efficiency, effectiveness, coherence and sustainability. For this evaluation, impact was not measured as it is too early in the project life to determine this.

## DESCRIPTION OF THE GSF INTERVENTION

The overall objective of the GSF is to conserve ecosystems, protect biodiversity, and to sustain human livelihoods within the Guiana Shield ecoregion in northern South America. The activities of the GSF program were structured under one outcome: *biodiversity protected through the*

*implementation of valuation methodologies, payment of ecosystem services and adoption of new technologies.* Under this outcome, three outputs have been identified:

1. Address national and international in particular regional environmental issues related to management of the ecosystems of the Guiana Shield ecoregion
2. Maintain the GSF as sustainable financial mechanism for the conservation and sustainable development of the Guiana Shield ecoregion and its ecosystems services
3. Support the exchange of knowledge and capacity building to enhance the conservation and sustainable development of the Guiana Shield ecoregion.

The GSF Secretariat was staffed with a Chief Technical Advisor, a Project Finance Associate, and an Information and Communications Officer for the Guiana Shield Knowledge Centre. The total budget for the GSF project was listed as € 4.7 million in the project document. The Commission of the European Union and the Government of the Netherlands funded the programme in equal amounts of €1.5 million. The GSF was implemented by the UNDP Guyana office in collaboration with UNDP country offices, governments, civil society, universities and research institutes, private sector and local-community based organizations.

As of August 2015, the GSF project includes 4 Guiana Shield countries and cooperation agreements have been drafted with French Guiana, and 18 national and regional partners.

## METHODOLOGY OF THE FINAL EVALUATION

The evaluation was conducted in a participatory manner through a combination of processes. The evaluation consultant drew on the experience and design of UNDP Evaluation Policy methodology (which is aligned with the norms and standards of the United Nations Evaluation Group (UNEG)) as well as from other development organizations for country and project level evaluations. The evaluation relied on mixed methods of data collection and analysis, including an in-depth desk review, key informant interviews, and field country visits. Likelihood of sustainability and contribution to results were assessed using the Theory of Change of the GSF project, with particular attention paid to the rapidly evolving context. The Theory of Change was developed by the GSF Secretariat.

The evaluation involved three phases:

- The inception phase detail the evaluator understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures, proposed schedule of tasks, activities and deliverables, and evaluation matrix. The Inception Report draft was made available for comments prior to finalization.
- Data collection involved:
  - o in-depth desk studies of GSF project documents;
  - o a comprehensive review of the available literature on GSF project;
  - o key stakeholder interviews with country, GSF project staff and stakeholders
  - o field visits to 5 of the 6 Guiana Shield countries
- Data analysis and reporting: the sequence of work during the evaluation was planned logically to build to a final analysis and report. GSF final evaluation draft and final reports were prepared and submitted according to the terms of reference.

In carrying out this evaluation, the International Evaluator Consultant met with a number of limitations related to the complexity of the intervention, abundance of documents and reports, difficulty in scheduling interviews et de diversity of languages.

## FINDINGS

### *Relevance of the GSF project*

The GSF funded projects were consistent with UNDP development objectives and in most cases made a direct contribution towards achieving the MDGs. The GSF funded projects were in line with partner country priorities and also fully in line with UNDP mandates and policy objectives. A review of both the specifically evaluated projects and the extended portfolio of the GSF funded projects also confirm their coherence with the donor strategy. The GSF project relevance was rated as highly satisfactory.

The GSF Programme is a relevant response to the United Nations Forum on Forests (UNFF), the United Nations Framework Convention on Climate Change (UNFCCC), the Convention on

Biological Diversity (CBD), and the Amazon Cooperation Treaty Organization (ACTO) but adapting to the dynamic state of the global environment is a continuous challenge.

The GSF project leverages the objectives laid out in Multilateral Environmental Agreements (Convention on Biological Diversity, UN Framework Convention on Climate Change, EU Biodiversity Strategy 2020, and UN Declaration on the Rights of Indigenous Peoples) through the support of national policies and initiatives that are designed to reinforce environmental commitments.

Looking at the GSF design as elaborated in the GSF project document, it is clear that the concept of conservation and sustainable use of renewable natural resources, institutional strengthening, and knowledge management are integral elements of the GSF, so activities planned were clearly relevant to the principles of ACTO natural resource conservation.

Studies on Identification of Non-Carbon Ecosystem Services for Integration into Guyana's National MRVS and Incorporating Water Quality as a Co-benefit for Guyana's REDD+ Framework realized by the Guyana Forestry Commission with the support GSF have been important for revealing, on the one hand, what is known about GSF ecosystem and biodiversity valuation and, on the other hand, in identifying what we still need to learn. Both studies are in line with the System of Environmental-Economic Accounts (SEEA) of the United Nations and the Millennium Ecosystem Assessment, The Economics of Ecosystems and Biodiversity (TEEB), the 'Stiglitz Report' on measurement of economic performance and social progress.

The GSF programme is largely consistent with GS-5 country needs and priorities, as expressed in relevant forestry, environment, and climate adaptation and mitigation policies, plans, and sector frameworks. The objectives of the GSF programme are broadly consistent with the needs and interests of the GS-5 country partners. As evidenced by the strong willingness of Guiana Shield countries to incorporate the GSF agenda, plans, and related frameworks.

### ***Effectiveness of the GSF project***

Overall, the GSF project effectiveness was perceived as satisfactory in terms of producing key outputs.

GSF provision of technical assistance was consistently seen as a major contribution to the achievement of a long-term forum and vehicle to address national and in particular regional environmental issues related to management of the ecosystems of the Guiana Shield ecoregion. In Guyana, monitoring, review and verification systems (MRVS) supported by GSF are used as robust data to design methodologies and programmatic lines for REDD+ preparations for the Guyana Forestry Commission. The development of a REDD+ Readiness Project Proposal in Suriname has facilitated the Climate Compatible Development Agency to ensure financial support from the World Bank to set up new environmental policies. In Colombia and Brazil, capacity development targeted at indigenous communities is reinforcing their governance structures and promoting the development of entrepreneurial activities focused on livelihood improvement and community well-being.

The evaluation consultant has found that UNDP has been moderately satisfactory at maintaining as a suitable financial mechanism for the conservation and sustainable development of the Guiana Shield eco-region and its ecosystem services.

### *Efficiency of the GSF project*

The evaluation rated the GSF project efficiency as moderately satisfactory.

At the national and regional level, the GSF project relies on a transparent open-access framework, the GSF Secretariat, to report on the use and distribution of funds across the GSF partners. The GSF Secretariat is a pass-through management instrument used to manage funds committed by donors, on behalf of the GSF. As such, the GSF Secretariat strictly follows the decisions of the UNDP Programme and Operations Policies and Procedures and provides transparent reporting on these funds. Work plans agreed upon by the National Multi-Stakeholder Steering Committees (NMSSC) concerned and/or by the Regional Advisory Board (RAB) must be approved by the UNDP before GSF funds are released.

The GSF Secretariat provides clear overview of the distribution and use of funds including spending and rates of disbursement in each of the Guiana Shield countries. In addition, the GSF Secretariat prepares annual progress reports containing a general narrative and financial information on the project

The distribution of resources across the GSF project is linked to a clearly articulated strategy. Based on available data, the GSF distribution of resources is linked to a clearly articulated strategy, the approval of work plans as part of Letters of Agreement (Governments) or associated with calls for proposals (Civil society organisations, and community-based organisations).

### *Sustainability of the GSF project*

Overall, the evaluation rated sustainability as likely.

The situation for GSF financing in general is anything but uncertain; no funding commitments have been made so far for the project. There are credible concerns regarding the GSF project (2015-2020) and the integration of PES and REDD+ faces a number of unresolved challenges. Ultimately, the sustainability of GSF will depend to a large extent on the outcomes of UNDP negotiations and the confidence that countries place in these processes. Failure to achieve progress in this regard could dampen the momentum for GSF actions.

The numerous training programs implemented through the GSF funded projects helped in building the capacity of a large number of staff in the Guiana Shield countries. The skills and knowledge acquired by trainees were transferred to their respected institutions and thus have been utilized in improving the operational, technical, and policy-making capability of their organizations. Participants in focus groups in Annai indicated that the different training courses provided through the GSF funded projects “will help enhance the work performance by using new skills and technology.”

Most importantly, the technical assistance and training provided to organizations led to the development of strategies and policies that were adopted as national documents and plans. For example, in Annai, an Environmental Education course was inserted in the High School curriculum with the objective to increase public awareness and knowledge about environmental issues or problems. Another example of an activity with robust elements of sustainability is the establishment of the Guiana Shield Knowledge Centre and the Guiana Shield Youth Bio-Conservation Network.

### ***Contribution to results of the GSF project***

GSF is recognized for raising awareness and multisectoral coordination at the country and regional levels, especially among representatives from the environment, conservation, and natural resource sectors. GSF project has also promoted inclusive governance mechanisms at the national and regional levels. One of the successfully cases is the letter of intent signed by the Prefecture of French Guiana to participate in the Guiana Shield Facility, and named the Direction de l'Environnement de l'Aménagement et du Logement de Guyane (DEAL) as the focal point for GSF in French Guiana.

Governance structures and cooperation agreements officiating national engagement in GSF processes and the creation of the National Multi-Stakeholders Steering Committees (NMSSCs) and the Regional Advisory Board (RAB) have been observed in five of the six Guiana Shield countries.

The GSF project has contributed to create conditions for joint action at the country and regional levels, but it is too early to measure the GSF effects will have in terms of reducing deforestation, illegal mining and poaching of wildlife, sustainable forest resource use, and improved livelihood conditions of the indigenous people.

### ***Coherence of the GSF project***

The GSF project is a structuring actor gathering all Guiana Shield neighboring countries and an appropriate and coherent response to the lack of regional organization in the Guiana Shield ecoregion. The GSF project coherence is rated satisfactory. The GSF project was also coherent with the Guiana Shield country Environmental Action Plans which cite the successful management of terrestrial, coastal and marine ecosystems as one of their programme components. The GSF project was also consistent with the Guiana Shield country obligations under the UN MDGs and the Multilateral Environment Agreements.

## RECOMMENDATIONS

The following recommendations emerged from the evaluation. These recommendations were mostly developed on the basis of input provided by interview respondents. To strengthen rigor and relevance, supporting sources of evidence are referenced and priorities for action are identified as appropriate.

### *Test the effectiveness for payments for ecosystems services to enhance conservation in the Guiana Shield ecoregion*

Despite growing interest and investment in reducing deforestation, surprisingly little research has been conducted on the most cost-effective ways to do so. One popular policy approach is payments for ecosystem services (PES), where participants receive payments if they comply with a set of conditions that are protective of the environment, such as refraining from cutting down trees on their land. PES programs are increasingly popular because of their perceived simplicity in comparison to alternative conservation interventions. It is important to evaluate the PES approach and other types of emission reduction interventions in order to determine the most cost-effective way of reducing carbon emissions.

### *Provide income generating opportunities for indigenous peoples*

Many researchers have found that one of the most important factors in stimulating participation in forest conservation programs is providing opportunities to increase income. This finding contrasts with the “fences and fines” approach advocating that people living in and around forests have little interest in conserving biological diversity. The importance of income generating is consistent with economic theories of behavior, in which farmers are generally viewed as reacting in direct response to higher income. Several studies have revealed that without creating opportunities for local people to utilize and benefit from the forest it is difficult to spur local communities to become involved in forest management programmes (Lise 2000).

### *Look at GSF project success stories and extend them*

GSF has made significant progress in addressing national and in particular regional environmental issues related to management of the ecosystems and in enhancing knowledge and capacity developed by key stakeholder institutions to conserve and sustainably develop the



Guiana Shield eco-region. Those activities can be selected as success stories and need to be extended.

*Within the ecoregion, GSF should concentrate its efforts on strengthening organization capabilities*

In the short term, the GSF project should consider ways to strengthen its strategic alignment with national and regional stakeholders, including the development of collaborative work plans that highlight areas of complementarity and operational integration.

In the medium to long term, GSF should work with other regional organizations to strengthen coordination across the broad range of GSF initiatives to increase efficiency gains and leverage joint results. This could include joint project planning and implementation at the country and regional level.

*Explore possible pathways to getting international development partners and other contributors, to contribute financial and other resources to the GSF, through cost-sharing or other arrangements*

Building coalitions among governments, civil society, and international organizations is crucial to moving the GSF agenda forward and addressing the funding and other resource needs related to the conservation and sustainable development of the Guiana Shield ecoregion, particularly at the national and regional level. Cooperation and collaboration among international development and donor organizations (such as UNDP and GEF), and regional organizations, such as ACTO to take advantage of synergies and complementarities of their activities in the forest management field is fundamental for sustainable forest development in the Guiana Shield region. These should agree on a longer-term cooperation framework on sustainable forest management and climate change.

However, it should be acknowledged that policy development is ultimately the responsibility of national governments. Future capacity building activities should be planned programmatically, ensuring its medium term sustainability and focused on prioritized goals. Once a beneficial environment for sustainable forest investments has been created, it may be easier to enhance

existing financing mechanisms through development and commercial banks, rather than setting up new schemes.

## LESSONS LEARNED

With respect to the GSF project, five key lessons may be drawn from the findings and conclusions presented herein.

- This GSF project is one of the first experiences in the Guiana Shield region, where different countries partnered together to implement a comprehensive multi disciplinary intervention. Adapting to this approach was a key challenge that faces the Guiana Shield countries due to the specific culture of each country as well as procedures that differ from one country to another.
- The process of reaching a common understanding of a real and equal partnership between the GSF and Guiana Shield country partners; GSF needs to empower partners as owners and drivers of the design and implementation of the project, while partners should also graduate from acting as beneficiaries to be the owner of the change.
- The presence of representatives and focal points during the GSF implementation resulted in strengthening the collective understanding of the GSF intervention as well as continuity in the implementation.
- In the lack of approaching solutions to identify and experiment testable hypotheses, the incentive to engage in prolonged preparatory efforts can be expected to dissipate. A diverse implementation proposal that engages stakeholders early on in the search for viable solutions, while continuing to strengthen capacities for full deployment, is more likely to sustain the commitment of key stakeholders than a process that is heavily front-loaded.
- Though GSF project is still at an early stage of development, the underlying assumption remains that financial incentives are determinant for changes. Yet, achieving sustainability is a long-term process, and no single policy instrument can solve the innumerable problems associated with enduring resource dilemmas.

## 1. INTRODUCTION

### *1.1 Context of the GSF project*

The Guiana Shield Facility (GSF) project is a major institutional expression of the commitments of the globally binding Multilateral Environmental Agreements (MEAs). Started in August 2010 with the Commission of the European Union and the Government of the Netherlands financial support, and the United Nations Development Programme (UNDP) technical assistance, the GSF project aims at conserving ecosystems, protecting biodiversity, and sustaining human livelihoods within the Guiana Shield ecoregion in northern South America. The GSF intends to encourage national and regional network through a sustainable institutional framework that can deal with national and transboundary threats to the Guiana Shield ecosystems and local communities.

In response to established accountability requirements of the Monitoring Framework and Evaluation (GSF Project Document 2010), the present final evaluation of the GSF project was conducted. The GSF final evaluation is expected to pronounce on the extent to which the participating national and sub-national authorities and other stakeholders involved in the project, are able to use the GSF as a facilitating and delivery mechanism in support of national and overarching regional environmental priorities as a result of the GSF support.

Focusing on the past quinquennium, this evaluation covers GSF work between 2010 and 2015 and reviews different approaches used across a range of diverse contexts. Based on the evidence collected, this evaluation identifies key issues, assesses what has and has not worked, and concludes with a set of policy-relevant and forward-looking recommendations. The GSF final evaluation aims at supporting future work by contributing to an understanding of how GSF can provide assistance in a more effective and sustainable manner.

Following a competitive international tender, UNDP assigned an external consultant to carry out the GSF final evaluation. This final evaluation report is the conclusion of all fieldwork, desk reviews and data collection that took place during the weeks of August 23, 2015 through September 15, 2015.

## ***1.2 Structure of the GSF final evaluation report***

The GSF final evaluation report has 7 chapters and is organized as follows:

- Chapter 2 provides an overview of the GSF project, describes what is being evaluated, who seeks to benefit, and the problem or issue it seeks to address;
- Chapter 3 covers the purpose, scope, and objectives of the evaluation;
- Chapter 4 details the final evaluation framework (underlying the theory of change) and methodology, including data sources and methods, data analysis, as well as evaluation limitations;
- Chapter 5 contains the findings, evidence, associated analysis, and conclusions of the final evaluation;
- Chapter 6 outlines recommendations for the project, moving forward; and
- Chapter 7 presents lessons learned from the experience.

Appended to this report are:

- the Terms of reference of the GSF final evaluation;
- the list of interviewed/consulted stakeholders met during the country visits;
- the mission itinerary;
- the list of documents consulted during the evaluation process;
- the evaluation matrix;
- the partnership questionnaire;
- the project management questionnaire;
- the project beneficiary questionnaire;
- the short biography of the evaluator;
- the evaluation section code of conduct.

## **2. DESCRIPTION OF THE GSF INTERVENTION**

This chapter provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. This chapter presents the context of the final evaluation, the rationale of the GSF project, the

objectives, outputs and activities of the GSF project, reporting and programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures.

### ***2.1 Context of the GSF final evaluation***

The Guiana Shield ecoregion is a large area in the northern part of South America with a 2.7 million km<sup>2</sup> of mostly intact pristine rainforest (GSF Project Document 2010). The Guiana Shield ecoregion spans across Guyana, Suriname and French Guiana entirely (together often called ‘the Guianas’) and takes up a large part of the north of Brazilian Amazonia, the entire Venezuelan Amazonian region and the northern half of the Colombian Amazonian region (Figure 1). The Guiana Shield ecoregion stores about 50 billion tons of carbon representing 10% of terrestrial carbon, and contains 10-15% of the world’s fresh water reserves (GSF Project Document 2010). Species endemism levels are extremely high: on estimation 50% of vascular plant species and 25% of animals are considered to be endemic (Ellenbroek, 1996).

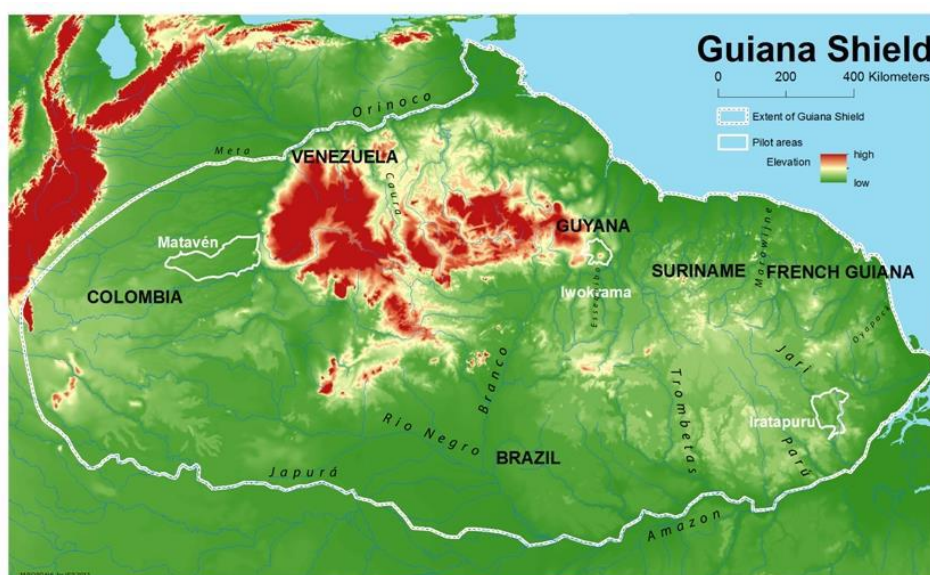


Figure 1. Map of the Guiana Shield ecoregion

Agriculture, forestry, fishing, hunting and mining related industries provide the main per-capita income in the Guiana Shield countries sharing the Guiana Shield ecoregion. Agriculture is divided between commercial plantation crops, which are important regional exports, and domestic crops, largely grown on small individual farms. Cattle, pigs, and chickens are raised on

small farms, and fishing is a growing industry in the region. Forestry likewise is a growing industry, and the region timber resources are plentiful. Guyana and Suriname rank among the world's largest bauxite and alumina producers. Manufacturing is only partly developed in the region, concentrated largely on processing domestic raw materials for export. The region's principal exports include bauxite, aluminum, alumina, shrimp and fish, rice, and lumber.

Despite its regional and global ecological and economic significance, the Guiana Shield ecoregion has experienced pressure on its natural resources and change in its landscape cover. Several elements summarize the pressure to which faces the Guiana Shield ecoregion:

- illegal deforestation, rapidly progressing to a total 5% of the region (GSF Monitoring Progress Report 2014);
- illegal mining;
- water pollution;
- social and health problems connected to mining;
- poaching of wildlife;
- lack of a coordinated framework for planning, priority setting and management of natural resources;
- the Guianas' population ranges from indigenous American Indians to descendants of European colonizers, African slaves, East Indian, Chinese, and Indonesian indentured servants, Southeast Asian refugees, and Haitians;
- the languages of the Guianas are also varied and set the region apart from the rest of Spanish- and Portuguese-speaking South America. French, Dutch, and English are the official languages, respectively, of French Guiana, Suriname, and Guyana, but there are also many speakers of a Creole language combining the three with African and Asian dialects. Several indigenous languages are recognized.

This situation has raised concern about the future of the Guiana Shield ecoregion and environmental services (biodiversity, water supplies, and other ecosystem services), food security, human health, and socioeconomic benefits. The GSF intends to promote regional cooperation through a sustainable institutional framework that can address national and

transboundary threats to the Guiana Shield ecosystems and livelihoods of its inhabitants. In brief, the ecological unity of the Guiana Shield ecoregion, together with common problems and threats, provide both an ecological and socioeconomic justification for a regional approach.

## ***2.2 GSF intervention rationale***

Forest degradation, which is primarily a direct or indirect result of human activities, is a major problem on every continent. The consequences of forest degradation are particularly pronounced for people and communities whose subsistence and livelihoods depend directly on natural resources for food, income generating activities and the provision of other basic resources, including clean water. Building on the Rio conventions on Biodiversity, Climate Change and Desertification (the United Nations Framework Convention on Climate Change (UNFCCC), the United Nations Convention to Combat Desertification (UNCCD), the Convention on Biological Diversity (CBD) and the United Nations Forum on Forests (UNFF), the goals of *'halting and reversing environmental degradation and the management, conservation and sustainable development of all types of forests and to strengthen long-term political commitment to this end'* have been proposed as part of the Sustainable Development Goals that will set the post 2015 development agenda.

In 2007, the UN General Assembly adopted the Non-Legally Binding Instrument on All Types of Forests negotiated by the UNFF. One of the purposes of this instrument is: to enhance the contribution of forests to the achievement of the internationally agreed development goals, including the Millennium Development Goals, in particular with respect to poverty eradication and environmental sustainability. As a first step toward meeting this purpose, there is a clear and globally recognized need to assess the extent of forest degradation, consolidate understanding regarding how forest degradation processes result in biodiversity loss and associated impacts on human wellbeing, and to evaluate responses to forest degraded land and avoiding future degradation.

The rationale behind the GSF program is to provide incentives for the conservation of the unique ecosystems of the Guiana Shield to ensure the long-term delivery of its globally

important environmental services supported by a compensation system which in turn will contribute to:

- poverty reduction
- foment a coordinated framework for planning, priority setting and management of natural resources; and
- curb the eco-region from threats of illegal deforestation, illegal mining, water pollution, poaching of wildlife, and social and health problems arising from artisanal mining.

The GSF Secretariat was staffed with a Chief Technical Advisor, a Project Finance Associate, and an Information and Communications Officer for the Guiana Shield Knowledge Centre. The total budget for the GSF project was listed as € 4.7 million in the project document. The Commission of the European Union and the Government of the Netherlands funded the project for about €3.4 million. The GSF was implemented by the UNDP Guyana office in collaboration with UNDP country offices, governments, civil society, universities and research institutes, private sector and local-community based organizations. In addition, the GSF national and regional partners were:

- Ministry of Natural Resources and the Environment (Guyana);
- Guyana Forestry Commission;
- North Rupununi District Development Board;
- Climate Compatible Development Agency;
- National Institute for Environment and Development Suriname;
- Tropenbos International Suriname;
- Association of Indigenous Village Leaders in Suriname (VIDS);
- Alexander von Humboldt Institute;
- Secretaria de Estado da Produção Rural do Amazonas;
- Forestry Institute of Amapá;
- Instituto de Conservação e Desenvolvimento Sustentável do Amazonas (IDESAM);
- UNDP Colombia,
- National Institute for Environment and Development in Suriname (NIMOS);



- World Wildlife Fund (WWF) Guianas;
- Conservation International;
- Institute for Graduate Studies and Research, Anton de Kom University of Suriname;
- UNDP Suriname;
- Direction de l'Environnement de l'Aménagement et du Logement – Guyane (DEAL);
- Office National des Forêts International (ONFI);
- Institute of Environment Security;
- SarVision;
- Société d'Étude et de Protection de la Nature en Guyane (SEPANGUY).

The primary beneficiaries were the communities, primarily indigenous societies whose livelihoods have come from harvesting the biodiversity of the forest. Other communities and the ecoregion population itself will benefit from the global health of the ecosystem.

### ***2.3 Objective, outputs and activities of the GSF project***

The overall objective of the GSF is to conserve ecosystems, protect biodiversity, and to sustain human livelihoods within the Guiana Shield ecoregion in northern South America. The activities of the GSF program were structured under one outcome: *biodiversity protected through the implementation of valuation methodologies, payment of ecosystem services and adoption of new technologies*. Under this outcome, three outputs have been identified:

1. Address national and international in particular regional environmental issues related to management of the ecosystems of the Guiana Shield ecoregion
2. Maintain the GSF as sustainable financial mechanism for the conservation and sustainable development of the Guiana Shield ecoregion and its ecosystems services
3. Support the exchange of knowledge and capacity building to enhance the conservation and sustainable development of the Guiana Shield ecoregion.

To attain the above results, a number of activities were proposed for the design and structure of the GSF project (Table 1).

Table 1. Outputs and activities of the GSF project

Outputs	Indicative Activities
1. Address national and international in particular regional environmental issues related to management of the ecosystems of the Guiana Shield ecoregion	1.1 Launch and administer a call for proposals
	1.2 Disburse GSF grants through Letters of Agreements (Government) or Micro-Capital Grant Agreements (Civil Society/NGOs/CBOs)
	1.3 Community-based management of multiple use areas of forests and other ecosystems on Amapá, Brazil
	1.4 Strengthening governance of indigenous of communities for conservation of environment and biodiversity in Matavén, Colombia
	1.5 Development of National level Monitoring, Reporting and Verification (MRV) system for REDD+ in Guyana
	1.6 Climate compatible development and preparation of the REDD+ Readiness Plan
	1.7 Convene and support meetings of the RAB
	1.8 Convene and support meetings of the NMSSCs
	1.9 Develop the GSF logo and branding
	1.10 Develop a GSF communication and visibility strategy
	1.11 Develop a sign cooperation agreement with ACTO
	1.12 Develop a transition management plan for the GSF
	1.13 Transfer the management of the GSF to a suitable regional institution
	1.14 GSF provides targeted administrative and project support to this output
	1.15 Carry out a perception survey on the importance of the GSF to national and regional conservation priorities
2. Maintain the GSF as sustainable financial mechanism for the conservation and sustainable development of the Guiana Shield ecoregion and its ecosystems services	2.1 Set up of the GSF fund structure
	2.2 implement the donor strategy
	2.3 Implement the communication and visibility strategy
	2.4 Develop and maintain strategic partnerships with donors, investors and key agencies
	2.5 Establish and implement an appropriate gender sensitive and culturally appropriate system for

	compensation/payment for ecosystem services
	2.6 Enhance inter-sectoral and transboundary collaboration on climate change, role of forests and sustainable livelihoods
	2.7 Promote the GSF as a platform to increase representation of the Guiana Shield ecoregion within the wider Amazonian environment and sustainable development
	2.8 Support to transboundary collaboration
	2.9 GSF provides targeted administrative and project support to this output
	2.10 Support to engagements to Guiana Shield-6 on development of a mechanism for distribution of financial resources
3. Support the exchange of knowledge and capacity building to enhance the conservation and sustainable development of the Guiana Shield ecoregion	3.1 Strengthen strategic public and community organisations through training, and capacity building
	3.2 Design and implement public awareness campaigns about strategic importance of the Guiana Shield eco-region
	3.3 Mainstream gender and other cross-cutting issues
	3.4 Maintain a GSF website
	3.5 Continuous collection, updating and dissemination of biophysical, socio-economic and land use information, and identification of critical data gaps
	3.6 Establish a Guiana Shield knowledge centre for policy and science networking, including geo-spatial monitoring networks
	3.7 GSF provides targeted administrative and project support to this output
	3.8 Support to reporting on MEAs

The GSF recognizes that for its project interventions to achieve their national and regional environmental objectives, particular attention should be paid to gender equality and women's empowerment. This is based on the assumption that the responsibility of any biodiversity conservation initiative relies on ensuring that the development and implementation of proposals, under national and international conservation policies, contribute to equality and equity, through the creation of possibilities for equitable opportunities and benefits for both women and men.

#### ***2.4 Reporting (Project document, para. (6))***

The UNDP will ensure the provision of an overall annual narrative progress report and annual financial report on the operations of the Guiana Shield Facility, preferably calendar based. These reports are prepared on the basis of the actual progress in implementing all activities described in the approved work plans (local, national, and cross-boundary and regional level) and respective use of GSF funds.

Each participating country will produce its own annual report based on progress made with regard to the implementation of activities and achieved results. Such reports must include objective verifiable indicators that measure progress made. They will preferably be calendar based. At least all narrative reports must be published on the website of the GSF.

#### ***2.5 Monitoring Framework and Evaluation (Project document, sec VI)***

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures (POPP), the proposed project will be monitored through the following:

- Monitoring and Evaluation (M&E) will be integral elements of the proposed project implementation, and is standard practice of the UNDP. Monitoring and systematic reporting will be undertaken for financial and physical progress through the UNDP in order for this activity to be cost effective. Utilizing the management information system of the UNDP, the implementation status of the project and recommendations emanating from evaluations will be tracked. Quarterly progress and monthly financial reports will be prepared by the GSF Secretariat in collaboration with the UNDP.
- Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and Policies and Procedures of the UNDP. In addition to the M&E described above, the proposed project will be monitored by visits to the pilot project areas. In accordance with the programming policies and procedures outlined in the UNDP POPP, the project will be monitored through the following:

Within the annual cycle

- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) shall be submitted by the Chief Technical Advisor
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- Independently conducted results oriented monitoring may be carried out by the EU and other donors from time to time.

GSF is evaluated in accordance with UNDP Evaluation Policy. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators.

### **3. EVALUATION SCOPE AND OBJECTIVES**

This chapter provides an explanation of the evaluation's scope, primary objectives and main questions. The evaluation focused on the UNDP response to the complex needs of the biodiversity conservation, which encompasses a vast number of actors, institutions, processes and frameworks.

#### ***3.1 Scope of the GSF final evaluation***

The scope of the evaluation covers inputs, activities, outputs and the project's contribution to the RPD outcome and relevant CP outcomes achieved from 2010 to 2015 in five of the six countries sharing and administering the territorial space of the Guiana Shield (Brazil, Colombia, French Guiana (overseas territory of France), Guyana, Suriname and Venezuela), as specified in the

GSF project terms of reference. The scope of the terms of reference calls for the evaluation to focus on the assessment of the effectiveness and contribution of the GSF project initiatives.

Three GSF project main stages evaluated are: project formulation, project implementation and project results. Each stage was evaluated using five criteria adopted by UNDP Evaluation Policy to ensure compatibility of analysis: relevance/appropriateness, efficiency, effectiveness, coherence and sustainability. The findings were rated in conformity with the UNDP guidelines for final evaluations using the following divisions: highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory, and highly unsatisfactory. The contribution to results was also assessed.

The GSF project final evaluation was prepared by the International Evaluator Consultant in close collaboration with UNDP and GSF representatives, stakeholders, and partners within the period of time stipulated in the terms of reference. This evaluation was based mainly on document review, discussions with UNDP staff and partners involved in the project and field visits and interactions with beneficiaries, personnel and other stakeholders. This infers sampling from activities that can provide evidence of sustainable contribution to results, activities that are completed or close to closure, in other words, the sample must contain an adequate number of mature activities.

### ***3.2 Objectives of the final evaluation***

The main objective of the evaluation is to assess the effectiveness and contribution of the GSF project to protecting ecosystems through implementation of valuation methodologies, payment for ecosystem services, and adoption of new technologies, as well as creating and sustaining effective partnerships to promote advocacy, knowledge building and transboundary collaboration within the Guiana Shield. Specifically, this final evaluation aims at:

- pronouncing on the extent to which the participating national and sub-national authorities and other stakeholders involved in the project, are able to use the GSF as a facilitating and delivery mechanism in support of national and overarching regional environmental priorities as a result of the GSF support.

- exploring the extent to which this project has contributed to the achievement of the Regional Bureau for Latin America and the Caribbean (RBLAC) Regional Programme Document (RPD) 2008 - 2014 Outcome, that is, 'biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies', as well as individual Country Programme (CP) outcomes.
- contributing both retrospective and prospective analysis that can inform the programmatic choices the UNDP makes in further shaping the future of the GSF as an ecoregional tool for collaboration in the areas of conservation and sustainable development.

This evaluation is intended to substantively contribute both retrospective and prospective analysis that can inform the programmatic choices the UNDP makes in further shaping the future of the GSF as an ecoregional tool for collaboration in the areas of conservation and sustainable development. Audiences could be UNDP Guyana and collaborating UNDP offices, project partners and project beneficiaries.

### ***3.3 Evaluation criteria for the GSF final evaluation***

This section outlines the evaluation criteria used in the GSF mission and provides an overview of the evaluation issues. This evaluation used evaluation criteria of relevance/appropriateness, effectiveness, efficiency, coherence and sustainability as set in Table 2. The definitions given here are derived from those adopted by UNDP Evaluation Policy.

Table 2. Definition of evaluation criteria for the GSF project

<b><i>Criteria</i></b>	<b><i>Definitions derived from UNDP Methodological Framework for Evaluation</i></b>
Relevance	A measure of the extent to which GSF objectives are consistent with people needs, UNDP mandate and overarching strategies and policies.
Effectiveness	A measure of how well UNDP contributed to developmental changes initiated and achieved by the government or other UNDP counterparts
Efficiency	A measure of how well the GSF project uses available resources including both financial and human resources, time, and other organizational capacities to meet its objectives

Coherence	The need to assess security, environmental, ecological and developmental, policies as well as humanitarian policies, to ensure that there is consistency and that all policies take into account humanitarian considerations.
Sustainability	The probability of continued, long-term benefits from a development intervention

### ***3.4 Evaluation questions for the GSF final evaluation***

The evaluation sought to determine GSF contribution to conserve ecosystems, protect biodiversity, and to sustain human livelihoods within the Guiana Shield ecoregion in northern South America. The analytical framework applied is that GSF makes a contribution when the support it provides is relevant, effective, efficient, coherent and sustainable. These criteria were used as the basis for the evaluation questions, data collection and analysis.

#### *GSF relevance*

How well has GSF positioned itself to add value and provide appropriate support and strategies that are responsive to contextual factors and important for enhancing long-term goals of conservation of the Guiana Shield ecosystems and improvements in human lives?

- To what extent is the GSF project aligned with national strategy?
- To what extent is the GSF project aligned with regional strategy?
- Does the GSF specify relevant objectives consistent with UNDP mandate?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
- How well aligned are GSF program objectives with the participating country initiatives?
- How relevant are GSF strategies in the light of changing priorities for poverty reduction?
- How did the initiative promote UNDP principles of gender equality, human rights and human development?



### *Effectiveness of GSF assistance*

What is the effectiveness of GSF support?

- To what extent are outputs and targets achieved?
- To what extent has progress been made towards outcome achievement?
- What has been the contribution of partners and other organizations to the GSF outcomes?
- How effective have UNDP partnerships been in contributing to achieving the outcomes?
- How effective has been the contribution of GSF to improving government ownership, planning and management capacity process?
- How have GSF objectives helped guide strategic decisions about the choice of institutions and partners at the national level?
- How successful have partnership arrangements been in contributing to sharing institutional capacity?
- How successful was the contribution of the GSF project to protecting ecosystems through payment for ecosystem services?
- How successful was the contribution of the GSF project to protecting ecosystems through valuation methodologies?
- How successful was the contribution of the GSF projects to protecting ecosystems through adoption of new technologies?

### *Efficiency*

How efficient is UNDP in its work?

- Are outputs achieved within expected cost and time?
- Are there major cost- or time-overruns or budget revisions?
- Is there a management or coordination mechanism for the partnership?
- How frequently and by what means is information shared within the partnership?
- Are resources adequate to achieve partnership goals?
- How did UNDP promote gender equality in the delivery of outputs?

- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

### *Sustainability*

How sustainable is GSF support?

- How sustainable has been the contribution of GSF to improving government ownership, planning and management capacity?
- How sustainable has been the contribution of GSF to improving public policy processes and policies?
- How sustainable has been the contribution of GSF to improving government performance?
- Is the GSF process itself sustainable?
- To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
- To what extent have partners committed to providing continuing support?

### *Coherence*

How coherent is GSF support?

- Is GSF strategically coherent with the main objectives of the UNDP Strategy and Results Framework?
- Is the overall project program coherent?
- The extent to which GSF objectives, strategies, and contribution to results pathways are coherent with participating country programs?

### *Contribution to results*

What are the contributions to results?

- As a result of your involvement in this activity, do you feel your family income has already, or will in the future: 4-Increase substantially; 3-Increase moderately; 2-Stayed about the same; 1-Decreased?

- As a result of your involvement in this activity, do you feel your lives overall are already, or will be in the future: 4-Substantially better; 3-Moderately better; 2-About the same; 1-Worse
- What are the perceptions of partners of GSF contribution to results on national/regional level?

#### **4. EVALUATION APPROACH AND METHODS**

This chapter describes the GSF final evaluation framework and the selected methodological approaches, methods and analysis; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes.

##### ***4.1 GSF final evaluation framework***

The GSF final evaluation used a participatory qualitative approach, drawing from the Evaluation Office Guidance (UNDP 2009) and systems theory for complex evaluations to address the diverse set of questions and to enhance credibility, validity and reliability in establishing UNDP contribution to development results. To establish the conceptual framework, the final evaluation used the theory of change and the UNDP results framework, paying particular attention to not only the complex nature of the evaluation theme, but also to the varied contexts and the multiple stakeholders involved in the delivery of assistance (Figure 2). Based on a defined theory of change, the evaluation sought to explore associations between UNDP work and observed results in countries of support. It was expected that this work was based largely on desk review and analysis with consultations as deemed necessary.

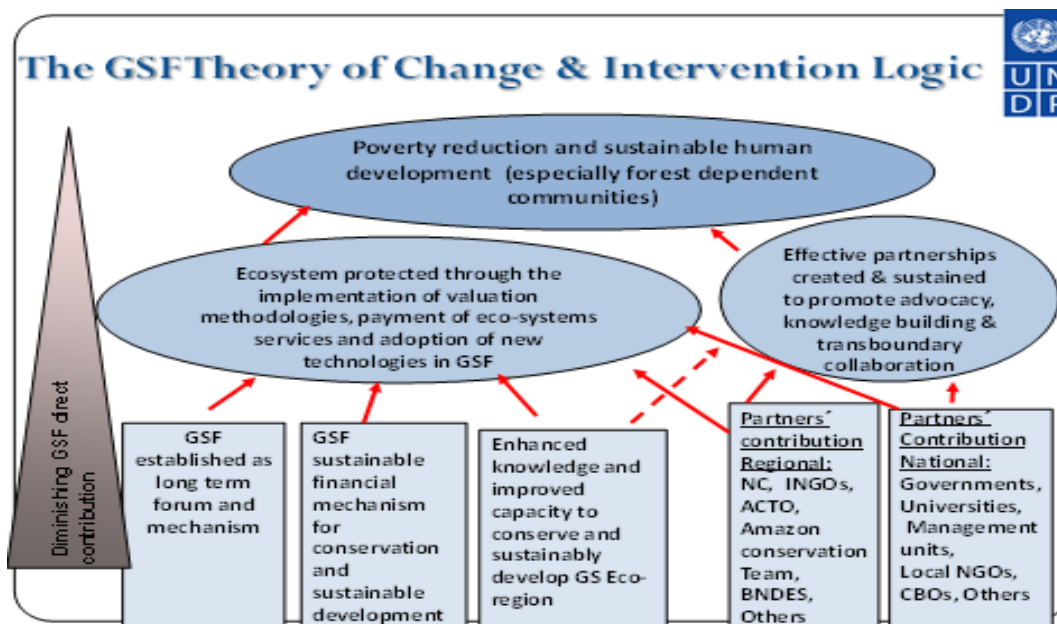


Figure 2. Theory of Change of the GSF project  
Source: GSF stages in evolution 2015

#### 4.2 Evaluation methods

The purpose of this section is to describe the methodological approach of this final evaluation. The evaluation was conducted in a participatory manner through a combination of processes. The evaluation consultant drew on the experience and design of UNDP Evaluation Policy methodology (which is aligned with the norms and standards of the United Nations Evaluation Group (UNEG)) as well as from other development organizations for country and project level evaluations. This section describes the ways in which the international evaluation consultant conducted the final evaluation using the questions and instruments as presented in the evaluation. The section is divided in 8 parts, comprising:

- i. Desk review of progress reports and project documents
- ii. Stakeholder consultation
- iii. Sampling
- iv. Drafting and completion of questionnaire
- v. Field interviews
- vi. Quality assurance
- vii. Data analysis and preparation of reports
- viii. Limitations

### ***4.2.1 Desk review of progress reports and project documents***

#### *Meetings and interviews*

Interviews with GSF staff constituted an important part of the desk study methodology. Interviews were conducted with GSF staff to establish expectations for this mission. Several meetings at UDNP headquarters in Guyana provided the opportunity to collect relevant documentation, such as GSF project background information, GSF country files, and stakeholder contact details. In addition, there was a variety of structured meetings with government officials, and senior project management to explore specific topics. These talks were focused on the following aspects:

- Scope and methodology of this mission. A clear understanding of the mission scope, data collection methods and analysis used by the consultant is required;
- Specification of dates for delivery of the main expected outputs;
- Preparation and submission of the work plan for UNDP approval.

#### *Document review*

The evaluation used several sources of documents for basic information about the GSF project, its approval process, design and evolution; governance, management and financial arrangements and decision-making. Implementation progress reports and project documents were examined as part of the project review process. The list of documentation provided by GSF includes:

- 2010-2014 GSF project document;
- United Nations Evaluation Group 'Ethical Guidelines for Evaluation';
- GSF Annual Reports;
- Evaluation Matrix;
- GSF monitoring reports;
- GSF post-2014 Programme workshop report;
- Multilateral Environmental Agreements;
- European Union (EU) Result Oriented Monitoring reports;
- M&E and other field mission reports, projects supported by GSF;
- GSF post-2014 Programme workshop report;
- GSF project status, regional advisory board reports;

- GSF priority setting platform elements;
- GSF fundraising reports;
- GSF 2013 Mid-term Evaluation Reports;
- GSF Country Desk reports.

Field visits and staff interviews were conducted to validate and enrich the desk review and to generate new information that confirm or refute the conclusions of the desk review. Field visits were carried out by the international evaluator consultant in close collaboration with GSF representatives.

#### ***4.2.2 Stakeholder consultation***

Stakeholders are organisations, groups or individuals who have direct or indirect interest in the GSF project. The evaluation consultant's broad classification of stakeholders comprises:

- *Project beneficiaries*: people the project aimed to reach and who have been involved in project activities to date. Discussions were held with groups, households and individuals;
- *Project partners*: those who have knowledge of the GSF project and beneficiaries but who are not directly involved in project implementation. This will be a wide ranging group and includes senior government personnel, donors, NGOs and key informants relating to project beneficiaries. The focus of interviews were on the GSF project relevance/appropriateness, effectiveness, efficiency, coherence and sustainability;
- *Project management*: those who are directly involved in implementing the GSF project including managers, and staff. Interview topics included both development contribution to results and management issues.

#### ***4.2.3 Sampling***

At the country level, sampling was planned and conducted in collaboration with UNDP staff and GSF representatives by taking account of the resources available. The number of interviews and focus group meetings to be conducted among five of the GSF countries was determined with UNDP staff and GSF representatives. At the country level, key elements of diversity were taken

into account, for example locations, components and types of beneficiaries in the sampling process. Female headed households and other groups of women were included in all meetings.

#### ***4.2.4 Drafting and completion of questionnaire***

During the inception phase, a set of questionnaires was prepared and submitted to GSF secretariat for approval. Their purpose was to allow the gathering of optimal and quantifiable responses to specific questions/sub-questions directly linked to the performance indicators in the evaluation matrix (Annex 5). Questionnaires aimed at the following target groups:

- GSF beneficiaries, on a general appreciation and usefulness of the GSF programme and thereby allowing them to ‘evaluate’ GSF according to global evaluation criteria, namely relevance, effectiveness, efficiency, coherence and sustainability;
- GSF partners;
- GSF management staff.

#### ***4.2.5 Field interviews***

This evaluation was carried out in five of the six countries of the Guiana Shield ecoregion with different stakeholders. No evaluation was carried out in Venezuela as there were no projects therein. Data were collected from August to September 2015 through formal and informal survey techniques. These meetings allowed a general discussion about GSF and a review of specific GSF interventions on a case-by-case basis. Contact information of GSF stakeholders was often checked with GSF staff and this facilitated the arrangement and confirmation of field meetings.

Face-to-face consultations were conducted with a wide range of stakeholders, using semi-structured interviews with a key set of questions in a conversational format. Triangulation of results, i.e. comparing information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders, was used to corroborate or check the reliability of evidence.

Focus group discussions were conducted throughout the GSF project area with relevant stakeholders. The final evaluation adhered to ethical guidelines as outlined in the UNDP

Handbook on Planning Monitoring and Evaluating for Development Results for Programme Units and Evaluators. All interviewee responses during interviews and focus group discussions with all target groups were sought on a voluntary basis. Participants were ensured anonymity and confidentiality and that results and conclusions made through information received were used for the evaluation purposes only.

#### ***4.2.6 Quality assurance***

To guarantee technical rigor to the final evaluation, the following quality assurance mechanisms were implemented during this mission:

- The International Evaluator Consultant held review meetings with GSF representatives to discuss methodological issues and agree common approaches;
- The International Evaluator Consultant regularly reviewed sample surveys at random to identify inconsistencies;
- The International Evaluator Consultant kept all records of interviews and meetings where notes were taken.

#### ***4.2.7 Data analysis and preparation of reports***

Analysis of data was carried out using standard PC spreadsheet and database software. Nominal and ordinal ratings were entered to spreadsheet as the work was done. Analysis consisted of frequency distributions of rating scores cross tabulated by country.

Information collected during the field visits was processed in a similar way. The project management and project partner interviews were entered to a spreadsheet database. Data collected from groups and individual beneficiaries were entered into a database and tabulated using proprietary database and spreadsheet functions.

The sequence of work during the evaluation was planned logically to build to a final analysis and report. GSF final evaluation draft and final reports were prepared and submitted according to the terms of reference.



#### **4.2.8 Limitations**

A number of encountered limitations that might have affected the evaluation findings should be highlighted:

- Complexity of the intervention: The GSF is a complex and extensive undertaking. The project includes 33 activities implemented by 5 Guiana Shield countries, community based organisations, universities, research institutes, private sector and civil society at large. Not all evaluation tools could be utilized for each of the activities implemented.
- Abundance of documents and reports: The massive amount of documents and reports relevant to the GSF project required a long time to ensure a thorough review and analyses.
- Difficulty in scheduling interviews with some key stakeholders due to their busy schedule and travel. To overcome this challenge, some interviews and meetings were either cancelled or conducted at times and locations that suited the participants themselves.
- Diversity of languages (Dutch, English, French, Portuguese and Spanish) – whilst the consultant is fluent in English and French, the use of interpreters was required for communication with stakeholders in Dutch, Portuguese and Spanish.

## **5. FINDINGS AND CONCLUSIONS**

This chapter presents the analyses and findings related to the relevance, effectiveness, efficiency, coherence and sustainability of the GSF programme contribution to conserve ecosystems, protect biodiversity, and to sustain human livelihoods within the Guiana Shield ecoregion in northern South America. This analysis is based on the data collected through the various evaluation tools, which were described in the methodology section of this report. Strategic positioning, partnerships, national ownership and gender-related issues are integrated throughout the analysis.

## 5.1 FINDINGS

### *5.1.1 Relevance of the GSF project*

The final evaluation assesses the relevance of GSF activities and how it positioned itself with regard to its partners and within the national and regional conservation efforts. In particular, the evaluation examines GSF relationships with national and regional stakeholders, how they perceive GSF assistance and the relevance of that assistance to their needs. The evaluation also assesses GSF strategic positioning at technical and policy levels to identify its added value, strategic niche, organizational understanding of the larger socio-political context in which conservation efforts take place, and how all such factors were addressed in GSF efforts to strengthen institutional systems and processes. The GSF funded projects were consistent with UNDP development objectives and in most cases made a direct contribution towards achieving the MDGs. The GSF funded projects were in line with partner country priorities and also fully in line with UNDP mandates and policy objectives. A review of both the specifically evaluated projects and the extended portfolio of the GSF funded projects also confirm their coherence with the donor strategy. The GSF project relevance was rated as highly satisfactory.

### *Relevance to global context*

#### *UN Agencies*

The GSF project leverages the objectives laid out in Multilateral Environmental Agreements (Convention on Biological Diversity, UN Framework Convention on Climate Change, EU Biodiversity Strategy 2020, and UN Declaration on the Rights of Indigenous Peoples) through the support of national policies and initiatives that are designed to reinforce environmental commitments. The design of the GSF aimed at contributing to most of the UNFF principal functions, including:

- Strengthen interaction between the United Nations Forum on Forests and relevant national and regional forest-related mechanisms, institutions and instruments, organizations and processes, with participation of major groups, as identified in Agenda 21 and relevant stakeholders to facilitate enhanced

cooperation and effective implementation of sustainable forest management, as well as to contribute to the work of the Forum;

- Facilitate implementation of forest-related agreements and foster a common understanding on sustainable forest management;
- Strengthen political commitment to the management, conservation and sustainable development of all types of forests.

### *Relevance to the Amazon Cooperation Treaty Organization*

The Amazon Cooperation Treaty Organization (ACTO) (1978) lays out a practical, action-oriented roadmap to meet the demand of its member states (Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname and Venezuela) in developing and implementing regionally coordinated cross-border policies for sustainable development in the Amazonia. ACTO 2008-2012 plan strategic is based on the following two axes: conservation and sustainable use of renewable natural resources, knowledge management and technological exchange, regional integration and competitiveness, and institutional strengthening.

Priority areas for the GSF project are the sustainable development of the Guiana Shield ecoregion, the preservation of forests and biodiversity, and the involvement of the indigenous population. GSF also promotes knowledge management and the exchange of experience between Guiana Shield countries, and works to strengthen ACTO institutional capacity.

ACTO, an organization with whom the GSF is now in the process of signing a Memorandum of Understanding to continue work in the Guyana Shield ecoregion, has been recently hailed as a model for regional conservation efforts at the 10th session of the UNFF.

Looking at the GSF design as elaborated in the GSF project document, it is clear that the concept of conservation and sustainable use of renewable natural resources, institutional strengthening, and knowledge management are integral elements of the GSF, so activities planned were clearly relevant to the principles of ACTO natural resource conservation.

### *Implementation of valuation methodologies for biodiversity protection*

Biodiversity valuation is the latest development in a process of integrating economic and environmental data in one common framework to better inform policy making. The United Nations Statistics Division (UNSD) has played a pivotal role in this process. The first UN Handbook on ‘Integrating Environmental and Economic Accounting’ was published in 1993. A revision of the so-called ‘System of Environmental-Economic Accounts’ (SEEA) was published 10 years later in 2003. In 2005, the Statistical Commission of the UN established the UN Committee of Experts on Environmental-Economic Accounting (UNCEE) with the objectives to mainstream environmental-economic accounts and related statistics; elevate the SEEA to an international statistical standard; and advance the implementation of the SEEA in countries. Other processes with links to the revision of the SEEA include the Millennium Ecosystem Assessment, The Economics of Ecosystems and Biodiversity (TEEB), the ‘Stiglitz Report’ on measurement of economic performance and social progress.

Guiana Shield ecoregion is one of the most diverse ecosystems on the planet and an important source of subsistence and income to local communities, providing a large amount of timber and non-timber forest products. Studies on Identification of Non-Carbon Ecosystem Services for Integration into Guyana’s National MRVS and Incorporating Water Quality as a Co-benefit for Guyana’s REDD+ Framework realized by the Guyana Forestry Commission with the support GSF have been important for revealing, on the one hand, what is known about GSF ecosystem and biodiversity valuation and, on the other hand, in identifying what we still need to learn. Both studies are in line with the SEEA of the United Nations and the Millennium Ecosystem Assessment, The Economics of Ecosystems and Biodiversity (TEEB), the ‘Stiglitz Report’ on measurement of economic performance and social progress.

### *Institutional Instruments to stimulate forest conservation*

Approaches to forest conservation have been changing in recent years. For many years, it was believed that forest depletion was primarily a physical problem which could be overcome by the application of physical conservation works. It was also believed that the answers lay in technology which had to be developed by research workers. While technology options remain an important approach for forest conservation, they have proven difficult to implement in many

settings, especially in the developing world (Rao et al. 2003). This approach failed for two main reasons. First, forest degradation is usually only a symptom of other problems (economic, social, political and legal pressures). Second, the solutions offered were often unattractive to the farmers and did little to solve their immediate problems of improving yields or increasing their incomes.

Traditional approaches of forest conservation and management sometimes referred to command and control regulations are increasingly viewed as having failed in their goals of preserving biological diversity in the tropics. These types of regulations may exceed the financial means and technical expertise available to developing countries (Sharma and Rowe 1992) and are frequently not economically advantageous. Regulations require activities that tend to be costly.

Furthermore, because compliance with strict environmental standards is often quite costly, there is no positive incentive to control damaging activities, although there is the negative incentive to avoid penalties.

One of the policy measures to create incentives for conservation is based on the twin objectives of providing support for agriculture and, at the same time, limiting environmental damage.

Arnalds (1999), based on his Iceland experience, illustrated that, without linkages to conservation schemes, production incentives can become detrimental to the environment.

Environmental cross-compliance is one policy by which many governments seek to influence farmers through subsidies so that they give greater weight to environmental goods in their decisions. GSF approaches are in line with the environmental cross-compliance to fight deforestation and forest degradation.

*Indigenous Societies in the Amazon Forest and their Vital Role as Custodians of Biodiversity (GSF Mid-term evaluation 2013)*

During the 1992 UN Conference on Environment and Development held in Rio de Janeiro, Brazil, indigenous peoples rights to forests was clearly recognized as a crucial component in preserving the environment and solving the global environmental crisis. However, according to the UN Department for Economic and Social Affairs, the process has been slow, and indigenous peoples continue to lobby governments for the full legal recognition of their traditional land

rights. In many countries, indigenous peoples lack any legal title to their land, and in other instances, even if they hold a land title, governments can revoke this title at any time.

The UN Declaration on the Rights of Indigenous Peoples provides a framework for indigenous peoples' rights to forests and recognizes the right to make decisions and to be involved in the decision making process. Indigenous peoples have a right to give or withhold their free, prior and informed consent on activities that may affect their lands, territories and livelihoods.

Within the eco-region, in the Matavén forest of Colombia the GSF is contributing towards the legal and institutional strengthening of tenure rights to the land and forest for six ethnic societies: Sikuani, Piapoco, Piaroa, Puinave, Curripaco, Cubeo. These six indigenous societies combined hold property rights over an area of approximately 1.8 million ha (*Resguardo Unificado de la Selva de Matavén*). The consolidation of tenure rights to the land and forest leads to an enhanced quality of life for all indigenous people, which in turn ensures the biodiversity and sound management of natural resources with particular emphasis on natural forests.

In summary, these key factors bear imminent and decisive influence on the outcome. Likewise, these factors highlight GSF relevance, that is, a patent consistency between the perception of what is needed as envisioned by the initiative's planners and the reality of what is needed from the perspective of intended beneficiaries.

### ***Relevance to National Context***

The objectives of the GSF programme are broadly consistent with the needs and interests of the GS-5 country partners. As evidenced by the strong willingness of Guiana Shield countries to incorporate the GSF agenda, plans, and related frameworks. In Guyana, for instance, the GSF agenda responds directly to the state constitutional requirement to “protect the environment for the benefit of present and future generations, through reasonable legislative and other measures designed to promote conservation and secure sustainable development and use of natural resources.” Consistency of this finding was noted across all the Guiana Shield countries visited and in the results of the GSF mid-term evaluation.

Another aspect of GSF relevancy was the extensive reliance on local resources and expertise whether individuals or local NGOs (where possible) in delivering the different outputs and activities. The

advantage of using the local expertise was obvious as they possess the knowledge, the cultural-sensitivity, and understanding of the local socio-economic conditions. In addition, those individuals and institutions have already established presence and networks in the community. Examples included:

- Hiring local gender experts in the GSF secretariat;
- Hiring local experts for most of the training activities that were carried out;
- For activities implemented in Annai, NRDDDB used a number of local experts to conduct training, capacity building, and outreach activities;
- GSF project partnered with several local NGOs and organisations such as: NRDDDB, IDESAM, Forestry Institute of Amapá, DEAL, Guyana Forestry Commission, and Tropenbos International Suriname to conserve ecosystems, protect biodiversity, and to sustain human livelihoods within the Guiana Shield ecoregion in northern South America.

Most people who were interviewed during the in-country evaluation missions applauded the relevancy and consistency of the GSF project to the local conditions and needs. Representatives of partnered organisations confirmed that organizations were consulted during the design of the GSF, and that they were involved (with various levels and degrees) in the implementation and decision making process of many activities.

### ***5.1.2 Effectiveness of the GSF project***

This section aims at providing evidence of results achieved (at the outcome level) to meet accountability requirements and to foster discussion and learning around the factors that have shaped or conditioned such achievements. However, one should keep in mind that in a context marked by overlapping investments and programs, attribution of results is a critical issue for some of the GSF investments. Many of the country projects supported by the GSF project are also supported by other initiatives (e.g., UNDP Suriname, UNDP Colombia, World Bank, GEF, and IUCN). As such, the GSF project is but a part of a larger constellation of actors, and the extent to which successes or challenges can be borne entirely by the project is difficult to determine. Overall, the GSF project effectiveness was rated as satisfactory.

According to UNDP evaluation guidelines, effectiveness examines the extent to which the objectives of the development intervention have been achieved or are likely to be achieved. Effectiveness examines how well the GSF project results influence the achievement of project objectives. Table 3 shows the relative progress at the level of the three outputs and the outcome. The progress has been gauged using performance criteria that reflect achievement and consists of marks from 1 to 6 in ascending order (with ‘6’ indicating highly satisfactory, and ‘1’ indicating highly unsatisfactory), as shown in Table 3. The final evaluation looked at the level of achievement of each output of the GSF project and examined the activities conducted toward contributing to the intended outcomes. It can be concluded that the GSF project has managed to complete most of the activities and thus the outputs and indicators listed in the M&E framework have been fulfilled.

Table 3. GSF Output and progress on the M&E targets

<b>Outputs</b>	<b>Indicators</b>	<b>Progress as reported by GSF</b>	<b>Achievement</b>
Output 1 – The GSF established as a long-term forum and vehicle to address national and in particular regional environmental issues related to management of the ecosystems of the Guiana Shield ecoregion	Number of countries that have signed on to the GSF	Brazil (Amapá & Amazonas States) Colombia, French Guiana, Guyana & Suriname have endorsed the GSF.	6
	Evidence of an agreement with a suitable host institution to absorb the GSF	The recommendations from a Consultancy report tabled at the II RAB meeting in Bogota (June 2013) were discussed and adopted. GSF to become a multi-partner programme within the institutional home of UNDP.	
	Number of agreements with beneficiary organisations and other partners	12 agreements were signed: 6 with Government partners; 6 with civil society organisations.	
	Perception of the key national decision makers of the importance of the GSF to achievement of national and regional conservation priorities	The 16-point RAB Resolution (June 2013) underline the importance of the GSF to key national decision makers. Key national decision makers	



		highlighted the importance of the GSF at the post-2014 programme meeting in March 2015.	
	Number of men and women served by project and the role of women in projects	Gender reporting became a feature of the periodic reports submitted by grantees. More than 12,000 people benefitted: About 30% women	
Output 2 – The GSF maintained as a suitable financial mechanism for the conservation and sustainable development of the Guiana Shield ecoregion and its ecosystem services	The percentage of financial pledges received from donors as a percentage of total funds projected	0%. Potential donors engaged are: EU, CBD LifeWeb Initiative and the Amazon Fund.	3.6
	Percentage of funds generated from PES and other mechanisms	GSF mobilized 64% of its project budget, and an additional 4% in counterpart funding (in-kind). Funds generated from PES were not contributed to the GSF. Suriname earned USD3.8 million from FCPF as a direct result of GSF catalytic financing; Guyana earned USD150 million as forest carbon payment from Norway with GSF support to national MRVS; Amapá State invested USD17 million in State-wide PES.	
	Common agreement on mechanism for the distribution of financial resources	The Guiana Shield I High-Level meeting took place on 14 June 2013, and countries recommended the avoidance of quotas.	
Output 3 – Enhanced knowledge and capacity developed of key stakeholder institutions to conserve and sustainably develop the Guiana Shield ecoregion	Media coverage in Guiana Shield member countries	The Guiana Shield was covered in mainstream media, but particularly in countries following a major event on the Guiana Shield. Highlight is mention of	5.4

		GSF in UNDP-EU 10-Year Partnership Report 2014.	
	Number of hits to GSF website disaggregated by country	6,000 visits from 6 continents to the website, 8,500 page views and 15,000 actions. USA led with 46% of visits. Guiana Shield countries accounted for less than 8%.	
	Number of public and community institutions regionally that are more effective after accessing capacity development support	Five public institutions – CCDA and NIMOS (Suriname); GFC (Guyana); IAvH (Colombia) and IEF- (Amapá, Brazil); Four community institutions - NRDDB (Guyana); VIDS and TBI (Suriname) and IDESAM (Amazonas, Brazil) are more effective at REDD+, PES, and management of biodiversity and ecosystems.	
	Number of Guiana Shield countries using monitoring data collected by GSF for planning and decision making	All GS-6 were given access to GSPSP and are using the platform. FORESEEN is also designed to come on stream with similar results	
	Number of Guiana Shield countries that are able to prepare quality reports to MEAs	Five countries: Brazil, Colombia, French Guiana, Guyana, and Suriname in reporting to UNFCCC (climate mitigation) and CBD (biodiversity). No data available on Venezuela.	

Source: GSF Final Report September 2015

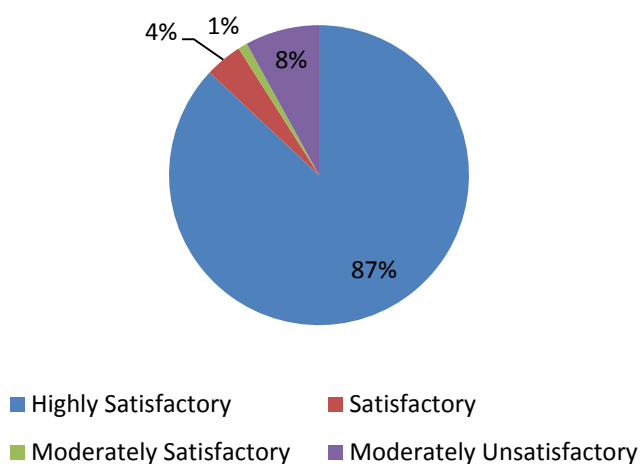
### *Achievement of results:*

Based on the documentation provided and the interviews with different partners, the main activities and outputs produced by the GSF project are briefly summarized below. The structure of presentation follows the programme objectives and outcomes:

*Output 1 – The GSF established as a long-term forum and vehicle to address national and in particular regional environmental issues related to management of the ecosystems of the Guiana Shield ecoregion*

GSF project is generally perceived as being highly satisfactory in addressing national and in particular regional environmental issues related to management of the ecosystems of the Guiana Shield ecoregion. Using a 6-point scale, where 6 indicates highly satisfactory, 87 percent of evaluation survey respondents rated overall GSF effectiveness as 6 regarding *Output 1*, and only 8 percent rated *Output 1* as 3 (Figure 3). This perception was confirmed in evaluation interviews; GSF provision of technical assistance was consistently seen as a major contribution to the achievement of a long-term forum and a vehicle to address national and in particular regional environmental issues related to management of the ecosystems of the Guiana Shield ecoregion.

Figure 3. Perceptions of respondents concerning GSF *Output 1*



In Guyana, monitoring, review and verification systems (MRVS) supported by GSF are used as robust data to design methodologies and programmatic lines for REDD+ preparations for the Guyana Forestry Commission. The development of a REDD+ Readiness Project Proposal in

Suriname has facilitated the Climate Compatible Development Agency to ensure financial support from the World Bank to set up new environmental policies. In Colombia and Brazil, capacity development targeted at indigenous communities is reinforcing their governance structures and promoting the development of entrepreneurial activities focused on livelihood improvement and community well-being.

- Five countries have endorsed the GSF (Brazil (Amapá & Amazonas States) Colombia, French Guiana, Guyana & Suriname).
- The recommendations from a Consultancy report tabled at the II RAB meeting in Bogota (June 2013) were discussed and adopted. GSF to become a multi-partner programme within the institutional home of UNDP.
- The 16-point RAB Resolution (June 2013) underline the importance of the GSF to key national decision makers. Key national decision makers highlighted the importance of the GSF at the post-2014 programme meeting in March 2015.
- Gender reporting became a feature of the periodic reports submitted by grantees. More than 12,000 people benefitted: About 30% women

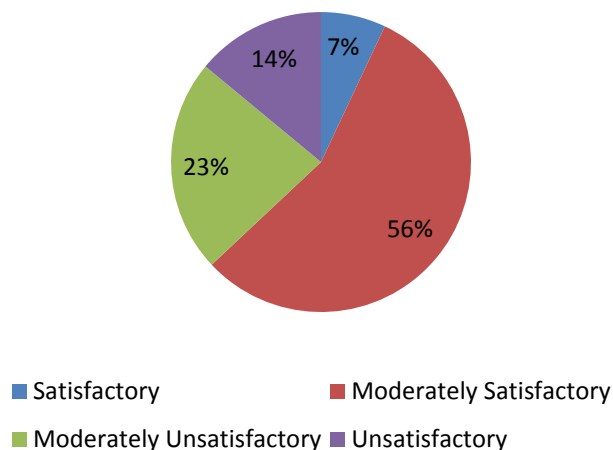
*OUTPUT 2 – The GSF maintained as a suitable financial mechanism for the conservation and sustainable development of the Guiana Shield eco-region and its ecosystem services*

This evaluation found that GSF project has been moderately satisfactory at maintaining as a suitable financial mechanism for the conservation and sustainable development of the Guiana Shield eco-region and its ecosystem services. Using a 6-point scale, where 6 indicates highly satisfactory, 56 percent of evaluation survey respondents rated overall GSF effectiveness as 3.6 regarding *Output 2* (Figure 4). The achievement of *Output 2* is complex and may require active participation and commitment of key actors in the Amazon basin and globally.

GSF's partnership with ACTO, which is on the agenda, may open up a window of opportunity to access. As indicated, on 14 June 2013 in Bogota the GSF had organized a High-Level Meeting of Ministers and ACTO Secretary General to discuss funding priorities and access to the Amazon Fund, which ACTO has negotiated in the sum of USD 102.6 million. The fund is for anti-deforestation support for non-Brazil Amazon countries. In addition, during the tenth session of the United Nations Forum on Forests (UNFF10), the Under-Secretary-General for Economic and

Social Affairs said that the private sector is emerging as a key potential funder of sustainable forest management. This output is likely to attain partial achievement.

Figure 4. Perceptions of respondents concerning GSF *Output 2*



GSF has not been able yet to raise any of the pending funding (€ 1.7 million) that was foreseen in the Description of the Action, in view of:

- lack of a provision for a feasible and well-targeted fundraising campaign;
- absence of financial capacity of partner governments for direct support;
- and difficulty of the initiative to promote the visibility of outcomes and impacts. In the same vein, the partnership with the ACTO, with big funding capacities, has not yet been formalized.

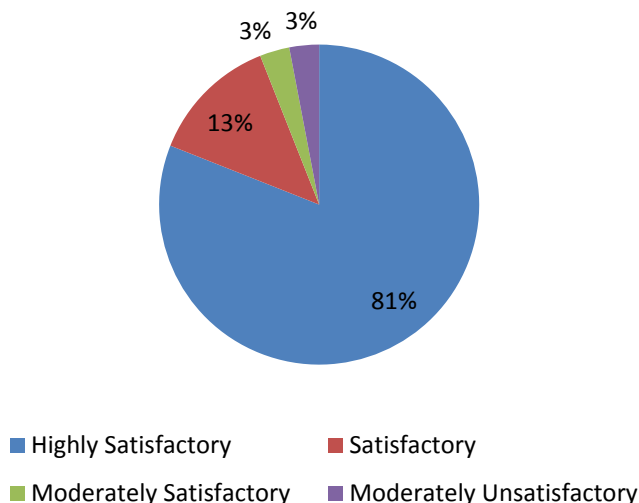
UNDP has made arrangements for the co-Founders of the GSI and pro-bono senior policy advisers to the GSF, Hemmo Muntingh and Wouter Veening, to lead the implementation of the GSF resource mobilization strategy and plan with primary aim to raise € 1.7 million to close the project budget gap.

*OUTPUT 3 – Enhanced knowledge and capacity developed by key stakeholder institutions to conserve and sustainably develop the Guiana Shield eco-region*

GSF project is perceived as being highly satisfactory in enhancing knowledge and capacity developed by key stakeholder institutions to conserve and sustainably develop the Guiana Shield eco-region. Using a 6-point scale, where 6 indicates highly satisfactory, 81 percent of evaluation

survey respondents rated overall GSF effectiveness as 5.4 regarding *Output 3*, and only 3 percent rated *Output 3* as 3 (Figure 5).

Figure 5. Perceptions of respondents concerning GSF *Output 3*



- The Guiana Shield was covered in mainstream media, but particularly in countries following a major event on the Guiana Shield, e.g. Guyana (in March – launch of GSKC);
- For the period Jan-Sep 2014, total number of visits was 3,622;
- Five public institutions (CCDA and NIMOS (Suriname); GFC (Guyana); IAvH (Colombia) and IEF-(Amapá, Brazil)) and four community institutions (NRDDB (Guyana); VIDS and TBI (Suriname) and IDESAM (Amazonas, Brazil)) are more effective after accessing capacity development support;
- Four countries (Colombia, Guyana, and Suriname, and Amapá State, Brazil) use monitoring data collected by GSF for planning and decision making;
- Three countries (Colombia, Guyana, and Suriname) are able to prepare quality reports in reporting to UNFCCC and CBD.

### ***5.1.3 Efficiency of the GSF project***

The term efficiency refers to how well the GSF project uses available resources including both financial and human resources, time, and other organizational capacities to meet its objectives. By convention, efficiency is defined in terms of costs per unit of output, and measurement is determined by the extent to which aggregated outputs (and, by extension, outcomes) represent a

reasonable return on investment. Thus, efficiency focuses attention on the means used to achieve valued ends and whether these were delivered at the least possible costs and risks or with the greatest amount of benefit per unit of resource used.

In this section, efficiency is drawn from the perceptions of stakeholders and their alignment with budgetary expenditures. The evaluation rated the GSF project efficiency as moderately satisfactory.

#### *Disbursement of the GSF*

As of time of preparing this section, about 62% of the GSF budget was committed. The Commission of the European Union and the Government of the Netherlands have disbursed about € 3,371,250, which represents 72% of the total allocated budget of the GSF (Table 4). GSF has relatively a low disbursement rate because of several delays related to the GSF implementation activities. The first projects took off in May 2012 (Colombia), June 2012 (Guyana and Suriname) and November 2013 (Brazil). In Venezuela and French Guyana (both covering about 20% of the GS surface) there are no projects. The former has not formally endorsed the GSF for political issues (it is not a priority for the Government), whereas the latter, as a province of France, is not eligible for GSF donor funds.

Table 4. Financial implementation of the GSF project

<b>Description</b>	<b>Allocation (Euros)</b>	<b>Expenditure (Euros)</b>	<b>Balance (Euros)</b>
Human Resources, Salaries & Per Diem	373,600.00	287,915.74	85,684.26
Travel	120,000.00	64,133.08	55,866.92
Equipment & Supplies	44,000.00	17,978.30	26,021.70
Local office/Action Cost	104,200.00	104,183.07	16.93
Services, Publications, Seminars, Workshops,	392,300.00	387,687.75	4,612.25
Other Costs: Pilot Projects, Small Grants, Ecological Services, Community Plans, Etc.	3,357,000.00	1,864,001.84	1,492,998.16
<b>Sub-Total</b>	<b>4,391,100.00</b>	<b>2,725,899.78</b>	<b>1,665,200.22</b>
Administrative Costs	307,377.00	190,812.98	116,564.02
<b>TOTAL</b>	<b>4,698,477.00</b>	<b>2,916,712.76</b>	<b>1,781,764.24</b>

Source: GSF Final Report September 2015

### *GSF management model*

The GSF Secretariat is a pass-through management instrument used to manage funds committed by donors, on behalf of the GSF. As such, the GSF Secretariat strictly follows the decisions of the UNDP Programme and Operations Policies and Procedures and provides transparent reporting on these funds. Work plans agreed upon by the National Multi-Stakeholder Steering Committees (NMSSC) concerned and/or by the Regional Advisory Board (RAB) must be approved by the UNDP before GSF funds are released. The work plan presents the expected outputs and activities, and the budget allocation according to five categories (i.e., staff and personnel, supplies/materials, contractual services, travel, and general operating costs).

The GSF Secretariat provides clear overview of the distribution and use of funds including spending and rates of disbursement in each of the Guiana Shield countries. In addition, the GSF Secretariat prepares annual progress reports containing a general narrative and financial information on the project. However, the information in these documents is cumulative, and the Guiana Shield countries are expected to maintain a record of these allocations and report in more detail on their respective budget allocations. Other than that, it could be said that the GSF adopted management model is ideal for managing this kind of projects since it is not complicated and has the minimum levels of hierarchy.

### *GSF resource distribution*

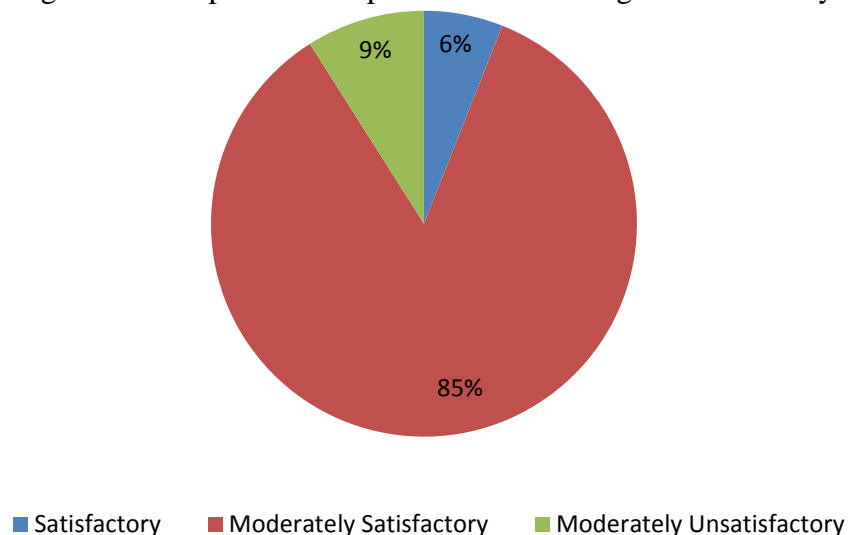
Based on available data, the GSF distribution of resources is linked to a clearly articulated strategy, the approval of work plans as part of Letters of Agreement (Governments) or associated with calls for proposals (Civil society organisations, and community-based organisations). Moreover, Guiana Shield countries are placed in the driver seat; several interviewed partners admitted directions mostly come from the national and regional based organisations.

Also, for a country-led project whose primary goal is to provide incentives for the conservation of the unique ecosystems of the Guiana Shield, the rationale for committing the bulk of available resources (approx. 72%) to Pilot Projects, Small Grants, Ecological Services, and Community Plans is well substantiated.



Finally, nearly 85% of survey respondents consider that the GSF project efficiency is moderately satisfactory in terms of building on existing capacities and knowledge at the country level. During country visits, interviewees emphasized strongly that enough consideration was given to using national and regional experts.

Figure 6. Perceptions of respondents concerning GSF efficiency



#### ***5.1.4 Sustainability of the GSF project***

Sustainability refers to the extent to which pertinent social, economic, political, institutional and other conditions are present to enable sufficient installed capacity to maintain, manage and ensure the expected results in the future. Within the context of this evaluation, sustainability was considered in light of: (i) the regional context of the GSF project and (ii) the more specific country-level contexts wherein the GSF project operates. Overall, the evaluation rated sustainability as likely.

##### *Regional context*

The situation for GSF financing in general is anything but uncertain at the moment; no funding commitments have been made so far for the project. There are credible concerns regarding the GSF project (2015-2020) and the integration of PES and REDD+ faces a number of unresolved challenges. In a context where existing and projected demand for REDD+ financing far exceeds available supplies, and the demand for carbon offsets appears to be diminishing, the extent to

which partner countries will be able to sustain REDD+ activities once programme interventions end (i.e., implementation and investment phases) appears to be at risk.

Ultimately, the sustainability of GSF will depend to a large extent on the outcomes of UNDP negotiations and the confidence that countries place in these processes. Failure to achieve progress in this regard could dampen the momentum for GSF actions. However, this would not bring an end to the global imperative to protect the mostly intact pristine rainforest and the many services it provides.

### *National context*

Thanks to considerable technical and financial support from the GSF project, countries are able to progress in their efforts to provide incentives for the conservation of the unique ecosystems of the Guiana Shield ecoregion. The numerous training programs implemented through the GSF funded projects helped in building the capacity of a large number of staff in the Guiana Shield countries. The skills and knowledge acquired by trainees were transferred to their respected institutions and thus have been utilized in improving the operational, technical, and policy-making capability of their organizations. Participants in focus groups in Annai indicated that the different training courses provided through the GSF funded projects “will help enhance the work performance by using new skills and technology.”

Most importantly, the technical assistance and training provided to organizations led to the development of strategies and policies that were adopted as national documents and plans. For example, in Annai, an Environmental Education course was inserted in the High School curriculum with the objective to increase public awareness and knowledge about environmental issues or problems.

Another example of an activity with robust elements of sustainability is the establishment of the Guiana Shield Knowledge Centre and the Guiana Shield Youth Bio-conservation Network. The Guiana Shield Knowledge Centre is intended to serve as a repository for technical and scientific information about the Guiana Shield, to provide a document reference service to researchers, students and sustainable development practitioners and to house the Guiana Shield Priority Setting Platform (GSPSP) as the universal science-policy platform on the state of biodiversity

and ecosystem services of the Guiana Shield eco-region. The Guiana Shield Youth Bio-conservation Network is an online platform that stirs debates and discussions and creates awareness on the importance of biodiversity conservation particularly amongst the youth in the Guiana Shield eco-region.

There is an obvious indication that many of the GSF outputs and benefits could continue after the end of the GSF funding. These GSF outputs are expected to produce outcomes and impacts. Outcomes are changes in awareness, knowledge, skills, attitudes and behavior. To date, most initiatives to foster sustainable environmental behavior have relied primarily upon information campaigns that utilize education and/or training to encourage the adoption of sustainable actions. Environmental education has been demonstrated to be an attractive alternative to information-intensive campaigns for the design of programs to foster sustainable behavior (Monroe 2003). Better understanding of the capability of forest activities in increasing incomes, strengthening local communities, and reducing soil erosion may increase favorability toward forestry programs and change people behavior (Wunder 2000).

### ***5.1.5 Contributions to results of the GSF project***

#### *Institutional change*

GSF is recognized for raising awareness and multisectoral coordination at the country and regional levels, especially among representatives from the environment, conservation, and natural resource sectors. GSF project has also promoted inclusive governance mechanisms at the national and regional levels. A successfully case is the letter of intent signed by the Prefecture of French Guiana to participate in the Guiana Shield Facility, and named the Direction de l'Environnement de l'Aménagement et du Logement de Guyane (DEAL) as the focal point for GSF in French Guiana. DEAL and GSF discussed several projects that could come under the objectives of GSF. A workshop was organized by the DEAL for the different partners involved in water resources management in the Guiana Shield countries structuring around the following three topics:

- Knowledge of the institutional and legal framework for water in the Guiana Shield countries: each country made a short presentation on water governance and regulations and potential difficulties;
- Identification of key issues related to water access and uses, and potential for cooperation;
- Opportunity to implement a network and other possibilities of cooperation: exchange of information and data, agenda for common actions.

Governance structures and cooperation agreements officiating national engagement in GSF processes and the creation of the National Multi-Stakeholders Steering Committees (NMSSCs) and the Regional Advisory Board (RAB) have been observed in five of the six Guiana Shield countries. Furthermore, the Guyana Shield Knowledge Centre establishment and the GSF website are perceived positively among interview respondents. This strategy can be considered as a positive step to ensure the continuation of the achieved outputs after the completion of the GSF.

The GSF approach in working within the existing structure of the relevant country agencies has contributed to enhancing the sustainability and national ownership of the GSF outputs. More than 10 projects and focal point entities were implemented in Brazil, Columbia, French Guiana, Guyana and Suriname which facilitated capacity development and communication in these countries. Moreover, working in accordance to the national approach of developing sector strategies has improved the internal policy making capacity of these country agencies for years to come.

These elements would help to create increasingly recognized multi-stakeholder platforms for discussing Guiana Shield issues, and demonstrate the willingness of national governments to create enabling conditions for achieving the changes sought by the GSF project.

### *Sustainable ecosystem management*

Although it is generally accepted that the GSF project has helped creating favorable conditions for the adoption of more sustainable forest management practices and for addressing the drivers

of forest loss, it remains too early to tell what effects the GSF project will have in terms of reducing deforestation, illegal mining and poaching of wildlife, improving sustainable forest management or increasing socioeconomic benefits. The Evaluator Consultant asked all respondents to comment on the contribution to results of the GSF project using the scale: highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory, and highly unsatisfactory. The overall mean score of contribution to results was satisfactory. Respondents tend to downsize achievements to date by pointing out that a five year period is too short to realize such results, or that the purpose of this GSF first phase is to establish the base for readiness, not implementation. To this end, only 41% of survey respondents believe that the GSF project is successful in testing and scaling up strategies. Fifty-nine percent consider the GSF project as an effective partner in providing training, technical and financial support for sustainable forest resource use.

The Evaluation Consultant agrees with stakeholder observations on this point. Within the current design of the GSF project, the instruments for sustainable ecosystem management are generally identified early on during the readiness phase, but efforts to tackle some of these issues tend to begin relatively late in the next phase of the GSF project, usually through pilot initiatives and theoretical contributions. The Technical Support for Incorporating Environmental Services into State-level programs in Amapá – Brazil and the Exploration of co-Benefits under the Monitoring Reporting and Verification System (MRVS) in Guyana are probing examples of instruments for sustainable ecosystem management.

The GSF rationale is that the issues will be more efficiently tackled during the next phase, but evidence from ongoing efforts suggests that this might not always be an efficient or effective approach. In South Sudan, grants for sustainable forest management were significantly reduced after the country failed to show actual reductions in deforestation trends. In Haiti, land tenure is identified in the national forest management strategy as a key area for action.

### *GSF rationale*

A key hypothesis of the GSF project is that financial incentives would change people behavior and drive change. The GSF project was originated as a catalyst for achieving a sustainable

future, at which point Guiana Shield countries would be in better position to undertake measures to reduce deforestation and illegal mining, and gain social, economic, and environmental benefits. Within this rationale, the success of GSF will depend upon the ability of Guiana Shield countries to secure long-term financial support from either market or non-market sources (i.e., non-timber forest products funds, bilateral or multilateral investments, and the private sector). However, the future of such financing is unclear and the GSF next phase faces numerous challenges. Within its current design therefore, the GSF ability to achieve its stated contribution to results (i.e., sustainable ecosystem management) rests on external conditions that lie beyond its reach or capacity to influence.

#### ***5.1.6 Coherence of the GSF project***

The GSF project aims at providing financial and technical support to Guiana Shield countries through the development of regional partnership agreements to improve and enhance forest-based economic, social and environmental benefits of these countries. The GSF project assumption is similar to that of CBD, UNFF and UNFCCC, that hypothesized financial incentives and partnerships will bring change and sustainability. Therefore, the GSF project coherence is rated satisfactory and aligned with these international organizations.

The GSF project is also in line with GS-5 country needs and priorities and the National Biodiversity Strategies and Action Plans (NBSAPs) considered as the principal instruments for implementing the CBD at the national level. The Convention requires countries to prepare a national biodiversity strategy (or equivalent instrument) and to ensure that this strategy is mainstreamed into the planning and activities of all those sectors whose activities can have an impact (positive and negative) on biodiversity.

The GSF project was also coherent with the Guiana Shield country Environmental Action Plans which cite the successful management of terrestrial, coastal and marine ecosystems as one of their programme components. The GSF project was also consistent with the Guiana Shield country obligations under the UN MDGs and the Multilateral Environment Agreements.

### ***5.1.7 Factors influencing GSF performance***

Overall, the GSF performance is satisfactory.

- The GSF is very successful in terms of building partnerships and mutually beneficial cooperation, which are helping to strengthen the project comparative advantage and value-added at all levels of interaction;
- Dependence on international structures (i.e., financial and technical assistance) limits the resilience of the GSF results and their appropriation by the partner countries;
- Human and financial resource allocations are broadly consistent with programmatic objectives and priorities, but the absence of a joint accountability and reporting mechanism with the partner agencies makes it difficult to track the relative efficiency and effectiveness of the GSF investments;
- The performance of the GSF project is affected by its ambitious nature and unsecure long-term funding.

## **5.2 CONCLUSIONS**

*The national and regional necessity to conserve ecosystems, protect biodiversity, and to sustain human livelihoods within the Guiana Shield ecoregion in northern South America, is unquestionable, and the GSF project is a relevant response to the problems facing the Guiana Shield ecoregion.*

The GSF project is a multifaceted answer to an even more complex problem and to realize the intended goal of providing incentives for the conservation of the unique ecosystems of the Guiana Shield, participating countries will need substantial support. To this end, the GSF project is largely consistent with GS-5 country needs and priorities, as expressed in relevant forestry, environment, and climate adaptation and mitigation policies, plans, and sector frameworks.

The GSF project is aligned with the requirements of the global agencies and is a relevant response to the United Nations Forum on Forests (UNFF), the United Nations Framework Convention on Climate Change (UNFCCC), the Convention on Biological Diversity (CBD), and the Amazon Cooperation Treaty Organization (ACTO) but adapting to the dynamic state of the global environment is a continuous challenge.

The GSF project is a structuring actor gathering all Guiana Shield neighboring countries and an appropriate and coherent response to the lack of regional organization in the Guiana Shield ecoregion. However, uncertainty over the future of the GSF financing places the sustainability of the project results at risk.

*The Programme is very effective in achieving output-level results in most, if not all, of the areas in which it operates.*

The evaluation findings validated the GSF technical assistance framework. GSF was most effective at promoting advocacy, knowledge building and transboundary collaboration within the Guiana Shield when its support went to also strengthen stakeholders within civil society, government agencies, and local based organisations.

Even though some outputs are more developed than others, the GSF project has made notable contributions in every aspect of its scope. Yet, the changes sought by the project are extensive and few, if any, countries in the world today (regardless of their stage of development) could comply with the exacting requirements of the project within a five-year cycle.

At the national and regional level, the GSF project relies on a transparent open-access framework, the GSF Secretariat, to report on the use and distribution of funds across the GSF partners. How such resources are allocated and used by each Guiana Shield country is clear to everyone, both within and outside the GSF partners. The distribution of resources across the GSF project is linked to a clearly articulated strategy.

Finally, the sustainability of the GSF has not been achieved yet. One has to admit the intricacy of the GSF goal and recognize that sustainability is a long-term process. Movement towards sustainability is challenging under the best of conditions. Achieving such levels of change in a developing country context can be a major struggle. While this suggests that more time and effort will be needed before existing investments yield their desired effects, the findings of this report also make it clear that doing more of the same will not solve all challenges that GSF and Guiana Shield country partners face.



*Pursuit of the GSF agenda and national and regional partner involvement in the delivery of such a mechanism have helped to bring global attention to the fundamental importance of the Guiana Shield ecoregion for the achievement of a sustainable future.*

Partnerships initiated during the GSF implementation were successful endeavors. Through their actions and indeed engagement in the GSF agenda, partner organizations send a powerful signal that the Guiana Shield ecoregion is critical for the future of life on Earth. While success is harder to achieve than expected, the absence of GSF partners in the delivery of such an ideal would likely have hampered the political appeal and legitimacy of the proposed framework.

The GSF project has contributed to create conditions for joint action at the country and regional levels, but it is too early to measure the GSF effects will have in terms of reducing deforestation, illegal mining and poaching of wildlife, sustainable forest resource use, and improved livelihood conditions of the indigenous people.

## **6. RECOMMENDATIONS**

The following recommendations emerge from the findings and conclusions presented in the previous chapter. These recommendations were mostly developed on the basis of input provided by interview respondents. To strengthen rigor and relevance, supporting sources of evidence are referenced and priorities for action are identified as appropriate.

### *6.1 Test the effectiveness for payments for ecosystems services to enhance conservation in the Guiana Shield ecoregion*

Despite growing interest and investment in reducing deforestation, surprisingly little research has been conducted on the most cost-effective ways to do so. One popular policy approach is payments for ecosystem services (PES), where participants receive payments if they comply with a set of conditions that are protective of the environment, such as refraining from cutting down trees on their land. PES programs are increasingly popular because of their perceived simplicity in comparison to alternative conservation interventions. It is important to evaluate the PES

approach and other types of emission reduction interventions in order to determine the most cost-effective way of reducing carbon emissions.

### *6.2 Provide income generating opportunities for indigenous peoples*

Many researchers have found that one of the most important factors in stimulating participation in forest conservation programs is providing opportunities to increase income. This finding contrasts with the “fences and fines” approach advocating that people living in and around forests have little interest in conserving biological diversity. The importance of income generating is consistent with economic theories of behavior, in which farmers are generally viewed as reacting in direct response to higher income. Several studies have revealed that without creating opportunities for local people to utilize and benefit from the forest it is difficult to spur local communities to become involved in forest management programmes (Lise 2000).

### *6.3 Look at GSF project success stories and extend them*

GSF has made significant progress in addressing national and in particular regional environmental issues related to management of the ecosystems and in enhancing knowledge and capacity developed by key stakeholder institutions to conserve and sustainably develop the Guiana Shield eco-region. Those activities can be selected as success stories and need to be extended.

### *6.4 Within the ecoregion, GSF should concentrate its efforts on strengthening organization capabilities*

In the short term, the GSF project should consider ways to strengthen its strategic alignment with national and regional stakeholders, including the development of collaborative work plans that highlight areas of complementarity and operational integration.

In the medium to long term, GSF should work with other regional organizations to strengthen coordination across the broad range of GSF initiatives to increase efficiency gains and leverage joint results. This could include joint project planning and implementation at the country and regional level.

*6.5 Explore possible pathways to getting international development partners and other contributors, to contribute financial and other resources to the GSF, through cost-sharing or other arrangements*

Building coalitions among governments, civil society, and international organizations is crucial to moving the GSF agenda forward and addressing the funding and other resource needs related to the conservation and sustainable development of the Guiana Shield ecoregion, particularly at the national and regional level. Cooperation and collaboration among international development and donor organizations (such as UNDP and GEF), and regional organizations, such as ACTO to take advantage of synergies and complementarities of their activities in the forest management field is fundamental for sustainable forest development in the Guiana Shield region. These should agree on a longer-term cooperation framework on sustainable forest management and climate change.

However, it should be acknowledged that policy development is ultimately the responsibility of national governments. Future capacity building activities should be planned programmatically, ensuring its medium term sustainability and focused on prioritized goals. Once a beneficial environment for sustainable forest investments has been created, it may be easier to enhance existing financing mechanisms through development and commercial banks, rather than setting up new schemes.

## **7. LESSONS LEARNED**

With respect to the GSF project, five key lessons may be drawn from the findings and conclusions presented herein.

- This GSF project is one of the first experiences in the Guiana Shield region, where different countries partnered together to implement a comprehensive multi disciplinary intervention. Adapting to this approach was a key challenge that faces the Guiana Shield countries due to the specific culture of each country as well as procedures that differ from one country to another.

- The process of reaching a common understanding of a real and equal partnership between the GSF and Guiana Shield country partners; GSF needs to empower partners as owners and drivers of the design and implementation of the project, while partners should also graduate from acting as beneficiaries to be the owner of the change.
- The presence of representatives and focal points during the GSF implementation resulted in strengthening the collective understanding of the GSF intervention as well as continuity in the implementation.
- In the lack of approaching solutions to identify and experiment testable hypotheses, the incentive to engage in prolonged preparatory efforts can be expected to dissipate. A diverse implementation proposal that engages stakeholders early on in the search for viable solutions, while continuing to strengthen capacities for full deployment, is more likely to sustain the commitment of key stakeholders than a process that is heavily front-loaded.
- Though GSF project is still at an early stage of development, the underlying assumption remains that financial incentives are determinant for changes. Yet, achieving sustainability is a long-term process, and no single policy instrument can solve the innumerable problems associated with enduring resource dilemmas.

## 8. REFERENCES

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## ANNEXES

### ANNEX 1

#### TERMS OF REFERENCE

International Evaluator Consultant

Location: Georgetown, GUYANA

Application Deadline: 15-Jul-15

Additional Category

Poverty Reduction

Type of Contract: Individual Contract

Post Level: International Consultant

Languages Required: English

Starting Date: (date when the selected candidate is expected to start)

20-Jul-2015

Duration of Initial Contract: 30 working days

Expected Duration of Assignment: July - September 2015

Background

Background and Context

The GSF is a multi-donor funding facility for the long-term financing of national and regional activities to conserve ecosystems, protect biodiversity, and to sustain human livelihoods within the Guiana Shield ecoregion in northern South America. The Commission of the European Union and the Government of the Netherlands fund the GSF project (2010-2015) in equal amounts of EUR1.5 million.

As such, the GSF is a major institutional expression of the commitments of the globally binding multilateral Environmental Agreements (MEAs) to conserve, protect and sustainably use the biodiversity of the planet, to keep the average rise of atmospheric temperature below 2 0C compared with pre-industrial levels and to protect the rights of indigenous peoples to their territories and of access to their natural resources and to thus protect their livelihoods and cultures in ways they deem fit.

With 2.7 million km<sup>2</sup> of mostly intact pristine rainforest, the Guiana Shield ecoregion **stores** 50 billion tons of carbon, which is 10% of terrestrial carbon, it contains 10-15 % of all **fresh water** reserves in a world in which access to fresh water of good quality is becoming a more serious challenge by the day, its **fauna and flora** are characterized by high endemism and it is home to many indigenous communities, the most qualified guardians of the region.

All Guiana Shield rivers either directly or indirectly (the Amazon) empty into the Caribbean Sea with their effluents therefore affecting the quality of coral reefs and fisheries in that sea. The management of the Shield has a regional ecological impact to the North with all socio-economic consequences resulting from that impact (tourism, food security, drinking water supply).

Its regional significance to the South may lie in the fact that it is the most intact and wettest part of the Amazon system and therefore of great importance for the precipitation patterns which now seem to play such a major role in the drought plaguing South-East Brazil.

Given the global and regional ecological significance of the Guiana Shield ecoregion and the fact that the MEAs, of which the GSF is one of the institutional expressions, all contain provisions of the transfer of finance and technology which are legally also of a binding nature. The GSF and its 'predecessor' the Guiana Shield Initiative (GSI) have from the beginning - and continue to do so - supported the position that there is a strong rationale for transfers between the international community and those responsible for maintaining the ecological and cultural integrity of the Guiana Shield.

The GSF, however, has also always maintained the position that these transfers should not just be 'hand-outs from rich to poor', but elements of a contractual arrangement between equal partners in which the global community through the MEAs and the institutions implementing the agreements compensate those who are indeed responsible for maintaining the ecological and cultural integrity of the Shield.

While not free from threats to this integrity - see below -, the Guiana Shield ecoregion, covering approximately 2.7 million km<sup>2</sup> but home to only 8 million people, comprises one quarter of the remaining tropical rain forest in the world and has the lowest human density of any tropical rainforest. Contractual arrangements to preserve the ecology of the Shield thus stand a fair chance of being successful.

The operating premise of the GSF is that providing incentives for the conservation of the unique ecosystems of the Guiana Shield towards ensuring the long-term delivery of its globally important environmental services will contribute to poverty reduction and will help an ecoregion beset by threats such as: (il)legal deforestation, (il)legal mining, water pollution, social and health problems connected to mining, poaching of wildlife, and lack of a coordinated framework for planning, priority setting and management of natural resources.

The GSF is drawing national, regional and global attention to the benefits of maintaining intact ecosystems, and demonstration that a compensation system for ecological services is feasible. Six countries share and administer the territorial space of the Guiana Shield, namely Brazil, Colombia, French Guiana (overseas territory of France), Guyana, Suriname and Venezuela.

In March 2015, the GSF successfully organized a regional workshop of representatives of national and sub-national authorities that administer the Guiana Shield, international NGOs, and other stakeholders to prepare the post-2014 programme document. It is envisaged to use this document and the evaluation report on the GSF project implementation (2010-2015) to delineate the scope and details of the next GSF phase 2016-2020. A GSF donor conference is to be convened in Brussels in October 2015.

## Evaluation Purpose

The purpose of this evaluation is to assess the effectiveness and contribution of the GSF project to protecting ecosystems through implementation of valuation methodologies, payment for ecosystem services, and adoption of new technologies, as well as creating and sustaining effective partnerships to promote advocacy, knowledge building and transboundary collaboration within the Guiana Shield. This evaluation is expected

to pronounce on the extent to which the participating national and sub-national authorities and other stakeholders involved in the project, are able to use the GSF as a facilitating and delivery mechanism in support of national and overarching regional environmental priorities as a result of the GSF support.

Further, it will explore the extent to which this project has contributed to the achievement of the Regional Bureau for Latin America and the Caribbean (RBLAC) Regional Programme Document (RPD) 2008 - 2014 Outcome, that is, 'biodiversity protected through the implementation of valuation methodologies, payment of environmental services and adoption of new technologies', as well as individual Country Programme (CP) outcomes.

This evaluation is intended to substantively contribute both retrospective and prospective analysis that can inform the programmatic choices the UNDP makes in further shaping the future of the GSF as an ecoregional tool for collaboration in the areas of conservation and sustainable development. In this context, it is expected that practical options will be presented based on this assessment of current capacities at multiple scales, and what future investments that are needed to consolidate, sustain and expand on the gains made during the project.

## Duties and Responsibilities

### Evaluation Scope

The Evaluation will consider the project, inputs, activities, outputs and the project's contribution to the RPD outcome and relevant CP outcomes.

The primary issues would be the relevance/appropriateness, efficiency, effectiveness, coherence and sustainability of the outputs. The evaluation should provide insights on the successes and weaknesses of the project identify important lessons that UNDP and the partners can use to inform future interventions in the area of conservation and sustainable development. More specifically, consideration should be given to the effectiveness of the project and the outputs it has produced, as well as the timeliness of implementation.

Furthermore, a review of the project implementation arrangements including the process of stakeholder engagement should also be carried out to identify practical, implementable recommendations to improve future project design, implementation and management measures.

The evaluation must be carried out using a sound methodology which allows for rigor and provides reliable results for the decision making.



## Deliverables

Evaluation Inception Report - An inception report should be prepared by the evaluator before going into the full-fledged evaluation exercise. It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, identifying who is responsible for each task or product. The inception report will provide the UNDP, and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.

- Draft Evaluation report - UNDP will provide guidance on the quality criteria that will be used to assess quality of report.
- Final Evaluation report
- Evaluation brief: including power point presentation of key findings, lessons learned, and recommendations

## Evaluation Questions

Some questions to be asked in this evaluation are

- Were the stated outputs achieved?
- What factors have contributed to achieving or not achieving intended outputs?
- To what extent have project outputs and assistance contributed to achieving UNDP Regional Programme and Country Programme Outcomes?
- Were the project's partnership strategies appropriate, relevant and contributed to project's effectiveness?
- To what extent is the investment made by UNDP likely to bring sustained attention to national and transboundary priorities in the areas of conservation and sustainable development?
- What should be the GSF's niche within the ecoregion?
- What are the opportunities/options for developing an appropriate mix of partners to address the funding and other resource needs related to the conservation and sustainable development of the Guiana Shield ecoregion?
- What are the possible pathways to getting international development partners and other contributors, to contribute financial and other resources to the GSF, through cost-sharing or other arrangements?
- What are possible workable mechanisms for the distribution of GSF financial resources among participating countries and activities?

Time Frame for the Evaluation Process: Level of Effort (30 days)

- Preparation of Inception Report - finalizing the evaluation design 3 days;
- In-country evaluation missions (visits to field, interviews, questionnaires) 15 days;
- Preparing the draft Report 5 days;

- Debriefing with UNDP 1 day;
- Stakeholder meeting and review of draft report (quality assurance) 3 days;
- Incorporating comments and finalizing the evaluation report 3 days.

#### Payment Schedule (% payment)

1. Evaluation Inception Report 5 days after contract signature (20%);
2. Draft Evaluation report and Draft Evaluation Brief 45 days after contract signature (30%);
3. Final Evaluation report and Final Evaluation Brief 60 days after contract signature (50%).

#### Methodology

Final decisions about the specific design and methods for the evaluation will emerge from consultations among the UNDP, the evaluator, and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and extant data. UNDP expects a detailed and refined evaluation methodology to be presented by the evaluator at the time of the evaluation's inception report.

The proposed methodology should include an appropriate mix of the following

- Desk review of progress reports and project documents;
- Interviews of individuals, groups and key informants using predetermined questions to obtain in-depth information on impressions and experiences; explore opinions about the initiative and their understanding and identify opportunities for new strategic partnerships (financial and other) for the post-2014 project;
- Collection of information on tangible and non-tangible changes wherever possible;
- Field visits;
- Questionnaires;
- Participatory techniques and other approaches for the gathering and analysis of data;
- Participation of stakeholders and/or partners.

This must be supported by an evaluation matrix which should address the following considerations

- Relevant evaluation criteria;
- Key questions the evaluation will answer for each criteria (and sub-questions, if necessary);
- Data Sources for each question/criteria;
- Data collection method for each question/criteria;
- Indicators/success standards for each question/criteria;
- Methods for Data Analysis.

## Annexes

The following will be made available to the Consultant

- Evaluation Matrix;
- UNDP Regional Programme Document (2008-2014);
- UNDP Country Programme Documents for relevant programme countries;
- Project Document - Guiana Shield Facility;
- GSF Annual Project Reports;
- GSF Regional Advisory Board meetings reports;
- GSF post-2014 Programme workshop report;
- EU Result Oriented Monitoring reports;
- M&E and other field mission reports.

## Competencies

### Evaluation Ethics

This evaluation should be conducted in accordance with the principles outlined in the United Nations Evaluation Group 'Ethical Guidelines for Evaluation'. The following should be addressed in the design and implementation of the evaluation:

- Evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data;
- Provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

### Functional Competencies

- Ability to communicate the evaluation results in a manner that is easily understood by all parties;
- Ability to interact with all parties in a sensitive and effective way.

Additionally, the evaluator selected should meet the following requirements

- Know UNDP, its programmes, operations and evaluation procedures;
- Be available for full participation and intensive work within required timeframes;
- Bring fresh perspectives, insights, experiences and recent state-of-the-art knowledge;
- Be aware of constraints on feasibility of recommendations;
- Familiarity with regional and local political, cultural, and economic environment would be an asset;
- The evaluator should be independent from any organizations that have been involved in designing, executing or advising any aspect of the project.

## Required Skills and Experience

### Education

- Masters Degree in Social Sciences in applied biological sciences or related field in combination with at least ten years of progressive experience in Sustainable Development programmes or projects.

### Experience

- At least 5 years of experience in evaluating sustainable development programmes/projects. Understanding of, and experience in, the required evaluation methodologies;
- Expertise in the sectoral areas of the project being evaluated- Conservation, Sustainable Development or closely related area

### Language

- Fluency in English and at least one other Guiana Shield languages (Portuguese, French, Spanish and Dutch).

### Other

- No conflict of interest with any of the parties involved in the project evaluation.

## Evaluation Criteria

Consultants will be evaluated based on the following methodology

### Cumulative analysis

The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation as indicated ABOVE.

### Notes

- Only candidates obtaining a minimum of 50 points in the technical evaluation would be considered for the Financial Evaluation;
- Contract will be awarded to the technically qualified consultant who obtains the highest combines score (financial and technical).

The points for the Financial Proposal will be allocated as per the following formula: (Lowest Bid Offered\*)/ (Bid of the Consultant) x 30

'Lowest Bid Offered' refers to the lowest price offered by Offerors scoring at least 50 points in technical evaluation.

#### Criteria

- Weight 70%
- Lowest financial proposal 30%

Criteria A: relevance and responsiveness of candidate's past experience & qualification based on submitted documents

- Masters Degree in Social Sciences in applied biological sciences or related field in combination with at least ten years of progressive experience in Sustainable Development programmes or projects. - 30 points;
- At least 5 years of experience in evaluating sustainable development programmes/projects. Understanding of, and experience in, the required evaluation methodologies - 25 points;
- Expertise in the sectoral areas of the project being evaluated- Conservation, Sustainable Development or closely related area - 20 points;
- Fluency in English and at least one other Guiana Shield languages (Portuguese, French, Spanish and Dutch) - 5 points

Criteria B: interested consultants must submit the following documents/information to demonstrate their qualification

#### Technical Proposal

To be included as part of the technical proposal:

- A cover letter that gives a brief description of education background and expertise with a focus on suitability for the assignment;
- Personal CV

And

- Financial Proposal;
- Proposed daily fee and availability.

Please group all your documents into one (1) single PDF document as the system only allows to upload maximum one document.

Only shortlisted qualified candidates will be contacted.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

## ANNEX 2

## LIST OF PERSONS MET

Country	Surname	First name	Institution/Organization
Guyana	Bholanath	Pradeepa	Guyana Forestry Commission
Guyana	Maslow	Ivor	North Rupununi District Development Board
Guyana	Raquel	Thomas	International Centre for Rain Forest Conservation and Developmen (Iwokrama)
Guyana	Vanessa	Benn	International Centre for Rain Forest Conservation and Developmen (Iwokrama)
Guyana	Rajkumar	Veetal	Ministry of Natural Resources and the Environment
Guyana	Williams	Patrick	IBG Guyana Chapter
Guyana	Chesney	Patrick	UNDP Guyana
Guyana	John	Patrick	UNDP Guyana
Guyana	Yolando	Ward	UNDP Guyana
Guyana	Virgil	Harding	Radio PAIWOMAK (Annai)
Guyana	Dominique I. Colin	Edwards	The Rock View Lodge
Guyana	Sydney	Allicock	Ministry of Indigenous Affairs
Colombia	Baptiste	Brigitte	Alexander von Humboldt Institute
Colombia	Aristizabal	Sandra	UNDP Colombia
Brazil	Gabriel Koury	Carlos	Instituto de Conservação e Desenvolvimento Sustentável do Amazonas
Brazil	Santana Araújo	Raphael	Forest Institute of Amapá
Brazil	Nardi	Mariane	Forest Institute of Amapá
Brazil	Alinny Lima	Sarmiento	Forest Institute of Amapa
Brazil	Christelle	Ndagijimana	Office National des Forêts International
Brazil	Da Silva Tenorio	Marcos	Forest Institute of Amapa
Suriname	Landburg	Gwen	Nationale Zoologisch Collection
Suriname	Van Kanten	Rudi	Tropenbos International
Suriname	Nelom	Cedric	National Institute for Environment and Development in Suriname
Suriname	Alexis	Armstrong	UNDP Suriname
Suriname	Drakenstein	Bryan	UNDP Suriname
French Guiana	Anselin	Arnaud	Direction de l'Environnement de l'Aménagement et du Logement – Guyane
French Guiana	Suzanon	Claude	SEPANGUY
French Guiana	Aflalo	Myriame	Prefecture de Guyane Francaise

## **ANNEX 3**

### **MISSION'S ITINERARY**

*August 19, 2015*

Submission of Inception report

*August 23, 2015*

Mission departs from Haiti to Georgetown (Guyana)

*August 25, 2015*

Mission arrives to Georgetown (Guyana)

#### **Briefing sessions**

UNDP Resident Representative

GSF Chief Technical Advisor

GSF Finance Associate

Guiana Shield Knowledge Center

Security Briefing (M. Lelon Saul)

*August 26, 2015*

Presentation of the Guiana Shield Facility Programme

Dr. Patrick Chesney, Patrick John, Yolando Ward

Presentation of the Inception report methodology

#### **Working sessions to review GSF documents**

*August 27, 2015*

#### **Working Session**

Iwokrama Guyana

Guyana Forestry Commission

Ministry of Natural Resources and the Environment

*August 28, 2015*

Travel from Georgetown to Annai, Guyane

#### **Working Session**

North Rupununi District Development Board

Radio PAIWOMAK (Annai)

*August 29, 2015*

Travel from Annai to Georgetown, Guyane

#### **Working sessions to review GSF documents**

*August 30, 2015*

Travel from Georgetown, Guyane to Paramaribo, Suriname

*August 31, 2015*

**Briefing Session**

UNDP Suriname

**Working Session**

Tropenbos International

**Working sessions to review GSF documents**

*September 1, 2015*

**Working Session**

UNDP Suriname

Nationale Zoologisch Collection

National Institute for Environment and Development in Suriname

*September 2, 2015*

Travel from Paramaribo, Suriname to Cayenne, French Guyana

**Working sessions to review GSF documents**

*September 3, 2015*

**Working Session**

Direction de l'Environnement de l'Aménagement et du Logement – Guyane

**Working sessions to review GSF documents**

*September 4, 2015*

**Working Session**

Prefecture de Guyane Francaise

SEPANGUY

*September 5, 2015*

Travel from Cayenne, French Guyana to Macapa, Brazil

*September 6,-7, 2015*

**Working sessions to review GSF documents**

*September 8, 2015*

**Working Session**

Forest Institute of Amapa

*September 9-10, 2015*

**Working sessions to review GSF documents**



Travel from Macapa to Manaus, Brazil

*September 11, 2015*

**Working Session**

Instituto de Conservação e Desenvolvimento Sustentável do Amazonas

**Working sessions to review GSF documents**

*September 12, 2015*

**Working sessions to review GSF documents**

*September 13, 2015*

Travel from Manaus, Brazil to Bogota, Colombia

**Working sessions to review GSF documents**

*September 14, 2015*

**Working Session**

UNDP Colombia

*September 15, 2015*

Mission returns from Bogota, Colombia to Miami, Florida, USA

*September 16-28, 2015*

Preparation and submission of the final evaluation first draft report.

## ANNEX 4

**List of Documents Consulted**

1. Guiana Shield Facility List of Projects and Status
2. Concept Fundraising Strategy GSF, IUCN Netherlands Committee
3. Donor Strategy final report, GSF EP resolution on the GSF, *European Parliament*
4. Importance of the Guiana Shield Facility GERBRANDY Gerben-Jan, FLORENZ Karl-Heinz, LEINEN Jo, EICKHOUT Bas
5. Guiana Shield Facility, Annual report 2010
6. Guiana Shield Facility, Annual report 2011
7. Guiana Shield Facility, Annual report 2012
8. Guiana Shield Facility, Annual report 2013
9. Guiana Shield Facility Progress Report, 1 December 2013 – 30 December 2014
10. Report on Workshop on Guiana Shield Facility (GSF) Post-2014 Programme
11. GSF Mid-Term Evaluation Mission *Final Version*, *Eduardo R. Quiroga, August 2013*
12. The Guiana Shield Conservation priority setting process workshop GSI Paramaribo Declaration, 2002, UNDP, UICN
13. Resolution for the Guiana Shield High Level Mission, June 2013
14. Establishing forest and remote sensing exchange network -FORESEEN Phase I FINAL REPORT, January 2014
15. Towards the establishment of Guiana Shield monitoring, data warehouse and data mining facility at the University of Guyana, Professor Jacob Opadeyi, Vice Chancellor, University of Guyana III, August 2013
16. Guiana Shield Facility (GSF) Interdisciplinary Database (GSF-ID), T. McPherson, UNDP, GSF, EU, May 2013
17. Guiana Shield Knowledge Centre Promoting Conservation Supporting Sustainable Development, GSF
18. WAVINGS Membership Document, GSF, DEAL
19. PRESS RELEASE Guiana Shield Foundation for Biodiversity (GSFBIO), 16 May 2013
20. Mapa hidro-geomorfológico digital do escudo das Guianas-subsídio para a gestão sustentável de recursos naturais, November de 2013
21. Technical Support for Incorporating Environmental Services into State-level programs in Amapá – Brazil, GSF, Forestry Institute of Amapá
22. Diagnóstico da produção alimentar e criação de banco de sementes e viveiro de árvores nativas para uso alimentar e medicinal junto às comunidades indígenas em São Gabriel da Cachoeira – Amazonas – Brasil, IDESAM, outubro de 2013
23. Acuerdo Cooperación proyecto para la conservación de Escudo Guyanés, Instituto de Investigación de Recursos Biológicos Alexander von Humboldt
24. Fortalecimiento de la Gobernanza de las comunidades indígenas de la Selva de Matavén para tomar decisiones participativas orientadas a la conservación del medio ambiente y la biodiversidad, Mataven, Colombia
25. Strengthening of Guyana's Technical Capacity to Implement MRVS & Other REDD+ Related Activities Guiana Shield Facility, May 2012

26. Community Concepts & Communications for Understanding REDD+ & MRV, North Rupununi District Development Board (NRDDB), GSF, Guyana
27. Climate Compatible Development Agency, Guiana Shield Facility, UNDP, EU, Conservation International Suriname, Tropenbos International Suriname, Stichting Bosbeheer en Bostoezicht, 2012
28. Transition phase to Implement Suriname Readiness Preparation Proposal, National Institute for Environment and Development Suriname, 2013
29. Development of a culturally appropriate manual on REDD+ for indigenous and tribal communities in Suriname, using horizontal cooperation techniques. TBI Suriname 2013
30. Cultural Sensitive toolkit for Indigenous Peoples in Suriname, Stichting Bureau VIDS (Association of Indigenous Village Leaders in Suriname – in Dutch: Vereniging van Inheemse Dorpshoofden in Suriname, acronym VIDS), 2014
31. Report on the Third Meeting of the GSF Regional Advisory Board, UN House - Sergio Vieira de Mello Complex, Brasilia, Brazil, 2014
32. Terms of reference Guiana Shield Facility Regional Advisory Board, 2014
33. GSF Regional Advisory Board Meeting Board August 17, 2011, Belem do Para, Brazil
34. Nomination of replacement RAB member from Suriname, Permanent Secretary of the Ministry of Foreign Affairs, 2014
35. The Guiana Shield Bogotá Declaration, summary of the second regional advisory board meeting and first Guiana Shield high-level meeting: 13-15 JUNE 2013
36. The list of members of the GSF Regional Advisory Board
37. Guiana Shield Facility 2010-2015, Stages in GSF Evolution, UNDP, 2015
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## ANNEX 5

### Evaluation Matrix for the GSF Final Evaluation

Evaluation criteria	Key questions the evaluation will answer for each criteria (and sub-questions, if necessary)	Data Sources for each question/criteria	Data collection method for each question/criteria	Indicators/s standards for each question/criteria	Methods for Data Analysis
Relevance	To what extent is the GSF project aligned with national strategy?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results in management of ES, poverty reduction and contributed to capacity development	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	To what extent is the GSF project aligned with regional strategy?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results in management of ES, poverty reduction, capacity development, and networking	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Do the project outcomes address identifiable problems?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results on conserving ecosystems, protecting biodiversity, and sustaining human livelihoods	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible

	Does the GSF specify relevant objectives consistent with UNDP mandate?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results on poverty reduction and sustainable human development	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews focus groups	GSF creates and sustains a platform to support national priorities, address common threats to ecosystems and biodiversity	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How well aligned are GSF program objectives with the participating country initiatives?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of participating countries in the GSF program	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How relevant are GSF strategies in the light of changing priorities for poverty reduction?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results on poverty reduction and sustainable human development	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different

					sources - Selective benchmarking as possible
	How did the initiative promote UNDP principles of gender equality, human rights and human development?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Women participation on the GSF program	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Do partner organizations share the same goals as GSF program?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of countries formally endorsed GSF	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Do partnerships bring added benefits for GSF to contribute to the management of ecosystems?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of agreements with beneficiary organizations and other partners	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
Effectiveness	To what extent are outputs and targets achieved?	Project documents Evaluation reports Progress reports on projects , Interviews	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results on poverty reduction and	- 2010 to 2015 year on year comparative and trend

		with stakeholders		sustainable human development	analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	To what extent has progress been made towards outcome achievement?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results on poverty reduction and sustainable human development	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Are some components better achieved than others?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results of these components on poverty reduction, environment and sustainable human development	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	What has been the contribution of partners and other organizations to the GSF outcomes?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of projects submitted, implemented Number of meetings participated Number of agreements	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible



	How effective have UNDP partnerships been in contributing to achieving the outcomes?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results of UNDP partnerships on poverty reduction, environment and sustainable human development	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How effective has been the contribution of GSF to improving government ownership, planning and management capacity process?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of public and community institutions regionally that are more effective after accessing capacity building services	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How interested are stakeholders in the ecosystem management issue?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of agreements with beneficiary organizations and other partners	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How effectively has UNDP promoted priority themes and policy areas?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of agreements with beneficiary organizations and other partners	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different

					sources - Selective benchmarking as possible
	How have GSF objectives helped guide strategic decisions about the choice of institutions and partners at the national level?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of agreements with beneficiary organizations and other partners	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Are the GSF objectives clearly stated and contribution to results measurable?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	Results and indicators presented	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How successful have partnership arrangements been in contributing to sharing institutional capacity	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results of UNDP partnerships on capacity building	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How successful the contribution of the GSF project to protecting ecosystems through payment for ecosystem	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results of UNDP projects on payment for ecosystems services	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of

	services				interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How successful the contribution of the GSF project to protecting ecosystems through valuation methodologies	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results of UNDP projects on ecosystem valuation methodologies	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How successful the contribution of the GSF projects to protecting ecosystems through adoption of new technologies	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results of UNDP projects on adoption of new technologies	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How successful have partnership arrangements been in contributing to exchanging knowledge?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Contribution to results of UNDP partnerships on exchanging knowledge	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Does UNDP contribute to or benefit from	Interviews with stakeholders	Systematic documentary analysis informed respondent	The percentage of GSF funds contribution	- 2010 to 2015 year on year comparative

	capacity building under the partnership?		interviews/focus groups	for capacity building	and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Are staff, consultants and partners well informed about GSF planning?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of Training and meetings realized	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Are competencies defined for staff and consultants at different levels?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Method of GSF recruitment	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
Efficiency	Are outputs achieved within expected cost and time?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	GSF expenses and products	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources

					- Selective benchmarking as possible
	Are there major cost- or time-overruns or budget revisions?	Project documents Evaluation reports Progress reports on projects	Project documents Evaluation reports Progress reports on projects	GSF expense report	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Is there a management or coordination mechanism for the partnership?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	GSF management regulations	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How frequently and by what means is information shared within the partnership?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Emails, letter sent out	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Are resources adequate to achieve partnership goals?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	GSF budget, financial mechanisms	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and

					<p>survey results</p> <ul style="list-style-type: none"> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	Are GSF objectives and strategies understood by staff?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of trainings and meetings realized	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	Are GSF objectives and strategies understood by partners?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of trainings and meetings realized	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	How many levels of decision making are involved in operational approval?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	UNDP financial mechanisms	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	To what extent were quality outputs delivered on time?	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups		<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend</li> </ul>

					<p>analysis</p> <ul style="list-style-type: none"> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	How did UNDP promote gender equality in the delivery of outputs?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of women participated in the process	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Reports produced	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
Sustainability	How sustainable has been the contribution of GSF to improving government ownership, planning and management capacity?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Willingness to continue after GSF	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective</li> </ul>

					benchmarking as possible
	How sustainable has been the contribution of GSF to improving public policy processes and policies?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Willingness to continue after GSF	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	How sustainable has been the contribution of GSF to improving government performance?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Willingness to continue after GSF	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Is the GSF process itself sustainable?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Willingness for partners, beneficiaries and others to continue after GSF	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	What indications are there that the outcomes will be sustained (systems, structures, staff, etc.)?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Level of stakeholder participation	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results



					<ul style="list-style-type: none"> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Networking Training Mobilization Strengthening	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	To what extent have partners committed to providing continuing support?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Level of participation and commitment	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	How will concerns for gender equality be taken forward by primary stakeholders?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Level of women participation	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
Coherence	Is GSF strategically	Project documents Evaluation reports	Systematic documentary analysis	Number of countries	- 2010 to 2015 year on year

	coherent with the main objectives of the UNDP Strategy and Results Framework?	Progress reports on projects , Interviews with stakeholders	informed respondent interviews/focus groups	formally endorsed GSF	comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Is the overall project program coherent?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of countries formally endorsed GSF	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	The extent to which GSF objectives, strategies, and contribution to results pathways are coherent with participating country programs?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of countries formally endorsed GSF	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
Develop a long-term forum and vehicle to address national and in particular overarching regional environmental issues related to management of the ecosystems of the Guiana Shield eco-	What are the countries in the GS that endorsed GSF?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	Number of countries formally endorsed GSF	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective

region					benchmarking as possible
	Agreements signed by 2013?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	Existence of an agreement with a suitable host institution to absorb the GSF	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Agreements with partners and beneficiary organizations	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	Number of agreements with beneficiary organizations and other partners	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	What are the perceptions of the of stakeholders on the importance of GSF	Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Perceptions of the key national decision makers and other civil society stakeholders on the importance of the GSF achievement of national and regional conservation priorities	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	What are the GSF products that addressed the cultural, economic and political rights of gender groups?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of GSF products that addresses the cultural, economic and political rights of gender groups	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and

					<p>survey results</p> <ul style="list-style-type: none"> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
Establishment and maintenance of a sustainable financial vehicle for the conservation and sustainable development of the Guiana Shield eco-region and its ecosystem services	Percentage of regional government cost sharing as a total of total funds committed?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	The percentage of regional government cost sharing as a total of total funds committed	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	Percentage of GSF funds generated from payments for ES and other mechanisms?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	The percentage of GSF funds generated from payments for ES and other mechanisms	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
	Common agreements on mechanisms for the distribution of financial resources?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	Common agreements on mechanisms for the distribution of financial resources	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative and trend analysis</li> <li>- Analysis and interpretation of interview and survey results</li> <li>- Triangulation among different sources</li> <li>- Selective benchmarking as possible</li> </ul>
Support the exchange of knowledge and	Media coverage (newspapers, scientific articles)	Project documents Evaluation reports Progress reports on	Systematic documentary analysis informed respondent	Media coverage (newspapers,	<ul style="list-style-type: none"> <li>- 2010 to 2015 year on year comparative</li> </ul>

capacity building to enhance the conservation and sustainable development of the Guiana Shield eco-region	and speeches) of GSF at the eco-regional level?	projects , Interviews with stakeholders	interviews/focus groups	scientific articles and speeches) of GSF at the eco-regional level	and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Number of hits to GSF websites disaggregated by GS 6 countries?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	Number of hits to GSF websites disaggregated by GS 6 countries	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Number of public and community institutions regionally that are more effective after accessing capacity building services?	Project documents Evaluation reports Progress reports on projects , Interviews with stakeholders	Systematic documentary analysis informed respondent interviews/focus groups	Number of public and community institutions regionally that are more effective after accessing capacity building services	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible
	Number of GS 6 countries using monitoring data collected by GSF for planning and decision making?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	Number of GS 6 countries using monitoring data collected by GSF for planning and decision making	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking

					as possible
	Number of GS 6 countries that are able to prepare quality reports to MEAs using local expertise and GSF generated data?	Project documents Evaluation reports Progress reports on projects	Systematic documentary analysis	Number of GS 6 countries that are able to prepare quality reports to MEAs using local expertise and GSF generated data	- 2010 to 2015 year on year comparative and trend analysis - Analysis and interpretation of interview and survey results - Triangulation among different sources - Selective benchmarking as possible

## ANNEX 6

### Questionnaire: Partnership Interviews

1. To what extent is the GSF project aligned with national strategy?
2. To what extent is the GSF project aligned with regional strategy?
3. How many people are likely to benefit directly?
4. Do the project outcomes address identifiable problems?
5. Does the GSF specify relevant objectives consistent with UNDP mandate?
6. How many people were originally expected to benefit?
7. To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
8. How well aligned are GSF programme objectives with the participating country initiatives?
9. How relevant are GSF strategies in the light of changing priorities for poverty reduction?
10. How did the initiative promote UNDP principles of gender equality, human rights and human development?
11. Do partner organizations share the same goals as GSF programme?
12. Do partnerships bring added benefits for GSF to contribute to the management of Ecosystems?
13. To what extent are outputs and targets achieved?
14. To what extent has progress been made towards outcome achievement?
15. Are some components better achieved than others?
16. What has been the contribution of partners and other organizations to the GSF outcome?
17. How effective have UNDP partnerships been in contributing to achieving the outcome?
18. How effective has been the contribution of GSF to improving government ownership, planning and management capacity process?
19. How interested are stakeholders in the ecosystem management issue?

20. How effectively has UNDP promoted priority themes and policy areas?
21. How have GSF objectives helped guide strategic decisions about the choice of institutions and partners at the national level?
22. How successful have partnership arrangements been in contributing to sharing institutional capacity?
23. How successful have partnership arrangements been in contributing to exchanging knowledge?
24. Does UNDP contribute to or benefit from capacity building under the partnership?
25. Are staff, consultants and partners well informed about GSF planning?
26. How frequently and by what means is information shared within the partnership?
27. Are resources adequate to achieve partnership goals?
28. Are GSF objectives and strategies understood by partners?
29. How sustainable has been the contribution of GSF to improving public policy processes and policies?
30. How sustainable has been the contribution of GSF to improving government performance?
31. Is the GSF process itself sustainable?
32. To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
33. To what extent have partners committed to providing continuing support?
34. How will concerns for gender equality be taken forward by primary stakeholders?
35. Is the overall project coherent?
36. The extent to which GSF objectives, strategies, and contribution to results pathways are coherent with participating country programs?
37. Partners feel that the targeting of the project to management of ecosystem areas is:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		



38. Partners feel that the extent to which the project is addressing priority needs of the indigenous people is:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		

39. Partners feel that, as a share of those involved, women are:

40. Partners feel that the likelihood of sustainability is:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		

41. Partners feel that the likelihood of GSF maintained as sustainable financial mechanism for the conservation and sustainable development is:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		

42. Partners feel that the likelihood of replicability is:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		

43. Partners feel that the likelihood of successful introduction of knowledge and capacity building is:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		

44. Partners feel that sustainable contribution to results on national/regional level is likely to be:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		

45. Partners feel that the likelihood of effective policy dialogue is:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		

46. Partners feel that sustainable contribution to results on civil society organization is:

Highly satisfactory	Satisfactory	Moderately satisfactory	Moderately unsatisfactory
Unsatisfactory	Highly unsatisfactory		

47. Partners feel that contribution to results on the natural environment will be:

Very Positive	Positive	Little contribution to results	Negative
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48. On the number of project components, partners feel the project has: right number of components:

Not enough

About right

Too Many

49. Which components do partners feel are the most successful?

50. What factors have contributed to achieving or not achieving intended outputs?

51. To what extent is the investment made by UNDP likely to bring sustained attention to national and transboundary priorities in the areas of conservation and sustainable development?

52. How successful is the contribution of the GSF project to protecting ecosystems through payment for ecosystem services?

53. How successful is the contribution of the GSF project to protecting ecosystems through valuation methodologies?

54. How successful is the contribution of the GSF project to protecting ecosystems through adoption of new technologies?

55. What should be the GSF's niche within the ecoregion?

56. What are the opportunities/options for developing an appropriate mix of partners to address the funding and other resource needs related to the conservation and sustainable development of the Guiana Shield ecoregion?

57. What are the possible pathways to getting international development partners and other contributors, to contribute financial and other resources to the GSF, through cost-sharing or other arrangements?

58. What are possible workable mechanisms for the distribution of GSF financial resources among participating countries and activities?

## ANNEX 7

### Questionnaire: Project Management/M&E Interviews

1. Are the GSF objectives clearly stated and contribution to results measurable?
2. Are competencies defined for staff and consultants at different levels?
3. Are outputs achieved within expected cost and time?
4. Are there major cost- or time-overruns or budget revisions?
5. Is there a management or coordination mechanism for the partnership?
6. How frequently and by what means is information shared within the partnership?
7. Are GSF objectives and strategies understood by staff?
8. How many levels of decision making are involved in operational approval?
9. To what extent were quality outputs delivered on time?
10. How did UNDP promote gender equality in the delivery of outputs?
11. To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
12. How sustainable has been the contribution of GSF to improving government ownership, planning and management capacity?
13. What indications are there that the outcomes will be sustained (systems, structures, staff, etc.)?
14. Is GSF strategically coherent with the main objectives of the UNDP Strategy and Results Framework?
15. Evidence for the likelihood of replicability is:
16. Evidence of sustainable contribution to results on national/local state or sector organization and functioning is:
17. The evidence of effective policy dialogue is:
18. Evidence of sustainable contribution to results on private sector development is:
19. Evidence of sustainable contribution to results on civil society organization and functioning is:

20. How appropriate does project management think the design is for the target group?
21. Project management feels the extent of beneficiary involvement in the design is?
22. How satisfied is project management with component outputs and targets?
23. Does project management feel the project has the right number of components?
24. Which components does project management feel will be most successful?
25. Were project and component budgets right in the original design?
26. Has the planned design of the project or components been significantly altered during implementation?
27. Progress to date on achieving targets and outputs is?
28. How satisfied is project management with the support, communication and performance of UNDP staff?
29. How well does the UNDP Secretariat operate, taking into account the specifics (its size, reliance on people, and particular management constraints)?
30. What are the main constraints in financing and implementing the GSF instrument at the national, regional and levels and all relevant resolutions in this regard?
31. To what extent has gender and social inclusion been mainstreamed in GSF work?
32. Has the implementation of GSF (its strategies, integrated partners/collaborators capabilities, management and governance processes, and funding mechanisms) improved its prospects to achieve its objectives?
33. Have UNDP funding mechanisms sufficiently helped GSF achieve its contribution to results-oriented objectives?
34. Does GSF operate as an integrated programme (programmatic-level thinking, strategy and management)?
35. Has gender been adequately considered in project design in terms of relevance to and effect on women?
36. Has gender been adequately considered in the contribution to results pathway analysis, in terms of the differential roles of women and men along the contribution to results pathway, generating equitable benefits for both women and men and enhancing the livelihoods of women?

37. Is GSF strategically coherent and consistent with the main objectives of the RPD?
- 38.
39. To what extent are the partnerships relevant and cover the relevant partner groups to achieve programme objectives?
40. To what extent does the programme have good financial management, budgeting, and reporting?
41. How effective and efficient have been the criteria and the procedures for allocating the programme's resources? How have the resource allocation processes and timing affected the implementation of the GSF activities?
42. How effective has been the mobilization of financial resources for the programme?
43. Is GSF management using a monitoring and evaluation system efficiently for recording and enhancing GSF processes, progress, and achievements?

## ANNEX 8

### Questionnaire: Project Beneficiaries

Data from households or individuals

Nature of the respondent:

Individual/ Household representative/ household members

Socio-economic characteristics of the household

1. Have you participated in any project supported by the GSF programme?  
If yes? Name the project (s):
2. How have you heard about the GSF programme?
3. What activity (ies) have you participated as part of the GSF programme?
4. Where? When?
5. Are the activities you've been involved with in this activity: 4-Very new to most of you; 3-Mostly new to many of you; 2-Mostly familiar to many of you; 1-Very familiar to most of you
6. How have participants been selected?
7. Has your community perception about the natural environment changed?
8. Has your community infrastructure changed? 4-high; 3-substantial; 2-modest; 1-negligible
9. Have your household assets changed? 4-high; 3-substantial; 2-modest; 1-negligible
10. Has your household access to financial services changed? 4-high; 3-substantial; 2-modest; 1-negligible
11. Has your access to potable water changed? 4-high; 3-substantial; 2-modest; 1-negligible
12. Has your access to health services changed? 4-high; 3-substantial; 2-modest; 1-negligible
13. Has your access to education services changed? 4-high; 3-substantial; 2-modest; 1-negligible?
14. What educational (or literacy) benefits have you or any member of your family gained?

15. As a result of your involvement in this activity do you belong to any organizations or institutions? Yes/No
16. As a result of your involvement in this activity, do you feel more confident to speak out and assert your rights?  
4-Much more confident; 3-A bit more confident; 2-About the same; 1-Less confident
17. As a result of your involvement in this activity, do you feel that your skills or knowledge, or those of people in your family, have already, or will in the future: 4-Increased substantially; 3-Increased moderately; 2-Stayed about the same; 1-Decreased
18. Do you feel you and your family: 5-Eat much better; 4-Eat a bit better; 3-No change; 2-Eat worse
19. Has there been any change to the natural resources to which you have user rights?
20. Have you been affected by any arrangements to manage common pool resources and deal with conflict?
21. As a result of your involvement in this activity, do you feel your family income has already, or will in the future: 4-Increase substantially; 3-Increase moderately; 2-Stayed about the same; 1-Decreased
22. As a result of your involvement in this activity, do you feel your lives overall are already, or will be in the future: 4-Substantially better; 3-Moderately better; 2-About the same; 1-Worse
23. Of all the help you need to improve your lives, how important is this activity to you?  
4-Top priority; 3-High priority; 2-Quite important; 1-Not really a priority for most people
24. Looking to the future, after the project has finished, will you continue this activity/do you feel the benefit to you of this activity is: 4-Certain to continue; 3-Likely to continue; 2-Likely to stop; 1-Certain to stop
25. Of all the people directly involved in this activity, do you think women are: 5-The great majority; 4-The majority; 3-About half; 2-The minority; 1-Very few
26. Looking forward, how likely do you think it is that other people in the area will adopt what you're doing under this activity? 4-Very likely; 3-Likely; 2-Unlikely; 1-Very unlikely
27. What kind of benefits are you getting from the forest?
28. How are willing to protect these benefits for you and your grandchildren?

29. Have you already heard about payment for ecosystem services? If yes, Where?

30. Tell me what you know about payment for ecosystem services?

31. Any other comments?



## ANNEX 9

### **Short Biography of the Evaluator**

Frito Dolisca is an independent consultant working in academic, governmental, non-governmental, private sector, and international settings. He received a M.S. degree in Forest Resource Conservation and Management from the University of Florida and a Ph.D. degree in Forest Policy and Economics from Auburn University, United States. He has been involving with different projects in Haiti, carrying out research and providing other forms of technical assistance. He served as an International Expert on land degradation and restoration for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). He co-authored different peer-reviewed articles and has been serving as a reviewer for academic and scientific journals such as Agricultural Economics, Journal of Development and Agricultural Economics, World Resources Institute, Ecological Restoration, and Small-Scale Forestry. His professional and fields interests include: forest resource economics, policy and conservation; economic incentives and conservation decisions; environmental and social impact assessment; human dimension of protected area management; and land degradation and restoration.

ANNEX 10

## EVALUATION SECTION CODE OF CONDUCT

### AGREEMENT FORM

#### Agreement to abide by the UNEG Code of Conduct for Evaluation in the UN System

Name of Consultant: Frito Dolisca

Name of Consultancy Organization (where relevant): United Nations Development Programme

I confirm that I have received and understood and will abide by the UNEG Code of Conduct for Evaluation in the UN System.

Signed at (place) on (date): 15/10/2015

A handwritten signature in black ink, appearing to be 'F. Dolisca', written over a light grey dotted grid background.

Signature: