



United Nations Development Programme
Country: SURINAME
Project Document

Project Title: Strengthening national capacities of Suriname for the elaboration of the national REDD+ strategy and the design of its implementation framework

United Nations Development Assistance Framework (UNDAF) Outcomes: 1. By 2016, most excluded, marginalised groups and vulnerable populations benefit from reinforced social, economic and environmental programmes towards accelerated and equitable MDG progress, meaningful participation and a better quality of life for all beyond the MDG agenda; 2. By 2016, government formulates and implements harmonized, equity focused and gender sensitive MDG-oriented key legislation, policies and budgets in accordance with the Government's commitments to international human rights conventions; 3. By 2016, quality equity focused, rights-based, and gender-sensitive data collection and analysis and harmonized information systems serve the development of informed social, economic, and environmental policies, budgets, legislation, and programmes.

Expected Country Program Document (CPD) Outcomes: 1. By 2016 public institutions, civil society and the general public are empowered and possess the capacities, competencies and tools for: improved efficiency and accountability in public management; enhanced responsiveness of democratic governance institutions and participation in representative and legislative processes, policymaking and decision-making; and demonstrable improvements in access to justice, citizen security and the promotion and protection of human rights and well-being; 2. By 2016 public institutions are strengthened and possess the capacities, policy frameworks and tools to: target and deliver improved services to identified vulnerable groups, and develop and deliver to identified vulnerable and underserved groups and individuals programmes for income generation and sustainable livelihoods, life and employment skills, social protection, social housing, affordable energy and food security; 3. By 2016 public and relevant national-level institutions are strengthened and possess the institutional capacities, management instruments, policy frameworks and competencies to: promote environmentally sustainable development; adapt to and mitigate the impacts of climate change on the most vulnerable; and prepare for and empower vulnerable communities to respond to natural disasters and other anthropogenic-induced hazards.

Expected Outputs:

- Output 8 under outcome 1: Targeted vulnerable communities adopt strategies for environmental management and sustainable livelihoods and are prepared and empowered to respond to extreme climatic events, hazards and disasters.
- Output 5 under Outcome 2: Improved national institutional capacities, policy frameworks, strategies and competencies for environmental management, climate changes adaptation and mitigation in place and implementation monitored.
- Output 8 under Outcome 2: Enhanced national capacity for designing legislation and to implement improved governance strategies in line with international human rights standards.

Implementing Partner: NIMOS

Responsible Parties: UNDP, Stichting Bosbeheer en Bostoezicht, Vereniging Inheemse Dorpshoofden in Suriname, Vereniging Saramakaanse Gezagsdragers, Climate Compatible Development Unit and other identified environment units in the Cabinet of the President, Centrum Landbouwkundig Onderzoek Suriname, identified academic and training partners, other identified representative platforms for Indigenous and Maroon peoples, identified representation platform for private sector, identified civil society organizations

Brief Description

According to international standards, Suriname ranks as a medium country in terms of human development and economic wealth. The country has experienced a robust development for the past decade, particularly supported by the diversified exploitation of rich national resources. The current development strategy strongly relies on the accelerated resources extractions like gold, oil and timber. Investments in renewable energy and infrastructure are inherent to that strategy. From this perspective, deforestation and forest degradation is likely to increase steadily in the coming years and decades.

For the sake of preserving its natural capital, enhancing the value of forest-related services for its peoples and contributing to the international fight against climate change and the preservation of healthy ecosystems, the Government of Suriname has explored the opportunity to engage into the REDD+ mechanism. Based on a Readiness Preparation Proposal, the FCPF has approved a first US\$3.8M grant to be delivered by UNDP to support the REDD+ national process. This project document presents how the FCPF funds are going to be used in Suriname, to implement REDD+ readiness activities identified in the R-PP.

With the political focal point residing within the Cabinet of the President, NIMOS has been appointed as the technical focal point for REDD+ in Suriname, in charge of leading and managing the project implementation. The project intends to achieve two gradual outcomes:

1. By 2016, REDD+ will be recognised as a strategic lever at the heart of the national development strategy post-2016
2. By 2017, Suriname would have achieved significant milestones as it prepares to undertake results-based actions that can be recognised by the UNFCCC and can therefore attract results-based payments.

This project will strongly contribute to the development assistance framework agreed between the UN and the Government of Suriname. Multiple activities will be carried out, and outputs will basically feed all UNDAF and CPD expected outcomes. This project document describes the strategy and plan to mobilise and strengthen the human, technical, institutional, political and financial capacities throughout the country so to ensure success. It is organised around three pillars:

1. Human capacities and stakeholders engagement
2. REDD+ national strategy
3. Implementation framework and tools

During the elaboration of the project document, the overall workflow of the REDD+ readiness activities has been discussed with the key stakeholders, as well as the rules and principles aiming at ensuring a proper collaboration and coordination which will strengthen the national leadership during the implementation of any REDD+ readiness initiative in the country.

It is recognized that the national policy and management structure on environment is in transformation in accordance with the national development strategies as laid down in the Development Plan 2012-2016; Suriname in Transformation. Regular review and updates of the management arrangements of the readiness activities will therefore be undertaken with the view to proposing adjustments that will ensure alignment with local imperatives and changes in the environment architecture in Suriname.

It is further understood that the REDD+ readiness activities described hereinafter will be under continuous review to ascertain that its targeted outcomes as well as the ultimate goals of REDD+ for Suriname can and will be achieved.

Programme Period:	2014-2017	Total resources required	US\$3,852,000
Key Result Area (Strategic Plan)		Total allocated resources:	
Atlas Award ID:		• FCPF	US\$3,852,000 (cash)
Start date:	July 2014	• NIMOS	to be defined (kind/cash)
End Date	June 2017		
PAC Meeting Date	21 May 2014	Unfunded budget:	
Management Arrangements	NIM		

Agreed by (Government): _____

Agreed by (Implementing Partner/NIMOS): _____

Agreed by (UNDP): _____

LIST OF ABBREVIATIONS

AdeKUS	Anton de Kom University of Suriname
AWP	Annual Work Plan
CCDA	Climate Community and Biodiversity Alliance
CCDS	Climate Community and Biodiversity Standards
CCDU	Climate Compatible Development Unit, Cabinet of the President
COP	Conference of the Parties
CPAP	Country Programme Action Plan
CPD/CP	Country Programme Document/Country Programme
CSO	Civil Society Organisations
DPC	Direct Project Costing
DRC	Democratic Republic of Congo
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organisation
FCPF	Forest Carbon Partnership Facility
FCPF PC	FCPF Participants Committee
FGRM	Feedback Grievance and Redress Mechanisms
FPIC	Free Prior and Informed Consent
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GLOBE	Global Legislators Initiative
GoS	Government of Suriname
HACT	Harmonised Approach to Cash Transfers
HDI	Human Development Index
HFLD	High Forest cover, Low Deforestation rate
IDB	Inter-American Development Bank
IMAC	Inter-Ministerial Advisory Commission
IP	Indigenous Peoples
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MGC	Major Groups Collective
Min RO	Ministry of Regional Development
Min RoGB	Ministry of Physical Planning, Land and Forest Management
MPPR	Mid-year Project Progress Report
MRV	Measurement, Reporting and Verification
NFMS	National Forest Monitoring System
NFI	National Forestry Inventory
NGO	Non Governmental Organisation
NIMOS	National Environmental and Research Institute in Suriname, Cabinet of the President
OD	Development Plan
OIS	Organisation of Indigenous peoples in Suriname
PB	Project Board
PMU	Project Management Unit
PRODOC	Project Document
QPR	Quarterly Progress Report
RAC	REDD+ Assistants Collective

REDD+	Reduction of Emissions from Deforestation and forest Degradation
REL/RL	Reference Emission Level/Reference Level
R-PP	Readiness Preparation Proposal
RSC	REDD+ Steering Committee
SBAA	Standard Basic Assistance Agreement
SBB	Foundation for Forest Management and Production Control, Min RoGB
SBF	Suriname Business Forum
SESA	Social and Environmental Strategic Assessment
SIS	Standards Information System
SWOT	Strengths, Weaknesses, Opportunities, Threats
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	UN Framework Convention on Climate Change
VIDS	Association of Indigenous Village Leaders in Suriname
VSG	Association of Saamaka Traditional Authorities

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I. SITUATION ANALYSIS

Suriname is a high forest cover (94.7%) and low deforestation country (HFLD), with a very low population density of 2.9hab/km² - 567.000 people on 164.000km². Forest is a central component of its economic, social and cultural life. It is a medium income country in terms of GDP per capita, with medium development rate. The human development index is estimated to be 0.684 for 2012, and has increased for the last decade (0.666 in 2005). However, the situation is heterogeneous with for instance Paramaribo ranking as a high human development district (0.741) and Sipaliwini district ranking as low HDI (0.522). In 2009, the MDG report for Suriname recognised that the country was "on the right track towards achieving the majority of MDGs", with 12 targets being "probably" met and 5 targets being "potentially" met by 2015 out of 18 targets.

Suriname's government is committed to socio-economic development through increasing natural resources extraction (eg. Timber and gold), increasing energy supply (hydroelectricity), and connecting the country and its hinterland to the region through roads and large works of infrastructure. Such a development path, translated into a 5-year national development plan (OD2012-2016) is expected to increase substantially deforestation and forest degradation in coming years and decades.

Suriname can build on various strengths to support its development strategy, in particular an effective tax income stream that provides 80% of a balanced national budget, little public debt, energy security, rich natural resources including timbers and minerals, positive trade balance based on mining and targeted agriculture exports, land and freshwater reserves...

On the other hand, Suriname faces shortages in food production, and food security depends on imports. A major part of the country in the hinterland is remote and remains at the periphery of trading, investments and exploitation roads. Suriname also lacks human and financial capacities to take full advantage of its potential of development. Suriname also faced civil unrest and political instability until late 1990s, and the practice of democracy and related principles of participation and transparency still need to be strengthened. The country is highly centralised, and historical distrust between government and indigenous and maroon peoples still needs to be overcome.

The UN, and UNDP in particular, support the Government of Suriname through the UNDAF and CPD for the period 2012-2016, with an emphasis on improving participation and livelihood of most marginalised and vulnerable population including indigenous and maroon peoples; on strengthening national legislation, policy, programmes and budget towards MDG goals and sustainable development objectives through increased capacities of public institutions and empowerment of the civil society and general public; and on enhancing data management and information systems for effective decision-making, planning and implementing processes.

In the meantime, Suriname has re-engaged into a national REDD+ readiness process in 2012, after a first initiative in 2009/2010. It aims at getting ready to possibly enter a future international REDD+ mechanism that would compensate financially for national efforts to reduce emissions from deforestation and forest degradation. Suriname has formulated a five years plan amounting for an overall US\$ 16.1M to prepare the country for REDD+ (R-PP). In March 2013, Suriname presented its R-PP to the 14th FCPF Participants Committee meeting, and received approval for a US\$3.8M grant to support some preparatory work towards REDD+. Funds will be implemented by UNDP as delivery partner in Suriname, as core funding to the present project document.

REDD+ readiness process offers an opportunity for the GoS to leverage efforts and results towards sustainable development. Learning from past experience, REDD+ already fostered openness, participation and transparency, improved data collection and analysis, national and multi-sectoral dialogue and cooperation. Key factors for REDD+ readiness success are fully consistent with and supportive of the efforts of the GoS and the United Nations strategy to promote

more inclusive, fair, well-informed and robust, climate-compatible and sustainable development. There is obvious win-win potential to be tapped in Suriname between REDD+ and the overall development process. Thus, REDD+ can be seen as a tool to support and foster national dialogue with indigenous and maroon peoples, to strengthen its practice of democracy, to improve public effectiveness and accountability, governance, legislation and the business environment, to accelerate decentralisation and to enhance regional and international stance, and diplomatic positioning.

II. STRATEGY

This project document explains how the funds provided by FCPF and managed by UNDP as Delivery Partner are going to be used for supporting the REDD+ readiness preparation in Suriname.

The strategy to prioritize the readiness activities, extracted from the RPP approved in March 2013 and to be financed by the FCPF, has been based on a series of considerations, requirements and agreements:

- The agreements between the different stake-holders and right-holders during the elaboration of the R-PP, its presentation during the FCPF PC meeting in March 2013, the elaboration of the project document and the due diligence process of UNDP,
- The requirements agreed under the Common Approach¹ to Environmental and Social Safeguards for Multiple Delivery Partners have been taken,
- The strength, weaknesses, opportunities and threats identified by the stakeholders and right holders during the elaboration of this project document, as well as their recommendations,
- The overarching framework and sequencing of activities to implement all the REDD+ readiness activities listed in the R-PP, discussed with the main stakeholders and right holders in the country during the elaboration of this project document. This overarching framework has been included as an annex of this project document, so it can be used as a reference in the future to facilitate the coordination and articulation of all the REDD+ readiness activities in the country. The lessons learned by UNDP during the implementation of other REDD+ readiness programs in the world, through the UN-REDD programme or when acting as Delivery Partner of the FCPF,
- The flexibility of the Convention, which allows Suriname to follow a step-wise approach for developing and submitting RELs and a phased approach to identifying and implementing Results-Based Actions and associated safeguards, The need for Suriname to mobilize additional resources before the finalization of this project, in order to finalize its readiness preparation, ensure the sustainability of the results achieved and processes initiated by the present project, and gradually increase the social and political support in favour of REDD+.

Additionally, the following variables have also been considered to help prioritising the FCPF funds to finance activities identified in the R-PP

- Can the activity be funded by already existing or reasonably expectable parallel sources?
- Can the activity be more relevantly funded by parallel sources, based on comparative advantage of potential implementing partners to the readiness process?
- At last, it has been considered reasonable that additional co-funding would be secured within the first two years of implementation, so that US\$ 3.8M core funding can be fully allocated to the first 24 months of the PRODOC.

¹

http://www.forestcarbonpartnership.org/sites/forestcarbonpartnership.org/files/Documents/PDF/Nov2011/FCPF%20Readiness%20Fund%20Common%20Approach%20_Final_%2010-Aug-2011_Revised.pdf

The following chapters introduce the opportunities and threats for REDD+ process in Suriname, the key factors of success as perceived jointly by national stakeholders and right-holders, and the derived strategy to make Suriname ready to implement results-based actions in accordance with the UNFCCC process by 2018. This strategy is then translated into a comprehensive and integrated work plan. At last, additional comments are provided to answer specific considerations of the readiness process and UNDP response.

II.1. SWOT analysis

The collaborative work during the R-PP formulation and further consultations have allowed to collect views and consolidate the strengths and weaknesses, and relative opportunities to seize and threats to manage so to successfully get ready and implement REDD+ in Suriname. The following table synthesises the major aspects of the SWOT matrix (details can be found in annex):

<p>S</p> <p>REDD+ and climate coordination at the highest level of the State Indigenous and tribal people fairly participate in affairs without marginalisation High forest cover, low deforestation, low population density Effective banking and tax recovery systems Balanced national budget and little public debt Large land and freshwater reserves</p>	<p>W</p> <p>Weak legislative framework and lack of land use planning Weak record of participation, transparency, consideration for stake/right-holders and overall trust Institutional and data fragmentation and overlaps Lack of human capacities Weak spatial control and enforcement capacity from the State Weak land tenure and land rights system Poorly diversified economy and strong dependence on extractive sector High opportunity cost of deforestation activities in Suriname Traditionally weak diplomatic capacities at regional and international levels</p>
<p>O</p> <p>Interest in REDD+ from a wide range of stake/right-holders and appreciation of last efforts around R-PP preparation Positive signals towards better dialogue and credible roadmap to settle land rights REDD+ could gain credit and support by leveraging solutions on structural issues Sharing experiences with REDD+ pioneers among neighbouring countries National process to support local management plans already running New national planning cycle expected after 2015 elections and 2016 development plan Norway's renewed commitment to REDD+ at least up to 2020</p>	<p>T</p> <p>Implementation of several large projects in line with national development plans, focusing on extraction and infrastructures High and increasing price of gold on international markets Middle-term collapse of the forest carbon voluntary market Increasing value of forested land and risks of speculation and spoliation Land rights without capacities carry high risks of conflicts and spoliation Land rights without responsibilities carry high risks of deforestation Election process in 2015 might undermine, instrumentalise or slow REDD+ down Changing ways of life and weakened relation with the forest for indigenous and tribal peoples</p>

II.2. Key factors of success

The identification of major SWOT elements has allowed national stakeholders and right-holders to capture the key conditions under which REDD+ readiness could be run successfully. These conditions can be organised in two parts, the first comprising four necessary levers to be secured, and the second guiding the approach to achieve the necessary levers.

Four necessary levers:

- REDD+ needs a credible national strategy, economically effective, socially inspiring and environmentally sound
- REDD+ needs broad engagement and mobilisation of stakeholders and right holders, supported by robust understanding and involvement

- REDD+ needs trust among stakeholders and right holders, based on proven willingness to dialogue and build collective solutions
- REDD+ needs an attractive political vision and leadership based on strong understanding and commitment

Guiding approach:

- Every step of the process must be transparent, inclusive and participative
- Numerous stakeholders need to build capacity so to participate actively to the process, including IP and Maroon peoples, the private sector as well as governmental coordination services
- Time and resources should be allocated to progressively enhance and strengthen the quality of participation
- The indigenous and maroon peoples social organisation and land rights need to be progressively secured, recognised and respected
- The readiness process must raise awareness and foster collective change. It requires tolerance to promote transformation at a human pace, in a small society caring about "living together"
- REDD+ must be fully embedded in broader dynamics to design framework and tools to help the government, national assembly, private sector, civil society and communities manage their resources sustainably
- Environmental mainstreaming and REDD+ must be embedded in policy and legislative framework to secure consistency over time and political changes
- REDD+ solutions must be integrated into economic logics, in a way that allows individuals and society both to achieving good standards of living and preserving their environment, and contribute to reduce poverty and inequities
- Regional and international coordination is key to build understanding on HFLD countries and design systemic solutions adapted to specific circumstances
- Robust data collection and management system is needed throughout sectors and actors to effectively support the underlying analysis and monitoring of REDD+
- Each step should bring maybe little but tangible contribution to the necessary levers;
- Gender issues and gender balance will be core elements of the implementation of the present project;

Thus, by getting ready for REDD+, the country shall progressively build the necessary conditions and environment for more robust and balanced, more equitable and sustainable development, through:

- Sustaining a more diversified and resilient, inclusive and balanced economic growth
- Preserving its natural assets and better valuating its renewable services
- Building national dialogue and trust
- Securing land rights and eliminate land use overlaps and related conflicts
- Making decentralisation effective
- Enhancing management capacities for policy and strategy deployment
- Improving Suriname's diplomatic stance

Put into perspective, the above analysis has allowed for the formulation of key objectives and related strategy for Suriname to succeed in getting ready for REDD+ by 2018.

II.3. REDD+ readiness objectives and PRODOC strategy

The two main objectives of the present project consist in recognising REDD+ as a strategic lever at the heart of the national development strategy post-2016, and

ensuring that Suriname is accompanied through the UNFCCC process and by the end of the project can undertake results-based actions that can be recognised by the UNFCCC and can therefore attract results-based payments. This objective suggests the following strategic achievements:

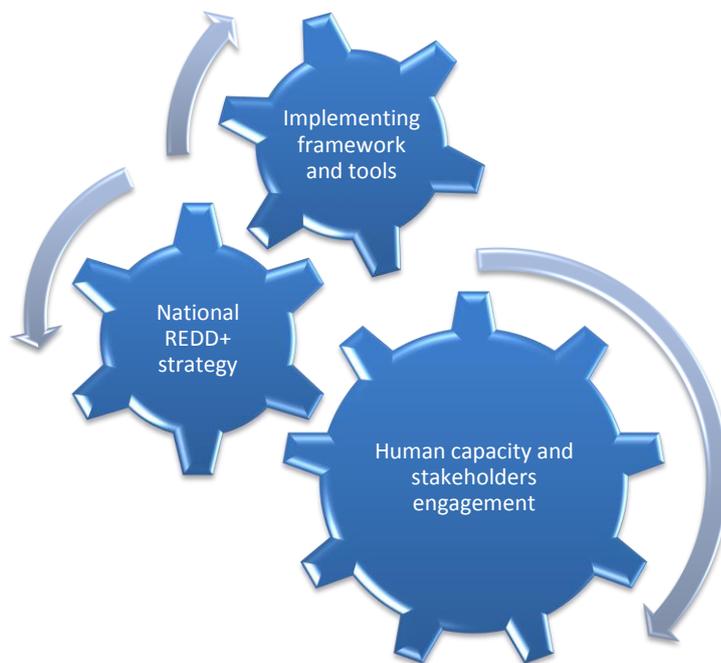
- An inspiring and credible national strategy REDD+ in Suriname is embedded in national development strategy, and secured by international finance and support
- At the highest level, political leadership and commitment to REDD+ triggers effective mainstreaming and coordination of public levers of implementation
- Nationally and locally, stakeholders and right holders are committed to support Suriname's vision for REDD+ and have gained capacities, experience and confidence to collectively and efficiently implement the national strategy
- A comprehensive implementation framework and related instruments are operational

An intermediary objective is set for the end of 2016. Indeed, the year 2016 offers a critical opportunity to strategically position REDD+ into national agenda, and an ideal timing for mid-term target and review of the readiness process. Following the presidential elections in 2015, and the ending of the national development plan 2012-2016 and related UNDAF and CPD, 2016 appears as an opportunity for intense national dialogue on development vision and path for Suriname. The PRODOC aims at providing the country with the relevant tools and conditions for REDD+ to enrich the national debate over a sustainable development strategy.

The intermediary objective of the project consists in recognising REDD+ as a strategic lever at the heart of the national development strategy post-2016. This objective suggests the following strategic achievements by the end of 2016:

- An inspiring and credible national strategy for REDD+ in Suriname is formulated with active support from major national stakeholders and right holders
- At the highest political level, Suriname leaders understand the potential of REDD+ for the country and engage national and international partners into building the shared vision and the means to implement it
- Nationally and locally, key stakeholders and right holders have gained capacities, experience and confidence in the REDD+ process and understand its potential for the country's development
- A comprehensive implementation framework is designed and related instruments are built progressively

These two key objectives, ultimate and intermediary, represent the expected outcomes of the project document. The strategic achievements by which they are conditioned correspond to three pillars interacting and co-building constantly throughout the project implementation, capturing the basic dynamics of "people, designing a strategy, and adapted tools to implement it":



II.4. Overview of the overarching framework for implementing the REDD+ readiness outputs and activities

While the structure of the R-PP captures in a relatively clear manner the situation of a country regarding REDD+ (what the country has, needs, and plans to do), the lessons learned during the implementation of REDD+ readiness projects demonstrates that this structure is not appropriate when it comes to implementation. Therefore, during the elaboration of the present project document, an effort to organize the preparation process on a more implementable has been discussed and agreed upon with counterparts in Suriname.

From this strategic approach, the components, outputs and activities of the R-PP can logically be captured in an updated framework that facilitates the understanding of how REDD+ will progressively be built, and how steps and components articulate with each others in a coherent way. It also helps harmonising and better coordinating some components, anticipating some gaps between outcome and outputs, and suggesting additional activities to cover them. The figure below shows how the architecture of the PRODOC is designed in an integrated manner from outcomes down to outputs and activities. Most elements are derived from the R-PP, sometimes with slight reformulations, sometimes merged when redundant. Some outputs and activities are also additional and allow to bridge the gaps with strategic achievements and outcomes, or have emerged from national dialogue in the process of formulating the PRODOC and previous experiences of REDD+ readiness preparation in other countries.

Annex 3 provides a comparative overview of the differences between the architectures of the PRODOC and the R-PP, which is summarized also in the table below.

R-PP components	Prodoc structure
Component 1 1a: Readiness management arrangements 1b: Early dialogue 1c: Consultation and participation	1b 1a, 1c 1c
Component 2 2a .Assessments 2b .Strategy options 2c .Implementation framework 2d .SESA Not mentioned in the RPP	2a: strengthening human capacity 2b. Background studies 2c 3a, 3d, 3fe 2d outputs 2e and 2f
Component 3: REL/RL	3b
Component 4 4a: NFMS 4b: SIS	3a 3c 2e
Component 5: Schedule and budget	Resources frameworks and AWP
Component 6: M&E	1d

II.5. Sequencing of major outputs and targets for the all R-PP implementation, including those financed by FCPF

The sequencing of the all the activities presented in the R-PP has been discussed during the elaboration of the project document, and is presented below. It facilitated the identification of the most urgent activities to be financed with FCPF funds, while other funding are going to be mobilized by Suriname to Finance the activities planned after 2016. This workflow is a flexible tool, which can be adjusted during the implementation of the present project. It also aims at facilitating the coordination between all the REDD+ activities implemented in the country, and therefore the technical discussions between the REDD+ initiatives.

	2014	2015	2016	2017	2018	
Pillar I Human capacities and stakeholders engagement	representatives identified					
		REDD+ Steering Committee, NIMOS and CCDU REDD+ teams, UNDP support team, Major Groups Collective, REDD+ assistants set up and operational				
		intensive training of key institutions and partners				
	IP coordination platform fully operational					
		Maroon coordination platform fully operational				
		intermediary feedbacks and grievance redress mechanism set up and running				
		FPIC protocols set up and running for each people				
		stakeholder's engagement strategy, awareness plan, consultation and participation roadmap deployed				
		intensive early-dialogue and information programme				
	REDD+ summer school		REDD+ summer school	REDD+ summer school	REDD+ summer school	REDD+ summer school
			executive training programmes offered by AdeKun			
	national REDD+ website on air					
	workplan for community radio formulated					
			intensive local level capacity building campaign			
			joint mapping campaign deployed			
		campaign to support local management plans deployed				
		IP and Maroon participation to MREV system planned				
national public progress workshop		national public progress workshop	national public progress workshop	national public progress workshop	national public progress workshop	
			mid-term assessment and review completed			
					final assessment and review completed	

2014

2015

2016

2017

2018

Pillar II REDD+ business model and strategy	2014	2015	2016	2017	2018
		training of Friends of REDD+ strategy training of the private sector			
	land tenure rights status report finalised corruption risk assessment finalised REDD+ options framework consolidated expert review of drivers of deforestation finalised REDD+ standards drafted				
		national consensus on drivers of deforestation built policy, legal, institutional gap report finalised data and information systems map available			
	REDD+ options and SESA methodology finalised consulting firm recruited				
		Friends of REDD+ strategy intensive consultations			
		investment typologies identified interest groups dynamics identified feasibility, risks, opportunities, benefits assessed			
		REDD+ standards finalised abatement cost curve designed REDD+ options completed REDD+ vision formulated			
		district level strategy building follow-up			
			SESA report finalised REDD+ development scenario modelised policy, legal, institutional gap report upgraded		
			ESMF designed second REDD+ national strategy drafted		
				intensive national information campaign	
				intensive campaign to engage national political leaders	
			political debate on REDD+ REDD+ compliant national development strategy		
				REDD+ national strategy finalised REDD+ investment plan drafted	
	HFLD scoping meeting options for HFLD REDD+ business model assessed				
			options for HFLD REDD+ business model technically negotiated		
	<i>International process</i>				options for HFLD REDD+ business model politically negotiated
		policy dialogue planned			
			diplomatic information and follow-up campaign		
			high-level forum for REDD+ in Suriname international recognition of Suriname strategy		
				international interest for financial support	
					international recognition of Suriname RL
					international commitment for financial support REDD+ investment plan finalised high-level reception

2014

2015

2016

2017

2018

Pillar III Implementation framework and tools	2014	2015	2016	2017	2018
		training of core teams and stakeholders and rightholders experts and representatives			
		targeted campaign to empower and support leaders of the legislative branch with pushing for REDD+ related reforms			
		annual report of REDD+ legal agenda	annual report of REDD+ legal agenda	annual report of REDD+ legal agenda	
			parliamentary information session on REDD+ strategy		
				Comprehensive FGRM designed	
	historical deforestation mapped until 2010			Institutional arrangements for REDD+ implementation designed	
		emission factors assessed	historical deforestation mapped until 2013	Comprehensive FGRM operational	
		deforestation scenarios spatially modelised	national RL formulated		
		forest/carbon monitoring system designed	informal national forest/carbon report	forest/carbon MRV system set up	
			financial mechanism options assessed		first official national forest/carbon report
			national REDD+ registry designed	REDD+ financial mechanism designed	
			national MREV system designed		REDD+ financial mechanism set up
				first version of national MREV system developed	
					intensive training of REDD+ developers
					national MREV system fully operational

II.6. Additional considerations

UNDP comparative advantage

In November 2013, a consultation of major REDD+ stakeholders in Suriname collected the following perception of the value added and comparative advantages of the UN, and particularly UNDP, when supporting the readiness national process:

UNDP Comparative advantages	Comment
Neutrality	As a dialogue facilitator, a mediator, an agent to help broker compromises. On the other hand, the country needs to say what it envisions and give directions
Independence	As a referee to ensure that the process is run in a fair and apolitical way
Facilitate IP/tribal dialogue	UNDP is legitimate to engage with IP/tribal people and facilitate the dialogue with GoS
Credibility	UNDP fiduciary and socio-environmental standards gives credit to the REDD+ process in Suriname
Finance delivery vs. Operational action	UNDP should focus on delivering finance in a coordinated manner to implementing partners, but do not have particular advantage in working at the operational level
Access to funds	Leverage for UN-REDD support and facilitate other institutions' financial mobilisation and support
Network	Help identifying experts, liaising with international experiences, sharing lessons learnt...
Development strategy	Strong know-how to support national development strategy and programming

Such perceptions confirm the strategic orientations and position of UNDP in support to NIMOS and the Government of Suriname. Indeed, UNDP will support policy development and strengthen national capacities and partnerships to ensure lasting results through this project, fully in line with UNDAF, UNDP Country Programme and the GoS expectations.

Exit strategy

Numerous provisions are made to ensure the sustainability of the achievements of the project. For instance, a large part of funding is dedicated to national and local capacity building, in a way that promotes the building of organised national training capacities, for lasting dissemination. Institutional arrangements of the project also ensure that national stakeholders are in the driving seat, and receive the relevant support to get empowered, to take full control of the process and so to ensure efficient forthcoming REDD+ investment and full implementation phases.

Additionally, this project has been substantially reinforced to anticipate on the needs of forthcoming stages. Beyond technical and human readiness, entering phase 2 and phase 3 of REDD+ will ultimately require strong political, diplomatic and financial engagement. This project is designed in a way that will pave the way for such aspects of the REDD+ readiness, to ensure smooth and effective transition at the end of project implementation.

However, medium and long term sustainability of the achievements of this project is not secured given that it relies on external factors, such as the commitment of the international community to finance result and performance based activity under REDD+, and the interest of potential donors to support the efforts and achievements of Suriname.

Coordination of donor assistance

UNDP will support NIMOS in coordinating donor assistance to the REDD+ national process. Under the leadership of the GoS, UNDP will facilitate the dialogue among donors on the activities and gaps of the project, and how additional support can be efficiently directed. Whether through this project channel (as co-financing) or through parallel channel, donors will be invited to share

information and interest to ensure a comprehensive coordination and monitoring of REDD+ support in Suriname, in the transition period towards a comprehensive national registry.

High standard quality project

This overarching project covering the whole REDD+ readiness process in Suriname offers an ideal entry point for donors and implementing partners coordination. It ensures that high standards and principles as first stated in the R-PP and consolidated here are fully respected throughout the process. In particular, considerations for indigenous and Maroon peoples rights and free prior and informed consent, gender support, self-determination, participation, inclusion, transparency and cooperation will guide the implementation of the project whatever the sources of funding and the agents of implementation.

III. RESULTS AND RESOURCES FRAMEWORK AND DETAILED NARRATIVE ON READINESS LOG FRAME

The result and resources frameworks are dynamic tool that can be reviewed periodically during implementation to reflect external changes

RESULT FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Outcome Area 3: Institutional capacities, policy frameworks and competencies to promote environmentally sustainable development; adapt to and mitigate the impacts of climate change; and respond to natural disasters and hazards. The project will also contribute directly to the outcomes 1 (governance) and outcomes 2 (poverty alleviation and MDG).
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator #1: Institutional capacities, policy frameworks for sustainable development. Baseline: No national policy or plan. Target: Green economic development plan by 2016. Indicator #2: % of targets in biodiversity, climate and chemical management plans achieved. Baseline: Biodiversity plan is completed. Climate plan is being prepared. No chemical management plan. Target: 50% by 2016. Indicator #3: % of targets implemented for more resilient hinterland and coastal communities. Baseline: Early recovery strategy and action plan drafted. Target: 50% of plan implemented by 2016.
Applicable Key Result Area: Energy and environment, as well as democratic governance and poverty alleviation and MDG
Partnership Strategy: The project coordination is led by NIMOS, Cabinet of the President, with a small project support unit from UNDP. Several partners will contribute to the implementation of the activities listed in project document, such as SBB, CELOS, VIDS, VSG amongst other, Suriname will also benefit from the support of several initiative such as CI, WWF, ONF International, GSF, amongst others.

Project title and ID (ATLAS Award ID): Strengthening national capacities of Suriname for the elaboration of the national REDD+ strategy and the design of its implementation framework

Results	Indicators	Baseline	Target	Means of verification	Risks and Assumptions
Objective: Recognizing REDD+ as a strategic lever at the heart of the national development strategy post-2016					
Outcome 1: Suriname leaders understand the potential of REDD+ for the country and engage all national and international partners into building the shared vision and the means to implement it, and key stakeholders and right holders have gained capacities, experience and confidence in the REDD+ process and understand its potential for the country's development	<p>1: General and technical understanding of REDD+ by all relevant stakeholders</p> <p>2: Level of support to REDD readiness efforts disaggregated by stakeholders and right holders.</p> <p>3: Capacity of Suriname to integrate gender dimension and ensure women participation in all readiness efforts</p>	<p>1: The level of understanding is limited to the information provided into the RPP, which has not been widely shared yet.</p> <p>2: The level of support is limited so far.</p> <p>3: The RPP considers gender dimension, but attention to gender issues is generally limited.</p>	<p>1: Participants rank the executive training and awareness programmes "good";</p> <p>2: Level of support to REDD readiness efforts is ranked "good" by stakeholders and right holders.</p> <p>3: Integration of gender dimension during project implementation, and participation of women are ranked "good" by women representatives</p>	<p>1: Stakeholders' engagement strategy; consultation and participation roadmap; awareness plan; plan for early dialogue;</p> <p>2: Assessment and periodic reports</p> <p>3: Women representatives' assessment; periodic reports.</p>	<p>Potential overlaps and conflicts between institutions.</p> <p>Experiences from other countries demonstrate that recruiting highly qualified staff for this type of complex project has always been a challenge.</p>
<p>Output 1a. Arrangements are made and allow for effective management of the REDD+ process in Suriname, including a Grievance and Redress Mechanism</p> <p><i>Indicative activities</i></p> <ul style="list-style-type: none"> - 1a1. Finalizing and setting up institutional arrangements - 1a2. Building institutional capacities - 1a3. Determining representatives - 1a4. Operating a grievance redress mechanism - 1a5. Running REDD+ institutions effectively 	<p>1: Capacity of NIMOS to effectively coordinate REDD+ readiness implementation</p> <p>2: Capacity of REDD+ supporting entities to deliver on their duties</p> <p>3: Capacity of Suriname to effectively address conflicts</p>	<p>1: Current capacity of NIMOS (staff, technical, financial) does not allow to carry over REDD+ readiness implementation</p> <p>2: Current level of institutional arrangements and capacities does not allow to efficiently implement and secure the process</p> <p>3: There is no mechanism in place officially to address REDD+ related conflicts in Suriname</p>	<p>1: NIMOS performance is ranked "good" by collective RSC assessment; Institutional performance is ranked "good" or above by collective RSC assessment</p> <p>2: Capacity of institutions to deliver on their duty is ranked good or above by collective RSC assessment</p> <p>3: A temporary feedback and grievance redress mechanism is validated, documented and established</p>	<p>1: IMAC; RSC, MGC meeting reports and collective assessment</p> <p>2: IMAC; RSC, MGC meeting reports</p> <p>3. Feedback and grievance redress mechanism document; Independent assessment report of the intermediary FGRM</p>	<p>Issues of representativeness and legitimacy are often very sensitive. This might delay of complexify seriously the self-selection of representative.</p> <p>The credibility and functionality of the GRM will very much depend upon on how much the basics principles for setting up such a mechanism are respected.</p>
Output 1b. General human capacities are built, information is shared and	1: General and technical understanding of REDD+ by all	In spite of efforts during the R-PP formulation, there is a lack of trust between the GoS and	1: Early dialogue plan is fully deployed; Participants rank the executive training programmes	1: stakeholders' engagement strategy;	Complexity to find a right balance between informing, building

<p>dialogue and participation is effective with key stakeholders' groups</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 1b1. Formulating a stakeholders' engagement strategy and awareness plan - 1b2. Consolidating an overarching consultation and participation roadmap - 1b3. Disseminating, translating information and carrying out early dialogue - 1b4. Training key REDD+ institutions - 1b5. Deploying training programmes at the national level - 1b6. Supporting national community radio coverage - 1b7. Strengthening government capacities regarding indigenous and maroon peoples - 1b8. Implementing the awareness, consultation and participation plans - 1b9 Building capacity specifically of the private sector to effectively participate through training and dialogue 	<p>relevant stakeholders</p> <p>2: Effective implementation of the awareness and engagement plan</p> <p>3: Perception of the quality of engagement by key stakeholders</p>	<p>communities, REDD+ capacities are weak and effective dialogue with stakeholders is insufficient</p>	<p>"good"; At least 80% of the training target set for executive programme are achieved</p> <p>2: Participants rank the implementation of the awareness and engagement programme "good"; REDD+ capacity assessment "poll" ranks national understanding as "moderate" or higher.</p> <p>3: stakeholders' perception of the quality of engagement and of the REDD+ summer schools ranks "good";</p>	<p>consultation and participation roadmap; awareness plan; plan for early dialogue;</p> <p>2: Participants assessment and training reports. Periodic reports of the programme.</p> <p>3: Participants assessment and training reports. Periodic reports of the programme.</p>	<p>capacity, involving stakeholders and right holders, in a process which is in permanent construction, making a cost effective use of the available funds and creating the requesting confidence.</p>
<p>Output 1c. Indigenous and maroon peoples are specifically supported, engaged and ready for implementing REDD+</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 1c1. Strengthening IP capacities for coordination and engagement into REDD+ - 1c2. Strengthening Maroon capacities for coordination and 	<p>1: General capacity for representation and internal organization</p> <p>2: Effectiveness of engagement and FPIC Implementation</p> <p>3: General appreciation for the REDD+ readiness process</p>	<p>IP and maroon peoples are weakly organized, legitimacy of representations is debated. They are invited to engage with REDD+ but have little capacity to play an effective role</p>	<p>1: An IP and a Maroon platforms coordinate engagement into REDD+</p> <p>2: IP and Maroon map and plan for full participation in the NFMS is finalized; Enabling plan to support local management plans is finalized; FPIC protocols are formulated for each tribe in Suriname; Joint mapping methodology</p>	<p>1: general REDD+ roadmap and activity mapping</p> <p>2: Enabling plan; FPIC protocols; Joint mapping methodology and plan; IP and Maroon map and plan for full participation in the NFMS;</p>	<p>Issues of representativeness and legitimacy are often very sensitive. This might delay of complexify seriously the self-selection of representative.</p> <p>Developing FPIC protocol and joint mapping per se will not be sufficient if they don't</p>

<p>engagement into REDD+</p> <ul style="list-style-type: none"> - 1c3. Developing FPIC protocols - 1c4. Deploying training programmes at the local level - 1c5. Supporting a joint mapping process - 1c6. Establishing a common platform for IP and Maroon communities - 1c7 Supporting the design of local management plans - 1c8. Designing and implementing a plan for full participation in the NFMS system 			<p>and plan is finalized;</p> <p>3: IP and Maroon appreciation of the REDD+ readiness process ranks "good"; General REDD+ awareness and capacities of IP/Maroons is assessed "good"; IP and Maroon appreciation of FPIC implementation ranks "good"; IP/Maroon evaluation of implication in the NFMS ranks "good"; 13- Public IP and Maroon appreciation of their coordination platform performance ranks "good"</p>	<p>3: IP and Maroon annual appreciation assessments; project periodic reports;</p>	<p>result in tangible modification of national policies, over which the present project has relatively limited influence.</p> <p>Lack of commitment from the government to really promote and respect IP and Maroon rights.</p>
<p>Output 1d: The programme is suitably monitored and evaluated</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 1d1. Finalising and adopting the detailed monitoring and evaluation programme - 1d2. Delivering internal M&E products - 1d3. Delivering external M&E products - 1d4. Disseminating information and supporting partners 	<p>1: Capacity to produce standard M&E deliverables</p> <p>2: Degree of transparency and cross-feeding from stakeholders and right holders on collective M&E of the PRODOC implementation</p>	<p>Current level of institutional arrangements and capacities does not allow to efficiently implement and secure the process</p>	<p>1: Project performance is documented through mid-year and annual progress report, and progress review; Mid-term evaluation and financial audits are formulated</p> <p>2: NIMOS' website provides clear roadmap and centralizes relevant material; stakeholders and right holders contribute to all periodic reports and evaluations.</p>	<p>1: Comprehensive M&E framework, methodologies and plan; Mid-year and annual reports; Mid term review and final evaluation reports.</p> <p>2: NIMOS' website; stakeholders and right holders contribution in the period reports and evaluations;</p>	<p>No particular risk or assumption related to this output.</p>
<p>Outcome 2: REDD+ strategy in Suriname is formulated with active support from major national stakeholders and right holders</p>	<p>1: Collective capacity to produce quality deliverables</p> <p>2: Level of attention toward poverty reduction, human rights based approach and gender consideration in the REDD+ strategy</p>		<p>1: RSC rank "good" the level of engagement and contribution of the private sector; International peer-review ranks the REDD+ options of Suriname "good"</p> <p>2: Poverty reduction, human rights based approach and gender considerations represent core dimensions of the REDD+ strategy.</p>	<p>1: REDD+ options design and SESA methodology and plan; International peer-review ranks the draft REDD+ strategy and SESA of Suriname "good"</p> <p>2: REDD+ strategy; women representative assessment; periodic reports</p>	<p>Availability of highly experienced staff to guide the implementation of all the outputs below this outcome.</p> <p>Overall capacity of NIMOS to ensure supervision and coordination between all the readiness initiatives and efforts in the country</p>

<p>Output 2a. Technical and human conditions to run REDD+ options analysis and SESA are built</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 2a1. Setting up institutional capacities - 2a2. Developing human capacities through "group-specific" training programmes - 2a3. Specifically engaging private sector - 2a4. Hiring the expertise to guide the options and SESA development 	<p>1: Capacity of NIMOS to effectively coordinate REDD+ strategy design and SESA</p> <p>2: Capacity of REDD+ stakeholders and rightholders to engage in strategic options and impact assessment</p> <p>3: Collective capacity to produce quality deliverables</p>	<p>There is moderate and recent national capacity and experience in strategic planning (OD) and environmental and social impact assessment (NIMOS), and no experience in the case of REDD+</p>	<p>1: Assessment of NIMO's capacities is ranked "good"</p> <p>2: RSC rank the strategy/SESA training programme "good"; Private sector ranks their specific training programme "good";</p> <p>3: RSC rank "good" the level of engagement and contribution of the private sector; International peer-review ranks the REDD+ options of Suriname "good"</p>	<p>1: Annual reports</p> <p>2: Annual reports</p> <p>3: REDD+ options design and SESA methodology and plan; International peer-review ranks the draft REDD+ strategy and SESA of Suriname "good"</p>	<p>Availability of highly experienced staff to guide the implementation of all the outputs below this outcome.</p>
<p>Output 2b. Background studies for strategic analysis and planning are developed</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 2b1. Analysing the status of land tenure rights and land rights - 2b2. Running a corruption risk assessment - 2b3. Consolidating a general policy, legal, institutional and practise gap analysis for REDD+ successful implementation - 2b4. Building national consensus on the analysis of drivers of deforestation and degradation - 2b5. Mapping available data and reviewing relevant information and monitoring systems existing in Suriname - 2b6. Reviewing and updating the framework of REDD+ options 	<p>1: Technical understanding of policy, legal and institutional challenges for REDD+ implementation</p> <p>2: National degree of understanding and consensus on drivers of deforestation</p> <p>3: Technical understanding of the data and information system context and challenges for REDD+</p>	<p>The R-PP offers a first overview of background situation, but remains incomplete for robust REDD+ strategic planning and impact assessment</p>	<p>1: Background reports policy, legal and institutional challenges for REDD+ implementation finalized</p> <p>2: Consensus report on drivers of deforestation and degradation is finalized</p> <p>3: REDD+ options framework is upgraded</p>	<p>1: Report on land tenure rights status; Corruption risk assessment; report on policy, legal, institutional and practice gaps;</p> <p>2: Consolidated expert review of the drivers of deforestation; Consensus report on drivers of deforestation and degradation</p> <p>3: Updated REDD+ options framework</p>	<p>The RSC is sufficiently empowered to be able to provide technical review and clearance of all these preliminary studies</p> <p>Ensuring the proper level of engagement of CSO, IP and maroon representatives, private and academia sectors.</p>
<p>Output 2c. REDD+ options are fully developed and</p>	<p>1: Robust understanding of REDD+ strategic options and</p>	<p>A draft REDD+ option framework has been</p>	<p>1: REDD+ options are finalized; REDD+ vision is formulated;</p>	<p>1: REDD+ draft strategy; RSC</p>	<p>Ensuring the proper level of engagement of</p>

<p>integrate social and environmental risks and integrate social and environmental risks and benefits as part of a draft</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 2c1. Developing REDD+ strategy options in a fully participatory manner - 2c2. Developing a vision for a REDD+ compliant development in Suriname - 2c3. Modelling the social, environmental and economic implications of the vision - 2c4. Drafting the REDD+ strategy - 2c5. Informing and consulting the general public 	<p>multiple implications for Suriname</p> <p>2: Robust understanding on systemic conditions for a credible REDD+ strategy in Suriname</p> <p>3: Shared vision on REDD+ compliant development path by all stakeholders</p>	<p>formulated during the R-PP, and general ESSP was carried out by UNDP as part of the PRODOC</p>	<p>REDD+ draft strategy is formulated and broadly supported; RSC appreciation of the draft strategy ranks "good"</p> <p>2: RSC appreciation of the strategy, SESA and systemic conditions ranks "good"; 100 debates on REDD+ strategy and SESA are reported at district levels; General public awareness about REDD+ is 60% or higher</p> <p>3: Suriname REDD+ compliant development scenario is modelled</p>	<p>assessment</p> <p>2: Debates reports; RSC y assessment</p> <p>3: REDD+ compliant development scenario; RSC assessment</p>	<p>CSO, IP and maroon representatives, private and academia sectors.</p> <p>Availability of highly experienced staff to guide the elaboration of the SESA.</p>
<p>Output 2d. SESA is completed</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 2d1. Formulating REDD+ national social and environmental standards, and implementation process - 2d2. Completing the SESA - 2d3. Developing the elements of the ESMF - 2d4. Assessing the need for developing a benefit sharing mechanism 	<p>1: A quality SESA is agreed upon</p> <p>2 .Compliance of the REDD+ option with the conclusions of the SESA</p> <p>2: consensus on a draft ESMF</p>	<p>No national experience neither in SESA nor in ESMF</p>	<p>1: Draft SESA report is available; social and environmental impacts are identified; International peer-review ranks the REDD+ SESA of Suriname "good"</p> <p>2: ESMF are designed, maximizing synergies.</p>	<p>1: SESA report; International peer-review assessment</p> <p>2: draft ESMF documents</p>	<p>Importance of avoiding confusions between SESA, ESMF, safeguards, and clarifying the linkages between these elements.</p> <p>Availability of highly experienced staff to guide the elaboration of the SESA.</p>
<p>2e: National safeguard information system is designed</p> <p>Indicative activities:</p> <ul style="list-style-type: none"> 2e1. Assessing existing information sources and systems for the provision of information relevant to the UNFCCC safeguards 2e2. Planning a participatory process for indicator 	<p>1: Robust understanding of the importance of REDD+ safeguards for Suriname</p> <p>2: Collective capacity to reach a consensus on safeguards</p> <p>3: a SIS is agreed upon</p>	<p>There are some experiences related to environmental impact assessments in Suriname but not related to system of information on social and environmental safeguards.</p>	<p>1: the RSC ranks the safeguards as key component of REDD+ in Suriname</p> <p>2: REDD+ safeguards for Suriname are agreed upon between the stakeholder and right holders</p> <p>3: a simple and robust SIS is</p>	<p>1, 2: Safeguards reports and consensus</p> <p>3: SIS manual of procedure, SIS report included into the report of Suriname to the UNFCCC</p>	<p>Importance of defining the scope of the SIS, taking into account the draft REDD+ options. the sequence for elaborating a SIS is important and a step wise approach can be useful.</p>

development 2e3: Analysis and selection of methodologies and approaches to collect safeguards-related information 2e4. Designing a process to manage and provide safeguard information			designed and functional		
Output 2f. REDD+ strategy is finalized and integrated into the post-2016 national development strategy <i>Indicative activities:</i> - 2f1. Building political awareness and support for the REDD+ vision - 2f2. Positioning REDD+ as a core element of post-2016 development strategy and related instruments - 2f3. Finalising REDD+ strategy along with national development strategy and securing official endorsement	1: Degree of political support 2: Coherence between national post-2016 strategy and REDD+ national strategy	Some elements of the future REDD+ strategy detailed in the RPP. Coherence between OD2012-2016 and REDD+ is weak	1: REDD+ national strategy is finalised and endorsed by the Council of Ministers; Polls rank awareness of REDD+ by political leaders "high" 2: National development plan post-2016 fully builds on REDD+	1: REDD+ national strategy 2: National development plan post-2016	Availability of highly experienced staff to facilitate this output and ensure the integration of the strategy into the broader picture. importance of national political dialogue.
Output 2g. International support is secured to assist and fund REDD+ investment plan <i>Indicative activities:</i> - 2g1. Building international vision for HFLD REDD+ and strengthening bilateral relationship with key international partners - 2g2. Engaging international partners into a REDD+ policy dialogue with Suriname - 2g3. Building international recognition of national REDD+ strategy - 2g4. Achieving international recognition of the national RL	1: Clarity of an international REDD+ strategy for HFLD countries 2: Perception of Suriname stance and contribution to international REDD+ process 3: International commitment to finance REDD+ phases 2 and 3 in Suriname	1: Precedent of Guyana, which is probably not directly replicable in Suriname. 2: Limited contribution of Suriname into international REDD+ process so far 3: No dialogue and no international commitment on international support for phases 2 and 3 of REDD+ in Suriname	1: Options for international HFLD REDD+ strategy assessed; Options for international HFLD REDD+ strategy technically and politically negotiated 2: Suriname REDD+ strategy is recognized through a high-level international forum; Suriname REDD+ RL is formally recognized by UNFCCC 3: International community expresses support and interest at a COP side event; International financial commitments are made during a high-level reception	1: ToR to design HFLD REDD+ strategy are formulated through international workshop; 2: international recognition of REDD+ strategy and RL 3: International community support; International financial commitments	Dependence upon the willingness of international actors. Dependence upon how the national REDD strategy has been really integrated as part of the national development plan of Suriname-RL

<p>Outcome 3: Implementation framework and tools: A comprehensive implementation framework is designed and related instruments are built progressively</p>	<p>1: Collective capacity to produce quality deliverables</p> <p>2: Level of attention toward poverty reduction, human rights based approach and gender consideration in the REDD+ implementation framework and tools</p>		<p>1: SC appreciation of deliverables from pillar III ranks "good"</p> <p>2: Poverty reduction, human rights based approach and gender consideration represent core dimensions of the REDD+ implementation framework and tools</p>	<p>1: Annual reports and assessments from RSC, SBB and partners; deliverables assessed "good" by international peer review</p> <p>2: REDD+ implementation framework and tools; women representative assessment; periodic reports</p>	<p>Availability of highly experienced staff to be recruited and facilitate the implementation of these outputs.</p> <p>Potential overlaps and conflicts between institutions.</p>
<p>Output 3a. Technical and human conditions to set up the implementation framework and tools are built</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 3a1. Setting up institutional capacities - 3a2. Developing human capacities 	<p>1: Capacity of NIMOS to effectively coordinate implementation framework and tools</p> <p>2: Capacity of SBB and other REDD+ partners to design and set up implementation framework and tools</p> <p>3: Collective capacity to produce quality deliverables</p>	<p>Apart from a few projects related to forest monitoring and delayed processes to design an environmental law and a climate compatible development strategy, there are scarce capacities in place to design a full implementation framework and related instruments for REDD+ implementation</p>	<p>1: Capacity of NIMOS to effectively coordinate implementation framework and tools assessed "good" by RSC</p> <p>2: Stakeholders to the implementation framework rank the training programme "good"</p> <p>3: RSC appreciation of deliverables from pillar III ranks "good"</p>	<p>1: Annual reports and assessments from RSC, SBB and partners</p> <p>2: Annual reports and assessments from RSC, SBB and partners</p> <p>3: Annual reports and assessments from RSC, SBB and partners; deliverables assessed "good" by international peer review</p>	<p>Availability of highly experienced staff to be recruited and facilitate the implementation of these outputs.</p> <p>Potential overlaps and conflicts between institutions.</p>
<p>Output 3b. A first iteration of a national forest REL/RL is developed</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 3b1. Updating the national forest definition - 3b2. Gathering and analysing historical activity data - 3b3. Gathering and analysing available emission factors data - 3b4. Assessment of national 	<p>1: Understanding of historical trends</p> <p>2: Capacity to design scenarios through spatial modelling</p> <p>3: Capacity of integrating historical trends and national circumstances through complementary modelling tools</p>	<p>1: Some historical data on deforestation and degradation are scattered and incomplete.</p> <p>2: Limited capacity to design scenarios through spatial modelling</p> <p>3: No experience and capacity in designing reference level. Existing collaboration with Guyana on related topics.</p>	<p>1: Definition of forests in Suriname is updated in legislation; Historical deforestation until 2010-13 is mapped; Emission factors are assessed</p> <p>2: National circumstances are assessed (this may include modelling)</p> <p>3: National RL is formulated</p>	<p>1: Updated definition of forest; maps of historical deforestation; assessment of emission factors.</p> <p>2: Assessment report of the national circumstances</p> <p>3: First forest</p>	<p>Technical and political complexity and implications are making it hard to agree on a credible REL/RL</p>

<p>circumstances</p> <ul style="list-style-type: none"> - 3b5. Preparing and submitting a first national FREL/FRL - 3b6. Preparing and submitting an improved national FREL/FRL 				REL/RL is submitted to UNFCCC	
<p>Output 3c. The national forest and carbon monitoring system is set up in a participatory and right-based manner</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 3c1. Measuring and monitoring forest area change and activity data for REDD+ - 3c2. Measuring and monitoring forest carbon stocks and emission factors for REDD+ - 3c3. Estimating and reporting on forest related greenhouse gas emissions and removals - 3c4. Identify the type of information to be included in the NFMS - 3c5. Development of the REDD+ National Registry - 3c6. Establish and maintain an online NFMS platform for data sharing and transparency 3c7. Monitor the outcomes of REDD+ activities 	<p>1: Capacity to monitor forests and carbon according to international quality standards</p> <p>2: Capacity to produce consistent data continuously while improving the system step by step</p> <p>3: Capacity to continuously report and verify data and system</p>	<p>Forests are punctually monitored in a weakly coordinated and harmonized manner. Methods and data quality does not match international standards and lacks continuous run up.</p>	<p>1: Forest are and forest area change are measured on a national scale</p> <p>2: A forest pre-inventory for the assessment of forest carbon stocks has been undertaken and data analysed</p> <p>3: A Greenhouse gas inventory including information on forests related to REDD+ is submitted as part of the Surinam's next national communication</p> <p>4: The MRV system is an integral part of the NFMS</p> <p>5. A National REDD+ Registry is designed</p> <p>6. An online NFMS platform is launched</p>	<p>1: Summary report on each of the activities</p> <p>2: Data produced on emission factors, activity data and a greenhouse gas inventory</p> <p>3: The basis to develop a full MRV system has been established</p> <p>4. An online NFMS platform is operational and used to monitor the implementation of REDD+ activities</p>	<p>Institutional overlaps?</p> <p>Existing capacity to be strengthened, and funds provided by FCPF are insufficient to cover all the needs.</p>
<p>Output 3d. Legal reforms are fully planned and progressively implemented</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 3d1. Building capacities and dialogue with the legislative branch - 3d2. Consolidating the legal 	<p>1: Awareness and understanding of REDD+ by Parliamentarians</p> <p>2: Capacity to advance the land rights issue for IP and Maroon peoples towards international Compliance</p>	<p>Legislative branch has moderate awareness of REDD+, little understanding of potential legal implications, and complex reforms are expected to be required to implement REDD+ in Suriname</p>	<p>1: Parliamentarians rank their awareness of REDD+ "good"; Capacity assessment of the group of REDD+ leaders ranks "good"</p> <p>2: Capacity to advance the land rights issue ranked "good" by IP and Maroon representatives</p>	<p>1: Capacity building plan for legislative branch</p> <p>REDD+ legal newsletter; legal REDD+ report; periodic reports and capacity assessments</p>	<p>The legal reforms will not be implementable unless there is a real political commitment at the highest level, aiming at REDD.</p>

<p>implications and prerequisites for effective REDD implementation</p> <ul style="list-style-type: none"> - 3d3. Supporting the Land Rights Commission with making Suriname compliant with international law - 3d4. Passing the "low-hanging" and "win-win" legal reforms - 3d5. Paving the way for more complex reforms (environmental law, land tenure, land use planning and land rights) 	<p>3: Capacity to pass low-implication REDD+ legal texts during the readiness phase</p>		<p>3: 80% of qualified feasible reforms are passed</p>	<p>2: Periodic reports and capacity assessments</p> <p>3: Legal texts approved; periodic reports and capacity assessments</p>	
<p>Output 3e. Institutional and financial arrangements are made for full and effective REDD+ implementation</p> <p><i>Indicative activities:</i></p> <ul style="list-style-type: none"> - 3e1. Setting up a FGRM for the implementation phase - 3e2. Designing and setting up an architecture and mechanisms to raise, leverage and coordinate funds to support REDD+ implementation - 3e3. Assessing the institutional arrangements for the readiness phase and presenting lessons for future arrangements - 3e4. Designing and setting up the upgraded institutional arrangements for REDD+ implementation phase 	<p>1: Capacity to raise, administer and deploy REDD+ funds in a transparent, coordinated and efficient manner</p> <p>2: Capacity of Suriname to upgrade its institutional efficiency for REDD+ implementation</p>	<p>The institutional and financial arrangements needs for REDD+ implementation are roughly assessed</p>	<p>1: Capacity ranked "good"; Option paper for REDD+ financial mechanism is formulated</p> <p>2: Institutional arrangements for REDD+ implementation are designed</p>	<p>1: Capacity assessment; option paper.</p> <p>2: Capacity assessment; draft Institutional arrangements</p>	<p>The legal reforms will not be implementable unless there is a real political commitment at the highest level, aiming at REDD.</p>

RESOURCE FRAMEWORK

Intended Outcome and Outputs	Responsible Parties	Planned budget (US\$,000)				
		2014	2015	2016	2017	Total
Pillar 1: Human capacities and stakeholders engagement		345	527	527	329	1,729
1a. Arrangements are made and allow for effective management of the REDD+ process in Suriname		138	240	301	207	886
1a1- Finalising and setting up institutional arrangements	NIMOS					0
1a2- Building institutional capacities	NIMOS, CCDU, UNDP, others	90	190	250	166	696
1a3- Determining representatives	NIMOS	10				10
1a4- Operating a grievance redress mechanism	NIMOS	18	25	26	15	84
1a5- Running REDD+ institutions effectively	NIMOS	20	25	25	26	96
1b. General human capacities are built, information is shared and dialogue and participation is effective with key stakeholders' groups		128	132	64	47	372
1b1- Formulating a SE strategy and awareness plan	NIMOS	30				30
1b2- Consolidating an overarching consultation and participation roadmap	NIMOS	6				6
1b3- Disseminating information and carrying out early dialogue	NIMOS	34	46			80
1b4- Training key REDD+ institutions	NIMOS	28	25	9	8	70
1b5- Deploying training programmes at the national level	NIMOS	5	10	13	10	38
1b6- Supporting national community radio coverage	NIMOS	2	3	2	2	10
1b7- Strengthening gvt capacities regarding indigenous and maroon peoples	IP & maroon representatives	8	16	16	8	48
1b8- Implementing the awareness, consultation and participation plans	NIMOS	15	32	24	19	90
1c. Indigenous and maroon peoples are specifically supported, engaged and ready for implementing REDD+		57	145	148	66	416
1c1- Strengthening IP cap. for coordination and engagement into REDD+	VIDS, CBO's	25	43	40	20	128
1c2- Strengthening Maroon cap. for coordination and engagement into REDD+	Maroon representatives to be determined	7	13	15	7	42
1c3- Developing FPIC protocols	Commission on Land Rights, VIDS, Maroon rep, UNDP	15	35	38	18	106
1c4- Deploying training programmes at the local level	VIDS, Maroon rep and CBOs	5	33	22	10	70
1c5- Supporting a joint mapping process	CELOS, To be confirmed	5	15	15	0	35
1c6- Supporting the design of local management plans	VIDS, Maroon representatives and CBOs		6	18	11	35
1c7- Designing and implementing a plan for full participation in the NFMS system	SBB, NIMOS, IP and Maroon representatives					0
1d. The programme is suitably monitored and evaluated		22	10	14	9	55
1d1- Finalising and adopting the detailed M&E programme	NIMOS	15				15
1d2- Delivering internal M&E products	UNDP, NIMOS, delivery partners					0
1d3- Delivering external M&E products	NIMOS		2	6	2	10
1d4- Disseminating information and supporting partners	NIMOS	7	8	8	7	30

Intended Outcome and Outputs	Responsible Parties	Planned budget (US\$,000)				
		2014	2015	2016	2017	Total
Pillar II: REDD+ strategy		188	518	300	85	1,091
2a. Technical and human conditions to run REDD+ options analysis and SESA are built		98	198	181	33	509
2a1- Setting up institutional capacities	NIMOS	49	88	88	33	258
2a2- Developing human cap. through "group-specific" training programmes	NIMOS and all	8	15	15		38
2a3- Specifically engaging private sector	SBF, VSB, PHS...	25	20	20		65
2a4- Hiring the expertise to guide the options and SESA development	NIMOS	15	75	58		148
2b. Background studies for strategic analysis and planning are developed		61	108	13	0	182
2b1- Analysing the status of land tenure rights	NIMOS,...	15	15			30
2b2- Running a corruption risk assessment	UNDP	14	14			28
2b3- Consolidating a general policy, legal, institutional and practise gap analysis for REDD+ successful implementation	NIMOS	5	20	13		38
2b4- Building national consensus on the analysis of drivers of DD	SBB, IP/Maroon representative bodies, MGC	16	39			55
2b5- Mapping available data and reviewing relevant information and monitoring systems existing in Suriname	NIMOS	8	17			25
2b6- Reviewing and updating the framework of REDD+ options	NIMOS	3	3			6
2c. REDD+ options are fully developed and integrate social and environmental risks and benefits as part of a draft REDD+ national strategy		6	178	24	0	208
2c1- Developing REDD+ strategy options in a fully participatory manner	NIMOS	0	100			100
2c2- Developing a vision for a REDD+ compliant development in Suriname	NIMOS		18			18
2c3- Modelling social, environmental and economic implications of the vision	NIMOS		15	14		29
2c4- Drafting the REDD+ strategy	NIMOS & all		20			20
2c5- Informing and consulting the general public	NIMOS	6	25	10		41
2d. SESA is completed		15	19	27	13	74
2d1- Formulating REDD+ national SESA and implementation process	NIMOS	15	0			15
2d2- Completing the SESA	NIMOS		19	3		22
2d3- Developing the elements of the ESMF	NIMOS			19	13	32
2d4- Assessing the need for developing a benefit sharing mechanism	NIMOS			5		5
2e. National safeguard information system is designed		10	15	15	5	45
2e1. Assessing existing information sources and systems for the provision of information relevant to the UNFCCC safeguards	NIMOS	5				5
2e2. Planning a participatory process for indicator development	NIMOS	5	5			10
2e3. Analysis and selection of methodologies and approaches to collect safeguards-related information	NIMOS		10	5		15
2e4. Designing a process to manage and provide safeguard information	NIMOS			10	5	15
2f. REDD+ strategy is finalised and integrated into the post-2016 national development strategy		0	7	15	3	25
2f1- Building political awareness and support for the REDD+ vision	CCDU	0	1	6	3	10
2f2- Positioning REDD+ as a core element of post-2016 development strategy and related instruments	NIMOS		6	9		15
2f3- Finalising REDD+ strategy along with national development strategy and securing official endorsement	NIMOS				0	0
2g. International support is secured to assist and fund REDD+ investment strategy in Suriname		8	8	40	36	92
2g1- Building international vision for HFLD REDD+ and strengthening bilateral relationship with key international partners	NIMOS, CCDU	6	6	17	11	40
2g2- Engaging international partners into a REDD+ policy dialogue	NIMOS	2	2	9	17	30
2g3- Building international recognition of national REDD+ strategy	NIMOS			7	0	7
2g4- Achieving international recognition of the national RL	CCDU and NIMOS			7	0	7
2g5- Securing financial and technical commitments for REDD+ implementation	CCDU and NIMOS				0	0
2g6- Finalising the 2019-2023 REDD+ investment plan	NIMOS				8	8

Intended Outcome and Outputs	Responsible Parties	Planned budget (US\$,000)				
		2014	2015	2016	2017	Total
Pillar III: Implementation Framework and tools		110	335	255	80	780
3a. Technical and human conditions to set up the implementation framework and tools are built		40	78	79	33	230
3a1- Setting up institutional capacities	SBB	30	60	60	25	175
3a2- Developing human capacities	SBB, NIMOS, UNDP	10	18	19	8	105
3b. A national forest REL/RL is developed		20	95	48	10	173
3b1- Updating the national forest definition	SBB	10				10
3b2- Gathering and analysing historical activity data	SBB	10	35			45
3b3- Gathering and analysing available emission factors data	SBB		35			35
3b4- Assessment of national circumstances	SBB, NIMOS		25	30		55
3b5- Preparing and submitting a first national FREL/RL	SBB			18		18
3b6- Preparing and submitting an improved national FREL/FRL	SBB				10	10
3c. A National Forest Monitoring System (NFMS), including a Measurement, Reporting and Verification (MRV) function is developed		37	135	85	10	267
3c1- Measuring and monitoring forest area change and activity data for REDD+	SBB	12	25	10		47
3c2- Measuring and monitoring forest carbon stocks and emission factors for REDD+	SBB	5	35	10		50
3c3- Estimating and reporting on forest related greenhouse gas emissions and removals	SBB	5	15	15		35
3c4- Identify the type of information to be included in the NFMS	SBB, NIMOS	15	25			40
3c5. Development of the REDD+ National Registry	SBB		10	25		35
3c6. Establish and maintain an online NFMS platform for data sharing and transparency	SBB		25	25		50
3c7. Monitor the outcomes of REDD+ activities	SBB, NIMOS				10	10
3d. Legal reforms are fully planned and progressively implemented		13	27	33	16	89
3d1- Building capacities and dialogue with the legislative branch	NIMOS		2	3	5	10
3d2- Consolidating the legal implications and prerequisites for effective REDD implementation	NIMOS	0	0	2	3	5
3d3- Supporting the Land Rights Commission with making Suriname compliant with international law	NIMOS, Land Rights Commission	13	24	26	7	70
3d4- Passing the "low-hanging" and "win-win" legal reforms	NIMOS		1	2	1	4
3d5- Paving the way for more complex reforms (environmental law, land tenure, land use planning...)	NIMOS		0	0	0	0
3e. Institutional and financial arrangements are made for full and effective REDD+ implementation		0	0	10	11	21
3e1- Setting up a FGRM for the implementation phase	NIMOS, UNDP				5	5
3e2- Designing an architecture and mechanisms to raise, leverage and coordinate funds to support REDD+ implementation	NIMOS, UNDP			10	0	10
3e3- Assessing the institutional arrangements for the readiness phase and presenting lessons for future arrangements	NIMOS, UNDP		0		3	3
3e4- Designing the upgraded institutional arrangements for REDD+ implementation phase	NIMOS, UNDP				3	3
TOTAL without indirect costs		643	1,380	1,082	494	3,600
indirect costs		45	97	76	35	252

III.1. Pillar 1: Human capacities and stakeholders engagement

1a. Arrangements are made and allow for effective management of the REDD+ process in Suriname

This output comprises finalising and setting up institutional arrangements, and strengthening the institutions in charge of running the process.

Suriname has anticipated a strong need for institutional capacity building, as part of a general capacity assessment exercise run during the R-PP formulation. This capacity building will mainly translate into staff recruitment, and partially with support to daily expenses and management, facilities, and technical or specialised assistance. Some institutions are already set up, with staff and offices, like NIMOS. Some are more coordination unit that will require a decree or order for official set up. The training of staff, including for key institutions to the coordination of the process, is considered under the output 1b.

Three specific challenges have been anticipated and are reflected in additional activities as part of the same output.

- The principle of self-determination of representatives by group of stakeholders and right-holders
- The need for a feedback grievance and redress mechanism. The activity focuses on the way to operate the grievance and redress mechanism in an intermediary manner, to allow starting the readiness phase in a secured manner, while a more robust mechanism will be progressively designed and built as part of the third pillar, to take over at the implementation stage. Given the issues raised in the “Scoping Assessment for the Development of a Feedback and Grievance Redress Mechanism to Support REDD+ Readiness in Suriname” regarding whether the proposed institutional set up of a GRM as outlined in the R-PP met the core principles required for a GRM, the institutional arrangements and options for the GRM are still open for discussion and will be the subject of a series of consultations to determine the best fit. The inclusion of an independent mediation option as part of the GRM will be strongly recommended.
- The need to ensure that the quality of process management and coordination enhances in time to meet upcoming and progressively complex challenges and decisions

1b. General human capacities are built, information is shared and dialogue and participation is effective with key stakeholders' groups

This output covers various activities related to designing and implementing the overarching awareness, engagement, consultation and participation strategy and plan throughout the REDD+ readiness process.

Overarching awareness and engagement strategy and plan

First, a stakeholders' engagement strategy and awareness plan will be formulated, under the coordination of NIMOS, with technical support from a national consultant and through a transparent and consultative process.

An overarching consultation and participation roadmap will be extracted and consolidated from the plan. This plan will allow everyone to see what is being planned and how consultation and participation is deployed in a robust way. However, this roadmap is an integrated part of the overarching engagement and awareness strategy and plan, and that's why the two activities will be done simultaneously under the same effort and output.

Bottom-up design

Importantly, some parts of this awareness and engagement strategy and plan will be provided by stakeholders themselves, rather than induced in a top-down manner and consulted afterwards. Similarly, some technical consultation and engagement activities will be developed within the frame of their respective activities and outputs, and then added to the overarching plan. So this plan must be seen as an evolving tool. First, an expertise and consultation process will lead to set up the principles, guidelines, framework and activities. There will come the awareness and engagement strategy and plan, including the consultation and participation roadmap. Then, this plan and roadmap will be enriched by sectoral and stakeholders' contributions as part of the other activities within the readiness plan, and implemented progressively.

Multi-level and multi-players training efforts

National and general training programmes on REDD+ will be developed under this output, by the University of Suriname or other academia and training partners. But training on general issues raised by REDD+ at the local level will be carried out under the coordination of the representation platform of indigenous peoples as part of the output 1c. Also, other technical training at local level will be carried out in the frame of other technical activities, for example by SBB, Min RO or MIN RoGB in collecting MRV data, in understanding and designing social and environmental standards, in assessing the drivers of deforestation etc. At last, other technical training will be carried out nationally on the same issues... The output 1b corresponds to the framework that will allow consolidating, articulating and eventually monitoring all these elements in an integrated manner.

As part of this awareness and engagement plan, and related consultations and participation roadmap, some specific activities will be carried out under the same output:

- Disseminating information, following appropriate translation where necessary, and carrying out early dialogue
- Building human capacity and training specific REDD+ institutions like NIMOS, REDD+ assistants, MGC and the REDD+ Steering Committee members
- Supporting training initiatives or training requests from individual villages after fine-tuning with traditional authorities (considering the implications of geographical distribution of villages on equal involvement of the entire tribe)

- Building capacity and training through specific actions like a REDD+ "summer school" or executive programmes to institutionalise and systematise the training effort beyond 2016
- Building capacity specifically of the private sector through training and dialogue to enable effective participation in the REDD+ process
- Supporting the development of local community radios broadcast, network and coverage
- Enhancing government' capacities regarding indigenous and maroon peoples
- Ensuring an integrated follow-up and monitoring of implementation, with a dedicated staff within NIMOS to follow up on activities implementation, report on what is being done, collect feedbacks and report on lessons learnt including through audio or video recording...

Through the overarching plan and roadmap designed under this output, the coordinated implementation and consolidated monitoring, the specific implementation of some key activities and the coordination of other activities spread across the whole PRODOC, the REDD+ readiness process is expected to have the instruments to build its human capacities, share information and ensure dialogue, consultation and participation of all stakeholders in a transparent and effective way.

1c. Indigenous and Maroon peoples are specifically supported, engaged and ready for implementing REDD+

A specific challenge to Suriname's readiness - background

Internationally, the REDD+ mechanism is being designed in a way that secures the rights of indigenous people. Suriname is fully committed to respect such a provision, and the R-PP underscores this commitment. However, the national context requires a specific attention to the situation of Indigenous and Maroon peoples.

With reaffirmed political support, indigenous and Maroon people are invited to take part, and are eventually involved in basically every activities of every outputs of the REDD+ readiness process in Suriname. However, it was found critical to design a specific set of activities to reinforce their capacities, to contribute to more effective conditions of participation in the readiness process, and to progressively secure the conditions for effective engagement in the implementation phase, keeping possible threats and risks under control, and taking full advantage of opportunities offered by REDD+. So the output 1c does not limit the activities of IP and Maroon people in the readiness phase, but instead provides specific means to ensure their own REDD+ readiness, and facilitate their participation in the other readiness activities as determined from actions to outputs.

Self-determination, self-implementation

All the activities under the output 1c will be developed and implemented by IP and maroon people themselves, in compliance with UN HACT process as well as the coordination rules and procedures of the REDD+ readiness process.

Starting point: engaging and coordinating

The first activity refers to strengthening indigenous peoples capacities for coordination and engagement into REDD+. This specific activity is dissociated from the Maroon people, as starting conditions and dynamics are specific. This capacity strengthening efforts encompasses:

- Securing legitimacy and full representativeness of national IPs platform, with clear internal rules and procedures that organises representation and decision-making in a way that is consistent with IPs social and traditional rules.
- Consolidating channels and processes to share information, consult, engage, report and make decisions internally
- Strengthening IP' institutions at the national and sub-national level, for the five regions, with additional staff dedicated to REDD+
- Training of national IPs REDD+ experts through national and international events
- Supporting the REDD+ related activities of IP representatives (transport, communication, facilities, translations, material...)

The same support is intended to be provided to Maroon people. At this stage, the activity 1c2 will support Maroon peoples coordination and internal dialogue, and provision for more intense support to run effective REDD+ coordination from 2016 on, according to a plan that Maroon peoples will design themselves in interaction with their partners. NIMOS will be in charge of supporting the activity up to the point where a credible Maroon platform can take over the implementation of a specific strengthening plan, tentatively from 2016 on.

Self-determination and leadership for joint actions

Apart from these two first activities, five additional activities will be directly and jointly implemented for IP and Maroon peoples:

- Designing FPIC protocols for each of the ten tribes
- Training IP and Maroon peoples at the local level
- Supporting joint mapping process
- Supporting the design of local land use, land management and development plans
- Participating in ground-level monitoring of REDD+ implementation and results
- Establishing a common platform for IP and Maroon peoples, aimed at enhancing discussions on for example engagement and participation and 'synchronization' among indigenous and maroon communities. Such a platform could build on experience from existing customs for traditional '*krutus*'.

While a budget is made available for indigenous and maroon communities under this output, the criteria for allocation to each group will be determined leading up to the implementation of activities, by the IP and Maroon peoples themselves in a participative manner of among others VIDS & VSG. The TOR and results of these activities, realized for instance by LRC, will have to be revised and validated by the RSC.

1d. The programme is suitably monitored and evaluated

The output 1d consolidates various inputs (R-PP component 6, UNDP rules and PRODOC chapter VI) and formulates them in a way that ensures full consistency with the overall management of the project.

Four major activities

- First, NIMOS will coordinate discussions to finalise the monitoring and evaluation framework and methodologies, building on the detailed PRODOC results and resources log frame, 2014 annual work plan and quality management frameworks, including indicators, targets, outputs, activities and actions. This activity will detail the ways and timeframe to assess several qualitative indicators as set in the log frame, to collect appreciations on the process and specific activities or outputs, and to rank stakeholders and right holders perceptions or capacities need to be clarified and standardised as part of a methodology and plan that will ensure transparency and consistency...
- The second activity consists in delivering internal M&E products
- Third, some M&E products will be delivered by external entities, under the supervision of the Project Board, specifically:
 - ✓ Annual progress review, by national consultants
 - ✓ Mid-term and final evaluation, by international/national consultants
 - ✓ Yearly NIM audit by external auditors
 - ✓ Mid-term and final audits by UNDP internal services
- At last, special emphasis will be put on disseminating information and facilitating dialogue upon results.

One critical aspect rose by the R-PP and through further consultations relates to the very qualitative nature of the impacts expected from the project. This output 1d must be seen as an integrated part of systematic efforts throughout the PRODOC to develop qualitative indicators and involve all stakeholders and right holders into the monitoring and evaluation process, including by supporting indigenous and maroon peoples to participate in the REDD+ coordination bodies as under 1c, or to provision their feedback on all annual and mid-year progress reports etc.

III.2. Pillar 2: REDD+ national strategy and strategy

2a. Technical and human conditions to run REDD+ options analysis and SESA are built

Before the country can fully enter the process of formulating its REDD+ options and assessing their social and environment strategic impacts, several conditions need to be put in place.

- Strengthening institutional capacities, including hiring competent, required staff and possibly setting up a SESA committee
- Strengthening human capacities, specifically for a committed, balanced multistakeholder group of 120 to 150 individuals, so that they can effectively engage in subsequent work.
- Strengthening capacities through group-specific training programs and ensuring systemization of acquired training skills.
- Engaging specifically the private sector
- Recruiting recognised expertise to secure the design of REDD+ options and the SESA

2b. Background studies for strategic analysis and planning are developed

Some preliminary studies should be run prior to fully engaging into the mainstreamed options design and SESA activity:

- The status of land tenure and land rights in Suriname will be thoroughly reviewed, taking into account results from earlier studies and identifying gaps, in particular when it comes to land rights of Indigenous and Maroon Peoples.
- The corruption risk assessment will be formally carried out by UNDP
- The overarching policy, legal, institutional and practise assessment will also build on the two studies above
- A national consensus on drivers of deforestation will be achieved thanks to a robust technical work embedded in a highly consultative process. Building consensus on the national drivers of deforestation and forest degradation is a strategic element of the REDD+ readiness process. This key study will provide input to the forthcoming establishment of a clear and systematic relation between direct and underlying drivers on the one hand and REDD+ options on the other hand. Fostering common understanding of the relative importance of different drivers is an enabling condition for consensus building on the national REDD+ strategy. This background study will also contribute to pillar III since data and information on drivers are needed for establishing a Forest REL/RL and for including monitoring of drivers in the National Forest Monitoring System (NFMS) and MRV. Hosted by SBB, a qualified consultant will be recruited to carry out an interdisciplinary analytic assessment of national drivers and deliver a preliminary report in 2014. Multiple research designs are possible for assessing the drivers of deforestation and forest degradation and the methodology may include a mix of qualitative and quantitative elements. The process will be determined by a research plan/ToR that could be inspired by the experiences of other REDD+ countries. It could involve compilation of existing data on drivers from different institutions, interviews with forest dependent communities on their impressions of activities in the forest, statistical analysis, empirical observation on the ground, analysis of satellite imagery and GIS projects to explore the spatial footprint and monitoring options for various drivers, etc.

The assessment needs to be expert led while the process should allow all stakeholders to share experiences and contributions. Once the first draft is available, SBB will facilitate a consultation process for indigenous peoples and Maroons to review the expert report and share their perspectives. Technical and public workshops will be organized in the first half of 2015 for collecting input and fostering cooperation dynamics among multiple stakeholders. Feedback will be compiled and incorporated until national consensus is reached.

- An extensive review of available data and relevant information and monitoring systems in Suriname will be carried out with support from the RSC, in order to identify:
 - all available data, whether national, subnational, sector-based, whether produced regularly or resulting from one-shot analysis and campaign... to feed the REDD+ options and SESA work
 - the related data collection process, players, quality assessment...
 - the related databases, information and monitoring systems, so to feed the design of the ESMF and NFMS for REDD+, and integrate it in a relevant and sustainable way into the national information and statistical framework.
- The REDD+ options will be revisited and framed

All related terms of reference and recruitment, as necessary, must be handled during the second semester of 2014, so to ensure that first robust outputs are available by the end of the same year or early in 2015 to enter the second step, even though most studies will probably run through the first semester of 2015 before fully finalised and approved deliverables.

Activity	Implementer	2014	2015	2016	2017
2b1 Analysing the status of land tenure rights	NIMOS				
2b2 Running a corruption risk assessment	UNDP				
2b3 Consolidating general policy, legal, institutional and practise gap analysis	NIMOS				
2b4. Building national consensus on the analysis of drivers of deforestation and degradation	SBB, IP/Maroon representative bodies, MGC				
2b5 Mapping available data and reviewing relevant information and monitoring systems existing in Suriname	NIMOS				
2b6 Reviewing and updating the framework of REDD+ options	NIMOS				

2c. REDD+ options are fully developed and integrate social and environmental risks and benefits as part of a draft REDD+ national strategy

The component 2c will be mainly implemented in 2015, once most of the elements of 2a and 2b are in place and delivered, at least in preliminary versions.

REDD+ options: the backbone towards the strategy

The major activity consists in developing REDD+ strategic options, in a very integrated and participatory manner. Practically, a team of international and national technical assistants with robust experience and methodology in SESA, in strategy formulation, and technical expertise in relevant issues will facilitate series of workshops, where small multi-stakeholders expert groups broken down from the RSC, each dedicated to a specific REDD+ option, will provide ideas, exchange views, and jointly build the various elements of the option analysis.

Step by step, workshops will allow to build the options: scope, activities, location, stakeholders, action plan, targets, costs, budget, typology of investment, feasibility, opportunities, threats, social and environmental risks, other types of risks, multiple benefits, policy, legal and institutional conditions and gaps for each option... Between workshops, participants and consultants will also collect and organise additional data, reports, statistics, to support or challenge qualitative and quantitative assumptions from expert groups. Consultants will also bring technical expertise, for example in the field of legal and institutional analysis, to help securing and refining groups' analysis so to ensure final robustness and consistency of deliverables, or again to translate cost data into a visually attractive abatement cost curve etc.

A vision and scenarios to guide the strategy development

Activity 2c2 will allow to design a national vision for REDD+ compliant development in Suriname. A public workshop will help framing different visions, for instance "green development", "extraction-based development", "anarchic development under weak governance"... Visions will be refined with support from RSC, and formulated by NIMOS dedicated staff.

Through a series of workshop, a modelling partner will mobilise and collect views and data so to design the technical elements and driving forces to develop the Suriname REDD+ scenario development model. The model will allow to visualise possible economic paths related to REDD+ induced decisions, their social consequences, or reversely the impacts on deforestation from given policy decisions. This instrument will contribute to the elaboration of the reference level under pillar 3. Mainly, it will help creating a credible, tangible and hopefully attractive scenario demonstrating REDD+ compliance and effective results on reducing deforestation and degradation while improving livelihoods and fostering economic and social development in Suriname.

Assembling the strategy

With REDD+ options, the overarching vision and modelled development scenario associated to REDD+ compliance in Suriname, most of the elements will be gathered to draft the national REDD+ strategy under activity 2c4. The formulation and validation process encompasses:

- A continuous and underlying process of peer review with international experts
- Technical assistance to facilitate the consolidation of all the elements, including outputs from the pillar III, and the formulation of detailed strategies to bridge policy, legal, practise and institutional gaps.

- A clear roadmap and consultation process throughout 2016, including public consultations through public and national workshops, supported by stakeholders and rightholders internal consultation processes nationally and locally.

Eventually, a second draft REDD+ strategy will be formulated by the end of 2016, so to serve as a not definitive but already robust output to feed national and international policy dialogue.

Building public momentum throughout the process

In the meantime, a general information and consultation process will be carried out under activity 2c5. Indeed, once the options are formulated by the end of 2015, information and communication can gain substance and intensify, and the strategic activities under 2c will be regularly reported to the general public. A specific communication campaign will also be organised once the REDD+ vision, modelled scenario and second draft strategy are produced.

2d. SESA is completed

Given the methodology to formulate REDD+ options described above, the formulation of the SESA in itself will largely result from the outputs of the strategy design. However, it is worth building a specific output on SESA completion, first to underscore that it is a critical element of the future REDD+ strategy and implementation framework, and also to connect this activity and the resulting ESMF with the safeguard information system as well as the benefit sharing mechanism.

Gap analysis to assess existing policies, laws and regulations (PLRs) in relation to the country approach to safeguards leading to a national safeguard policy framework

Based on the activities under 2c to define environmental and social issues and prioritize these in relation to the drivers being addressed in the strategy, the objectives for Suriname's national approach to REDD+ safeguards will be elaborated. Following this, a review of existing environmental and social policies, laws and regulations (PLRs), and identification of those that address risks and enhance benefits from REDD+ will be a critical activity. The gap analysis may indicate that existing PLRs do not cover all of the REDD+ safeguards. Therefore new PLRs may need to be created in order to ensure that the national REDD+ safeguard objectives are met. The outcome of this process could be captured in a national safeguard policy framework, which outlines the set of country REDD+ safeguard PLRs that has been developed or defined, and how these provide the foundation for the country's response to UNFCCC and potentially additional objectives.

Assembling elements to consolidate the SESA

All the elements will then be available to consolidate the SESA report, as directly embedded in the REDD+ options and consolidated with the elements provided by the standards elaboration process. By the end of 2015, the SESA is expected to be drafted by the consultant team as part of the mission to design REDD+ options. The report will be open to public consultations, and validated by the SESA committee, and other relevant review or validation body, by mid-2016.

The Environmental and Social Management Framework

After the SESA is completed the technical assistants will develop an ESMF. This rather technical work will be mainly produced by the internationally recognised firm, but obviously all the deliverables and the overall architecture will be discussed publicly and validated by the SESA committee. This ESMF encompasses various tools and processes to ensure that REDD+ investments will meet international and national requirements. This will be a key input to the development of the national safeguard information system.

Assessing the need for dedicated benefit sharing mechanism

At last, Suriname should then have all the elements to decide on the possible need for a benefit sharing mechanism. The interest of such a mechanism is directly related to the way REDD+ is perceived and implemented in a country. Suriname will have plenty of time to think through the underlying logics by then, and in case a benefit sharing mechanism is eventually required, it could ideally be developed as a specific window or mechanism under the overall financial architecture for REDD+ implementation in Suriname.

2e: National safeguard information system is designed

A national REDD+ safeguard information system, or SIS, should provide information on how all UNFCCC safeguards, as established in the Cancun Agreements, are addressed and respected. An SIS should be country-driven, implemented at a national level, and built on existing systems, as appropriate. The provision of summary information on how safeguards are being addressed and respected is to take place periodically in National Communications to the UNFCCC, and voluntarily, REDD+ countries may also opt to submit this summary information directly to the UNFCCC REDD+ web platform.

Assessing existing information sources and systems for the provision of information relevant to the UNFCCC safeguards

This activity involves conducting a national assessment of existing information sources and systems that are relevant to the safeguards. Key aspects to examine as part of this assessment would include existing information sources and systems related to each of the social and environmental safeguards, existing social and environmental indicators, and associated data sources, as well as other existing systems for providing information, such as those used under other international conventions. The analysis would also need to look at the quality of these sources and systems. Based on the results of this activity, an assessment can be made regarding what types of new information sources and systems need to be developed.

Planning a participatory process for indicator development

Some form of indicators would need to be considered in order to demonstrate the implementation of national safeguards-relevant policies, laws and regulations, and therefore

assess whether the UNFCCC REDD+ safeguards are being addressed and respected. Relevant indicators may already exist, but if not, new indicators will need to be developed and this should be carried out through a participatory approach.

Analysis and selection of methodologies and approaches to collect safeguards-related information

Information/data collection methodologies and approaches should define the data to be collected, methodologies to be used, such as household surveys, who is to collect the data and at what frequency and scale will this information be collected.

Designing a process to manage and provide safeguard information

Approaches for provision of information should define the forms of the information and the channels through which it should be shared both internationally and at the national level. Summary information will need to be provided to the UNFCCC, but is also likely to be used at the country level and disseminated among key stakeholders. Domestic level dissemination of information may need to be in alternative formats (e.g., posters in local languages instead of web-based information), depending on national circumstances. This activity would also include consideration of quality assurance procedures and validation of the information flowing through the system.

2f. REDD+ strategy is finalised and integrated into the post-2016 national development strategy

Outputs and activities above have presented the technical process leading to formulating the REDD+ national strategy and its core elements - vision, scenario, options, SESA... They have also presented the continuous efforts to engage stakeholders and rightholders, to ensure transparency and participation along with robustness and progressive capacity building, and eventually the campaign to inform and mobilise the general public to understand and support REDD+. But specific efforts and political considerations is required to complete the REDD+ strategy and make sure it is centrally embedded in national development path. Throughout the year 2016 and early 2017, CCDU and NIMOS, along with other REDD+ partners, will take specific actions to build political awareness and support for REDD+, to position REDD+ as a core element of post-2016 development strategy and related instruments like budget planning and reforms agenda, and eventually to finalise the REDD+ national strategy and make it an official landmark for national development.

Mobilising at the political level and surfing the national planning wave

The first activity consists in building political awareness and support for the REDD+ vision. It will be led by CCDU, with strong guidance and support from NIMOS to ensure direct technical consistency and update.

Quite simultaneously, national strategy and planning efforts will speed up after the elected government settles in 2015 and the perspective of a new development plan to replace OD 2012-

2016 approaches. NIMOS will lead the more technical activity to position REDD+ as a core element of post-2016 development plan and related instruments, with close coordination with CCDU.

Multiple efforts should ensure that REDD+ leaders are fully informed and engaged into relevant national planning and strategy processes run by various ministries and cabinets. The effective engagement of IMAC will also be instrumental to facilitate cross-sector dialogue and harmonisation, and to offer a vector for REDD+ driven harmonisation perspectives. NIMOS will participate actively in these processes, to ensure that REDD+ is suitably considered and influences the vision of national development path and formulation of future development strategies and plans.

2e1 and 2e2, as well as intermediary feedback from the international policy dialogue process under activity 2f, will provide additional guidance and finalise the REDD+ national strategy, and ensure its full endorsement and consideration at the highest political level.

2e. International support is secured to assist and fund REDD+ strategy implementation

Building national and international support hand-in-hand

National political support and international support for REDD+ in Suriname are closely related, and actually work as an incremental and iterative process. They have to be considered and built jointly, supported by an effective collaboration between NIMOS as the technical expert, and CCDU as the political lever.

Six major activities to secure international support beyond 2018

CCDU and NIMOS will work as one team throughout the activities, with CCDU taking formally the lead on more diplomatic and political actions, and NIMOS on more technical one.

- The first activity is a mix of technical and political actions intending to elaborate an international vision allowing REDD+ to work for HFLD countries.
- The second activity will focus the international attention to the case of Suriname, through a framework policy dialogue running from 2016 to 2018.
- Then, Suriname will work to achieve three more specific results: securing international support for its national strategy, its specific reference level, and financial commitments to the phases 2 and 3 beyond 2018.
- At last, Suriname will have all the elements, including financial visibility, to translate its REDD+ national strategy into a five years REDD+ investment plan. This five-year plan will be focused, practical and fully quantified.

III.3. Pillar 3: Implementation framework and tools

3a. Technical and human conditions to set up the implementation framework and tools are built

Institutional and human capacities, through technical equipment, staffing and training, need to be calibrated to the needs to run the activities of the pillar III. As the pillar III stretches from 2014 to 2018 with very variable technical needs across the years, a needs and gap assessment will be formalised in early 2014, and then updated every year as a quick but critical internal planning work with limited and targeted consultations. This assessment will not only highlight the needs for staffing, but also identify the key partner institutions and individuals that need to be trained, and their specific training needs. Thus, provisions for the following years can be refined and resources can be mobilised appropriately.

3a1. Setting up institutional capacities

Strengthening the institutional capacity of SBB

Under pillar III, the Foundation for Forest Management and Production Control (SBB) is the institution responsible for the stepwise development and improvement of a national Forest Reference Emission Level / Forest Reference Level (REL/RL) as well as setting up and coordinating the measurement, reporting and verification (MRV) function and parts of the multi-purpose monitoring function of the National Forest Monitoring System (NFMS) (output 3b, 3c and 3d). In order to meet these responsibilities, SBB needs to be equipped with additional staff and technical tools.

As an existing baseline, SBB is hosting a Forest Cover Monitoring Unit (FCMU) that has been established, staffed and equipped with resources from the Amazon Cooperation Treaty Organization (ACTO). Financial resources are secured for reinforcing and consolidating the FCMU until 2017. The FCMU will be tasked to gather and analyse historical activity data for the REL/RL, develop a system to map and monitor forest area change for the MRV system, as well as performing other tasks for which remote sensing and GIS skills are needed. In terms of generating data on forest carbon stocks and emission factors, SBB has built up institutional capacities and experience notably through carrying out a forest carbon assessment and monitoring (FCAM) project in 2012 and a national forest inventory (NFI) pilot project in 2012-2014. This experience can be kept in-house if resources are available to keep the field teams and staff that were involved.

The needs in terms of institutional capacity strengthening at SBB for the implementation of REDD+ activities related to NFMS, RV and forest REL / RL are the following:

- An NFMS & MRV coordination unit will be established in 2014 and a NFMS / MRV coordinator will be recruited. This person will also be responsible for the overall design and institutional embedment of the NFMS (including the national MRV system).
- A database manager.
- Sustaining the existing FCMU after 2017 (five full-time staff and students/interns).
- Engaging two international remote sensing experts / PhD students in the FCMU for two years (2015-2016).
- Recruiting a complete work force for implementing a multi-purpose national forest inventory including assessment of carbon stocks and emission factors for REDD+, including a coordinator, an assistant coordinator with statistical skills, a botanist and 28 field officers.

- Engaging a consultant (or consultancy firm) to work closely with SBB in developing the Forest REL/RL (activity 3b).
- Acquiring technical tools such as additional computers and field equipment for gathering and analysing activity data and emission factors.

Strengthening the institutional capacity of NIMOS

NIMOS will need the support of a legal expert by mid-2015 to coordinate and backstop the activity 3e on legal reforms.

3a2. Developing human capacities

REDD+ implementation requires new skill sets to be learnt by existing staff and newly recruited human resources. Detailed audience, technical needs and timeframe for training to support specific needs of each output and activity of pillar III will be developed as part of the annual capacity needs and gaps assessment, and the current provision for training will be broken down more precisely by then.

It is important to note that large training efforts are already planned on institutional design and monitoring systems during the year 2016 for RSC members. Furthermore, provisions for indigenous and maroon peoples participation in the NFMS system, including local data collection efforts, are already passed under activity 1c7.

Identifying training needs and developing human capacities will be dealt with in the following way.

- As training related to pillar III are probably more technically focused than pillars I and II, the training sessions will have to be tailor-made, so that training efforts shall be coordinated directly by SBB in collaboration with NIMOS or another national institution and build on relevant expertise available, case by case. AdeKUS or other academia and training partners might be appointed to organise targeted training, among other national and international expert institutions and individuals. In order to "institutionalise" the capacities and sustain training efforts, training partners will be systematically convened to assist to training programmes so to collect, archive and hopefully take advantage of developed material for further training efforts in the future.
- In SBB, extensive staff training will be needed to strengthen the in-house capacities to develop a forest REL/RL as well as establishing and running the MRV system and NFMS. This process has started with support from existing partners and needs to continue. Trainings may be open to participants from other institutions to improve technical collaboration and coordination of REDD+ implementation. Research and training related to the REDD+ framework, greenhouse gas reporting requirements and national forest inventory methodologies are needed. The growing Forest Cover Monitoring Unit (FCMU) needs to be reinforced with strong capacities in remote sensing and GIS, which are the most important technical tools for monitoring activity data and forest area change. A non-exclusive list of specific training needs of the FCMU has been

identified and included in the Suriname National Plan for Forest Cover Monitoring (FCM plan).²

- UNDP will be requested, case-by-case, to identify and mobilize technical expertise to backstop specific tasks along the way, from internal and external sources like UN-REDD, other UN agencies, GLOBE international for legal process, FCPF, international expert rosters, etc. This support will take the form of international missions coming to Suriname to assist for example during workshops, during scoping consultations, finalization of technical deliverables etc.
- Additional budget will be provisioned to support capacity building the other way around, by sending staff to regional and international training opportunities specifically designed for their needs at a given time.

3b. A national forest REL/RL is developed

General considerations from the R-PP

The approach to develop a national forest reference level has remained broadly the same since it was first presented in the R-PP.

Introduction

The UNFCCC COP has issued three decisions providing guidance on development of forest reference emission levels and forest reference levels (FRELs/FRLs) for REDD+ activities. The first was Decision 4/CP.15, paragraph 7. It states that FRELs/FRLs should be developed transparently, taking into account historical data, and be adjusted for national circumstances. Secondly, Decision 1/CP.16, states '*national forest reference emission level and/or forest reference level or, if appropriate, as an interim measure, sub-national forest reference emission levels and/or forest reference levels*' is one of the four elements that developing countries aiming to undertake REDD+ activities are requested to develop; in accordance with national circumstances and the provisions set out in Decision 4/CP.15.

Two COP decisions provide substantive guidance to date on the modalities for FRELs/FRLs. Decision 12/CP.17 totals nine paragraphs and an Annex on 'Guidelines for submissions of information on forest reference levels'. The key points are:

- FRELs/FRLs should be expressed in tonnes of carbon dioxide equivalent (tCO₂e) per year and are benchmarks for assessing a country's performance in implementing REDD+ activities;
- FRELs/FRLs should be established maintaining consistency with anthropogenic forest-related GHG emissions and removals by sinks as derived from a country's national forest monitoring system;
- A step-wise approach to developing FRELs/FRLs may be useful, allowing countries to improve them by incorporating better data, improved methodologies and, where appropriate, additional forest carbon pools (this modality reflects the phased approach to the implementation of REDD+ activities to allow a learning-by-doing process);

² A copy of the FCM plan can be acquired from SBB or online.

- Sub-national FRELs/FRLs that may cover less than the entire territory of a country may be elaborated as an interim measure, before a country transitions to a national FRELs/FRLs;
- FRELs/FRLs should be periodically updated (i.e. revised) to take account of new knowledge, new trends and any modification of scope and methodologies;
- Countries are invited to submit proposed FRELs/FRLs on a voluntary basis and to make them available on the UNFCCC REDD web platform.

Importantly, Decision 12/CP.17 allows countries the flexibility to exclude non-significant forest carbon pools when developing FRELs/FRLs and to adopt a conservative approach to estimating forest carbon stock changes. The step-wise approach also allows them to develop preliminary FRELs/FRLs while they continue to collect data and further refine methodologies.

Decision 13/CP.19 concerns the guidelines and procedures for the technical assessment of submissions from Parties on proposed forest reference emission levels and/or forest reference levels (RELs/RLs). The main elements of the decision text are as follows:

- Parties and relevant international organizations are invited to support capacity building for development and assessment of REL/RLs (areas for further capacity building may be identified in Technical Assessments) (para. 6).
- The technical assessment of REL/RLs process is described in the Annex of the decision. It starts a new process under the UNFCCC where countries can voluntarily submit their initial RL/RELs and get technical feedback as an iterative / interactive process.
- The Annex provides detailed information on the objective (para. 1), scope (para. 2-4) and procedures for the technical assessment (including general procedures (para. 5-8), the composition of the assessment team (para. 9) and timing (para. 10-18) of FRELs/FRLs.

The objective of this Output is for Suriname to develop its FRELs/FRLs for REDD+, following the above UNFCCC guidance and modalities. This Component has strong links to Output 2b and activity 2b4 (Building national consensus on the analysis of drivers of deforestation and degradation) as well as to Outputs 3c (an MRV system) and 3d (a NFMS).

This section outlines the approach to developing the FREL/FRL in Suriname and to the required capacity building.

3b1. Updating the national forest definition

A first step in the development of a Forest REL/RL is to agree on a national definition of forest in line with international guidelines. Suriname has a forest definition included in the Forest Management Act (1992), though this definition has an administrative character focusing on production forest and cannot be used for the REDD+ purpose. Through national consultations this activity aims to reach national approval on the forest definition that will be used for mapping, monitoring and reporting for REDD+ including for the FREL/FRL development. The process will be synchronized with the step-wise formulation of a national classification system as outlined in the Suriname National Plan for Forest Cover Monitoring (FCM plan). At a later stage it might be relevant to legally endorse the updated forest definition through inclusion in national law.

3b2. Gathering and analysing historical activity data

National historical data on changes in forest cover is a necessary input for developing a FREL/FRL. The Suriname National Plan to Monitor Forest Cover (FCM plan) outlines that a provisional forest/non-forest benchmark map for the year 2000 as well as accuracy assessed deforestation maps for 2000-2009 and 2009-2013 will be published in the first semester of 2015 together with official figures on the deforestation rate calculated for the period 2000-2013.

3b3. Gathering and analysing available emission factors data

According to the Suriname National Plan to Monitor Forest Cover (FCM plan), all available field information on forest and non-forest classes will be compiled and analysed in 2014 and an intermediary report on available carbon stock data will be published in the first semester of 2015. This raw data and publication will provide the input related to emission factors needed for developing a first national FREL/FRL.

3b4. Assessment of national circumstances

In addition to data on historical forest area change and associated emissions, the development of FRELs/FRLs requires information on drivers and activities at work and their specific potential contribution(s) to future national emissions. The assessment and reporting of national circumstances is a pre-existing requirement for all UNFCCC parties as part of their National Communication, though there are currently no clear guidelines for this assessment in the context of forestry and REDD+. Hence, a major area of work under this component will be the assessment of national circumstances and a determination of what they mean in the context of adjusting national and/or sub-national FRELs/FRLs (and subject to further guidance from the COP).

The assessment of Suriname's national circumstances will be based on variables including: (i) analysis of existing and historical social, political and economic data and trends; (ii) existing conservation laws and policies; (iii) analysis of projected future development in Suriname; (iv) vulnerability to climate change and adaptive capacity; and (v) potential forest cover and carbon stock changes through a consultative process.

This will also involve a further assessment of land-use policy, forest policy and governance conducted through the roadmap process with appropriate institutional structures and arrangements. A key work area will be the in-depth study of the drivers of deforestation and forest degradation (Activity 2b4), which will not only inform the development appropriate policies and measures to implement REDD+ activities, but also shed light on specific national circumstances surrounding forestry and the implementation of REDD+ activities in Suriname.

In combination with historical data, the above aspects will constitute the tool on which to base national decisions for the establishment of FRELs/FRLs. Collating information on these aspects will provide the opportunity to harmonize REDD+ with Suriname's conservation goals, sustainable development priorities, objectives and projects, and circumstances that will have a significant impact on the successful implementation of REDD+ activities within the broader context of national development. It will also create a platform to promote a better understanding of the country's vulnerability and adaptive capacity to deal with adverse effects of climate change.

3b5. Preparing and submitting a first national FREL/RL

In 2016 Suriname aims to officially submit to the UNFCCC a first Forest REL/RL for REDD+ that is national in scope. SBB will work closely with an experienced and qualified international

consultant (or consultancy firm) throughout the process of preparing this submission. The consultant will research and explore methodological options for developing a national FREL/FRL for Suriname, using the results of activity 2b4 and 3b1-3 as input and taking into consideration national circumstances for Suriname as a HFLD country. Once the consultancy proposal is available, a multi-stakeholder process will be facilitated to foster understanding and national consensus on the most appropriate option, taking into account a step-wise approach in which the first submission in 2016 will be improved at a later stage. The consultant will deliver a report that also includes some recommendations on options to explore for a second submission in 2018.

3b6. Preparing and submitting an improved national FREL/FRL

Suriname aims to submit a second and improved national FREL/FRL to the UNFCCC in 2018, building on the first submission from 2016 and taking into account recommendations listed in the report of the consultant who prepared that submission. SBB will coordinate the process of designing an improved REL/RL, which may include modelling and more advanced methodologies for addressing national circumstances and handle socioeconomic data, drivers and future scenarios. It will be important to foster cross-expertise and dialogue, clarify technical and institutional options, consolidate the link with other activities and outputs, and staying up to date to capitalize on new methodological developments and experiences from other REDD+ and HFLD countries.

Activity	Implementer	2014	2015	2016	2017
3b1. Updating the national forest definition	SBB				
3b2. Gathering and analysing historical activity data	SBB				
3b3. Gathering and analysing available emission factors data	SBB				
3b4. Assessment of national circumstances	SBB & NIMOS				
3b5. Preparing and submitting a first FREL/FRL for Suriname	SBB				
3b6. Preparing and submitting an improved FREL/FRL for Suriname	SBB				

3c. A National Forest Monitoring System (NFMS), including a Measurement, Reporting and Verification (MRV) function is developed

General considerations from the R-PP

Like the output 3b, the design and set up of the national forest and carbon MRV has not changed much since the R-PP. The overall approach can then be reviewed directly in the R-PP.

Introduction

Decision 4/CP.15 establishes the REDD+ MRV requirement by requesting Parties (paragraph 1(d)) to:

“...establish, according to national circumstances and capabilities, robust and transparent national forest monitoring systems and, if appropriate, sub-national systems as part of national monitoring systems that:

- i. Use a combination of remote sensing and ground-based forest carbon inventory approaches for estimating ... anthropogenic forest-related greenhouse gas emissions by sources and removals by sinks, forest carbon stocks and forest area changes;*
- ii. Provide estimates that are transparent, consistent, as far as possible accurate, and that reduce uncertainties, taking into account national capabilities and capacities;*
- iii. Are transparent and their results are available and suitable for review as agreed by the Conference of the Parties”.*

Decision 4/CP.15 also specifies that countries must follow the most recent methodological recommendations issued by the IPCC, serving as a basis for estimating the sources of anthropogenic GHG emissions, and their removal by sinks, and for measuring carbon stocks and changes in forest area. In this way, emissions estimates will be based on common (i.e. IPCC) methodological approaches. This methodological guidance indicates that national forest monitoring systems should be used to: (i) estimate emissions and removals from the forest sector (M, measurement); (ii) report this mitigation performance of REDD+ activities to the UNFCCC (R, reporting); and (iii) allow verification of the results by the UNFCCC Secretariat (V, verification) (subject to further guidance from the COP) – i.e. to fulfil the MRV function for REDD+ activities.

UNFCCC guidance on this technical element for REDD+ is further developed in Decision 1/CP.16, where developing countries aiming to participate in REDD+ are requested to develop (paragraph 71(c)):

“A robust and transparent national forest monitoring system for the monitoring and reporting of the [REDD+] activities ..., with, if appropriate, sub-national monitoring and reporting as an interim measure, in accordance with national circumstances, and with the provisions contained in decision 4/CP.15”.

Decisions 4/CP.15 and 1/CP.16 together establish that countries should develop a national forest monitoring system to serve the dual functions of monitoring and MRV, as shown in the figure below. As the figure indicates, the monitoring function of the national forest monitoring system may include wider elements such as community monitoring and traditional forestry monitoring systems. Community monitoring will form an integral part of the monitoring system as communities will provide ground-level information (e.g. tree counts and locations, delimitation of community forest areas), which will feed into the web-GIS interface. Traditional forest monitoring systems are a critical consideration as the national forest monitoring system aims to build on existing systems and be based on national circumstances; these will therefore also be incorporated into the monitoring function for REDD+.

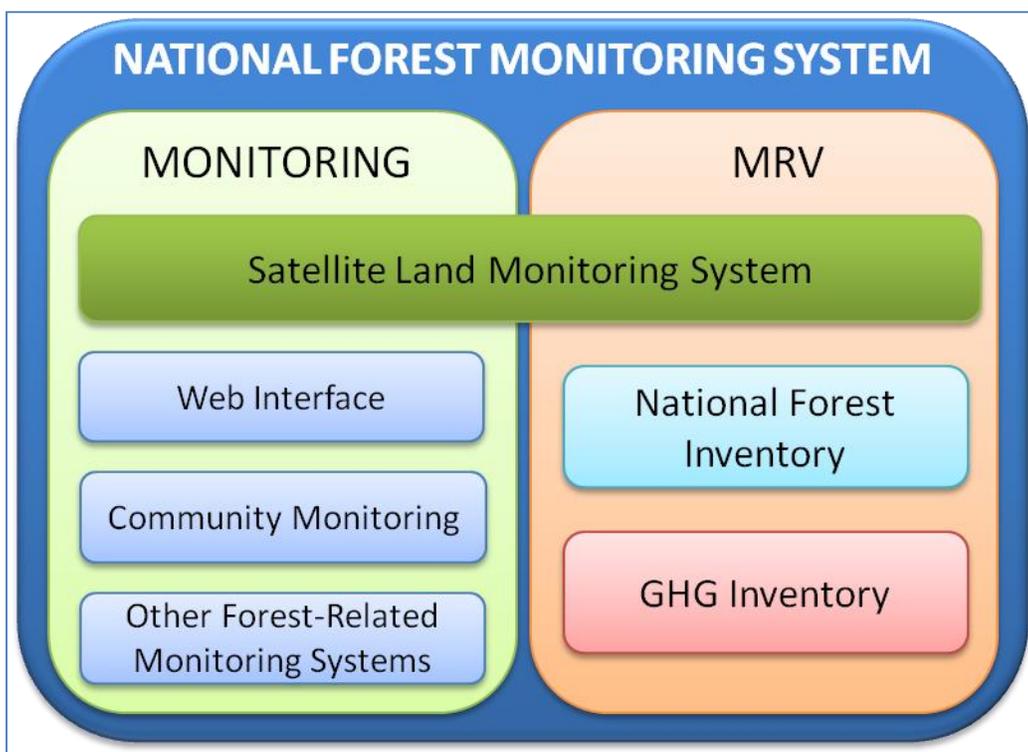


Figure: The Dual Functions of a National Forest Monitoring System for REDD+ (FAO/UN-REDD Programme, 2013)

The monitoring function will allow a country to assess whether REDD+ activities are resulting in positive outcomes, according to proxy indicators such as forest cover change; while the MRV function will assess the mitigation performance of REDD+ activities (see Figure above), i.e. by allowing the assessment (following international standards) of whether REDD+ activities are contributing to measureable carbon mitigation.

Decision 11/CP.19 covers the modalities for national forest monitoring systems. The main elements of the decision text are that NFMS:

- Should be in line with the most recent IPCC guidance and guidelines, and in the context of adequate and predictable support (para. 2).
- Should provide data and information that are transparent, consistent over time, and suitable to be measured, reported and verified (MRV) (para. 3).
- Building upon existing systems while being flexible and allowing for improvement, reflecting the phased approach (para. 4).

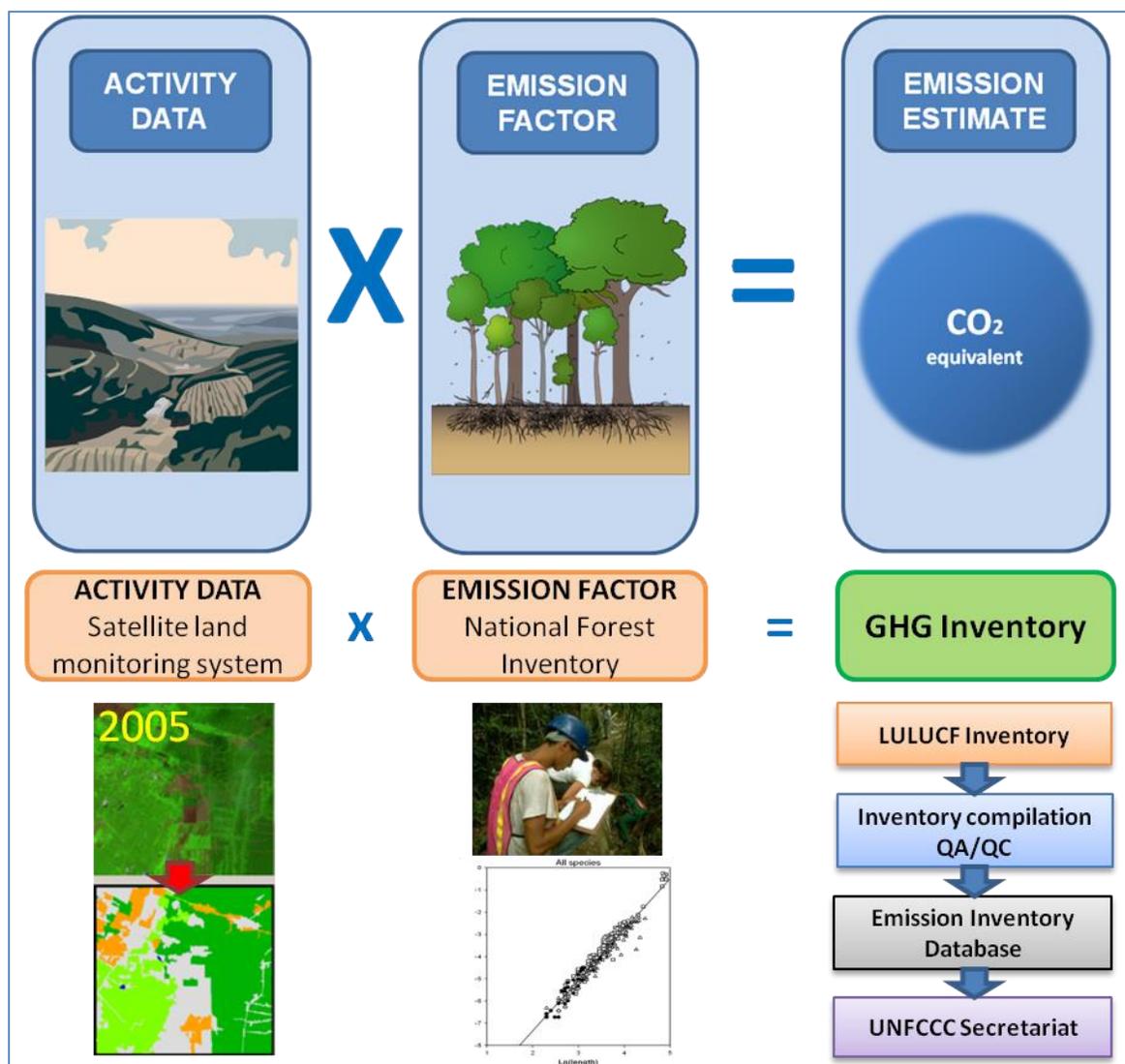


Figure: The IPCC's Methodological Approach to Calculate Anthropogenic GHG Emissions by Sources and Removals by Sinks Related to Forest Land

Decision 14/CP.19 covers the modalities for measurement, reporting and verifying for REDD+. The key elements are of this decision are as follows:

- The estimation of anthropogenic forest related emissions and removals, carbon stocks and forest area changes should be consistent with UNFCCC methodological guidance, data & information transparent, and consistent with RL/REL (para. 3).
- Results are to be provided via biannual update reports (BURs) on a voluntarily bases, with additional flexibility for Least Developed Countries (LDCs) and Small Island Developing States (SIDS) (para. 6). When developing countries want to obtain and receive payments for results-based actions, an additional technical annex including the data and information referred to in para. 3, has to be provided on a voluntary basis through the Biennial Update Reports (BURs) (para. 7 and 8). The information to be provided has to be consistent with decisions 4/CP.15 and 12/CP.17 (para. 9).

- In the context of provision of results-based payments these results should be expressed in tonnes of CO₂ equivalent per year (para. 4).
- Two additional Land Use, Land-Use Change and Forestry (LULUCF) experts are to be added to the Technical Team of Experts for the International Consultation and Analysis (ICA) for the technical analysis of the annex as referred in Decision 2/CP.17 (para. 10). LULUCF experts will develop a technical report reflecting the technical assessment of the annex, including their analysis of the annex and areas identified for technical improvement (para. 14). The technical assessment will include the possibility of country interactions with the team for clarifications. The assessment will be published on the web platform, including any comments by the country (para. 14).

The implementation of the technical components of the national forest monitoring system will be implemented through a three-phased approach. This allows time to build the necessary capacity, to learn lessons and to improve the system, as necessary:

- **Phase 1:** Capacity building on, and design of, technical elements (e.g. Satellite Land Monitoring System, remote sensing, forest inventory); establishment of institutional arrangements; activity planning; and design of demonstration (pilot) activities.
- **Phase 2:** Implementation and monitoring of (and learning from) demonstration activities, and further capacity building on technical elements.
- **Phase 3:** Satellite Land Monitoring System is upgraded to monitor national performance of REDD+ policies and measures; full MRV in place for assessing GHG emissions and removals in the forestry sector and to report mitigation performance to the UNFCCC Secretariat.

The Objective of this Output is for Suriname to develop its national forest monitoring system (NFMS) for REDD+, in line with the above UNFCCC guidance and modalities. SBB is the institution responsible for setting up and coordinating MRV function of a multi-purpose NFMS for Suriname.

3c1. Measuring and monitoring forest area change and activity data for REDD+

The Suriname National Plan for Forest Cover Monitoring (FCM plan) details the activities planned in 2014-2018 for the step-wise improvement of the national monitoring of forest area changes in terms of deforestation, forest degradation and forest regeneration. The Forest Cover Monitoring Unit (FCMU) hosted by SBB will be in charge of using satellite imagery and remote sensing for generating activity data and regular wall-to-wall maps of land cover and forest area change. Accuracy assessed deforestation maps and official figures on the national deforestation rate will be updated every two years. Forest regeneration will be included on those maps with a less frequent interval. In 2017 the FCMU will begin to develop a methodology for including forest degradation in the change monitoring. All products will be quality assessment/quality controlled (QA/QC) before they are used for reporting on activity data.

3c2. Measuring and monitoring forest carbon stocks and emission factors for REDD+

Implementation of activity 3b3 will result in a compilation and analysis of all available data and information on forest carbon stocks and emission factors from field inventories that have been carried out in Suriname since the 1970s. This includes the data and results of the National

Forest Inventory (NFI) pilot project that was carried out 2012-2014. This database and analysis will be an important input when designing future efforts to measure and monitor changes in forest carbon stocks and emission factors. SBB aims to design and coordinate a multi-purpose NFI that will include data collection on different carbon pools that still need to be determined. This activity includes efforts to improve the use of allometric equations and statistical calculations of forest biomass with demonstrated relevance for the forests of Suriname.

3c3. Estimating and reporting on forest related greenhouse gas emissions and removals

The activity data and emission factor data will be combined to estimate GHG emissions and removals from the forestry sector, contributing to the National Communication and Biennial Update Reports (BUR) to the UNFCCC. The National Plan for Forest Cover Monitoring (FCM plan) includes an activity to develop a reporting and verification system for the REDD+ purpose, including through consultation, technical support etc in 2017. The first comprehensive GHG inventory report for the REDD+ purpose, focusing on forest related greenhouse gas emissions and removals, will be performed in 2018.

3c4. Identify the type of information to be included in the NFMS

As a progressive activity throughout 2016, SBB will also gather and organise complementary information to support the design of the NFMS. Eventually, all the necessary elements will emerge and allow by early 2017 to consolidate and draft a first design for the future NFMS. It will be formulated during the first trimester of 2017 by the NFMS & MRV coordination unit, with support from a first, rather generalist technical assistance with good understanding and knowledge of the various REDD+ implementation tools and previous analysis. A specific report will also be consolidated on the institutional implications of the NFMS.

The type of information and databases that will be communicated through the NFMS need to be identified. This may range from existing systems to monitor sustainable forest management, information on mining concessions, national parks and reserves. Furthermore, two studies will take place to assess the (i) feasibility of developing a tool to compile alerts on deforestation / forest degradation and; (ii) options for remote sensing based near-real-time forest monitoring, inspired by the Brazilian DETER example.

An important element that may be integrated is the participatory mapping of territories by indigenous communities and tribal peoples of their territories. Based on the Surinamese REDD+ strategy, a study will be conducted to assess the technical feasibility, relevance and options for a community-based forest monitoring system.

3c5. Development of the REDD+ National Registry

In order to ensure transparency and consistency of REDD+ national scheme, avoid double accounting of credits and assist the management of the implementation phase, Suriname has already highlighted in the R-PP the need to develop a national registry of REDD+ finance and activity, comprising registration process, data collection as well as the monitoring of REDD+ policies and measures.

After a first desk review and formulating scoping terms of reference for the activity, technical assistance will be hired to run thorough national and international review of relevant

experiences, and formulate draft terms of reference of registry itself. This will be followed by a technical workshop gathering national and international experts that would facilitate the identification and assessment of options, experiences, and systems. This would eventually build collective understanding of pros and cons of various options. Additional consultations will then be carried out to harmonise the directions emerging after the expert meeting with other critical elements of the future NFMS system, for instance the REDD+ options, SESA and standards IS, carbon and forest MRV, reference level etc. Final ToR will then be formulated for the national REDD+ registry by the end of 2016.

Technical and IT assistance will be mobilised to facilitate the actual development of the REDD+ National Registry.

At last, two specific activities will relate to engaging REDD+ developers or entrepreneurs in preparing activities, through:

- A guidebook of process and procedures for accreditation
- Production and dissemination of attractive information and training material

3c6. Establish and maintain an online NFMS platform for data sharing and transparency

Once the type of information that Suriname wishes to include in its NFMS (beyond the emission factors and activity data) has been identified, an online NFMS platform for data sharing and transparency can be developed. This will most likely be inspired from existing NFMS platforms (eg. Democratic Republic of Congo, Paraguay, Ecuador and Papua New Guinea - <http://nfms4redd.org/>) developed with the support of the UN-REDD Programme. Technical and IT assistance will be mobilized to work on the technical and software related issues to develop the Suriname online NFMS platform. It is expected that a first version of the NFMS will be available by the end of 2015.

3c7. Monitor the outcomes of REDD+ activities

With an operational NFMS, integrating the MRV system, various forest management related databases and the REDD+ National Registry, Suriname will be able to actively monitor the effects of its REDD+ related policies and measures.

Activity	Implementer	2014	2015	2016	2017
3c1. Measuring and monitoring forest area change and activity data for REDD+	SBB				
3c2. Measuring and monitoring forest carbon stocks and emission factors for REDD+	SBB				
3c3. Estimating and reporting on forest related greenhouse gas emissions and removals	SBB				
3c4. Identify the type of information to be included in the NFMS	SBB and NIMOS				

3c5. Development of the REDD+ National Registry	SBB				
3c6. Establish and maintain an online NFMS platform for data sharing and transparency	SBB				
3c7. Monitor the outcomes of REDD+ activities	SBB and NIMOS				

3e. Legal reforms are fully planned and progressively implemented

Multiple ramifications and implications

REDD+ cannot be implemented in Suriname, like in most other countries, without important legal reforms. In previous activities, legal dimensions of REDD+ induced transformation have been assessed, particularly with 2b1 - assessment of land tenure rights status - 2b2 - corruption risks assessment - and 2b3 - legal, policy and institutional gap analysis. In several other activities, some updates and consolidation of legal implications of REDD+ are provisioned, and some specific inputs are also added for Government of Suriname's consideration. For instance running an official REDD+ accreditation process and implementing FPIC and other SESA-related safeguards also require legal action.

Coordinating actions on the legal front

This output aims at backstopping the legal process associated with REDD+ readiness in a coordinated manner, through various activities:

- The first activity consists in building dialogue and specific capacities of the legislative branch of Suriname, mainly the Parliamentarians, and relevant resource individuals in Government offices or among legal advisors and jurists.
- The second activity aims at consolidating the legal implications and prerequisites for effective REDD+ implementation. It works like a kind of observatory, collecting all relevant information and implications from the various REDD+ work streams, and feeding continuous dialogue among legislative leaders.
- The Land Rights Commission will be specifically supported in its work to make Suriname compliant with international law.

Eventually, different legal issues will be raised by REDD+ design and readiness. Basically, the issues will differ according to their degree of complexity and related feasibility of effective reforms, and to their degree of interest, relevance and opportunity for REDD+ implementation. The dialogue and continuous observation of legal aspects of REDD+ readiness will lead to classify issues along these feasibility and opportunity lines:

Quick-wins vs. long-term reforms

- The activity 3e4 will work on passing high opportunity high feasibility reforms, basically the "win-win" reforms with little opposition and technical complexity. It is also a way to grab "low-hanging fruits", and feed the policy dialogue with international partners with concrete decisions from the Government and Parliamentarians of Suriname in favour of REDD+.
- Reversely, the activity 3e5 focuses on more complex reforms like the environmental law, land tenure or land use planning and land rights reforms for Indigenous and Maroon Peoples for instance, that might not be fully in place by the time of implementing REDD+ but could ideally take advantage of the REDD+ process to gain momentum and support.

3f. Institutional and financial arrangements are made for full and effective REDD+ implementation

After the strategic, political, technical and legal dimensions of REDD+ readiness, it is worth highlighting the specific needs related to institutional and financial arrangements for REDD+ implementation. Under this output, a special focus will be made on upgrading the intermediary feedback and grievance redress mechanism into a comprehensive and sustainable mechanism adapted to the implementation phase. Then, the Government of Suriname and its partners will design and set up the financial architecture for REDD+ implementation, run an assessment of the institutional arrangements working under the readiness phase and build on lessons learnt and needs assessment to upgrade the institutional arrangements for REDD+ implementation.

- Regarding the feedback and grievance redress mechanism, an intermediary system will be set up in 2014 under activity 1a4. The activity 3f1 builds on these elements to design and set up the full and comprehensive FGRM to support REDD+ implementation. Under NIMOS' responsibility and leadership, a task force of 5 to 8 key representatives from stakeholders and right-holders will be assigned the responsibility to carry out the actions. It will start in early 2017 and complete its work by mid-2018.
- Regarding the financial architecture and mechanism, NIMOS will also set up an informal task force of 5 to 8 technical representatives from key partners and institutions. The task force will review existing and relevant mechanisms in Suriname and abroad, and formulate a synthesised option paper before the end of 2016. This will be followed by national consultations and international review. A technical workshop will convene all national and international experts to share experiences, build capacities and highlight common grounds to design the architecture and mechanism. Formulation and eventual implementation will follow.
- At last, activities 3 and 4 will focus on upgrading institutional arrangements from the readiness to the implementation phase post 2018. Early 2017, NIMOS will consolidate various relevant documents, draft an assessment and summarise lessons learnt from the first three years of operations of the readiness institutional arrangements. Two workshops will allow to sharing findings and collect views and reactions from stakeholders and rightholders. A final assessment and lessons learnt report will pave the way for larger consultations and more focused technical work to design the target REDD+ implementation institutional arrangements, with a final round of consultations.

IV. ANNUAL WORK PLAN 2014

A detailed work plan for the year 2014 is presented below.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Responsible Parties	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount 2014
Pillar 1: Human capacities and stakeholders engagement							FCPF	345
1a. Arrangements are made and allow for effective management of the REDD+ process in Suriname							FCPF	138
	1a1- Finalising and setting up institutional arrangements		x	x	x	NIMOS	FCPF	
	1a2- Building institutional capacities		x	x	x	NIMOS, CCDU,	FCPF	90
	1a3- Determining representatives		x	x	x	NIMOS	FCPF	10
	1a4- Operating a grievance redress mechanism		x	x		NIMOS	FCPF	18
	1a5- Running REDD+ institutions effectively			x	x	NIMOS	FCPF	20
1b. General human capacities are built, information is shared and dialogue and participation is effective with key stakeholders' groups							FCPF	128
	1b1- Formulating a SE strategy and awareness plan		x	x	x	NIMOS	FCPF	30
	1b2- Consolidating an overarching consultation and participation roadmap				x	NIMOS	FCPF	6
	1b3- Disseminating information and carrying out early dialogue			x	x	NIMOS	FCPF	34
	1b4- Training key REDD+ institutions				x	NIMOS	FCPF	28
	1b5- Deploying training programmes at the national level				x	NIMOS	FCPF	5
	1b6- Supporting national community radio coverage				x	NIMOS	FCPF	2
	1b7- Strengthening gvt capacities regarding indigenous and maroon peoples				x	IP & maroon	FCPF	8
	1b8- Implementing the awareness, consultation and participation plans				x	NIMOS	FCPF	15
1c. Indigenous and maroon peoples are specifically supported, engaged and ready for implementing REDD+							FCPF	57
	1c1- Strengthening IP cap. for coordination and engagement into REDD+		x	x	x	VIDS, CBO's	FCPF	25
	1c2- Strengthening Maroon cap. for coordination and engagement into REDD+			x	x	Maroon	FCPF	7
	1c3- Developing FPIC protocols				x	Commission on	FCPF	15
	1c4- Deploying training programmes at the local level				x	VIDS, Maroon rep	FCPF	5
	1c5- Supporting a joint mapping process				x	CELOS, To be	FCPF	5
	1c6- Supporting the design of local management plans					VIDS, Maroon	FCPF	
	1c7- Designing and implementing a plan for full participation in the NFMS system					SBB, NIMOS, IP and	FCPF	
1d. The programme is suitably monitored and evaluated							FCPF	22
	1d1- Finalising and adopting the detailed M&E programme			x	x	NIMOS	FCPF	15
	1d2- Delivering internal M&E products			x	x	UNDP, NIMOS,	FCPF	
	1d3- Delivering external M&E products			x	x	NIMOS	FCPF	
	1d4- Disseminating information and supporting partners			x	x	NIMOS	FCPF	7

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				Responsible Parties	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount 2014
Pillar II: REDD+ strategy							FCPF	188
2a. Technical and human conditions to run REDD+ options analysis and SESA are built							FCPF	98
	2a1- Setting up institutional capacities		x	x	x	NIMOS	FCPF	49
	2a2- Developing human cap. through "group-specific" training programmes			x	x	NIMOS and all	FCPF	8
	2a3- Specifically engaging private sector				x	SBB, VSB, PHS...	FCPF	25
	2a4- Hiring the expertise to guide the options and SESA development			x	x	NIMOS	FCPF	15
2b. Background studies for strategic analysis and planning are developed							FCPF	61
	2b1- Analysing the status of land tenure rights				x	NIMOS,...	FCPF	15
	2b2- Running a corruption risk assessment			x	x	UNDP	FCPF	14
	2b3- Consolidating a general policy, legal, institutional and practise gap analysis for REDD+ successful implementation				x	NIMOS	FCPF	5
	2b4- Building national consensus on the analysis of drivers of DD				x	SBB, IP/Maroon	FCPF	16
	2b5- Mapping available data and reviewing relevant information and monitoring systems existing in Suriname				x	NIMOS	FCPF	8
	2b6- Reviewing and updating the framework of REDD+ options				x	NIMOS	FCPF	3
2c. REDD+ options are fully developed and integrate social and environmental risks and benefits as part of a draft REDD+ national							FCPF	6
	2c1- Developing REDD+ strategy options in a fully participatory manner					NIMOS	FCPF	0
	2c2- Developing a vision for a REDD+ compliant development in Suriname					NIMOS	FCPF	0
	2c3- Modelling social, environmental and economic implications of the vision					NIMOS	FCPF	0
	2c4- Drafting the REDD+ strategy					NIMOS & all	FCPF	0
	2c5- Informing and consulting the general public			x	x	NIMOS	FCPF	6
2d. SESA is completed							FCPF	15
	2d1- Formulating REDD+ national SESA and implementation process				x	NIMOS	FCPF	15
	2d2- Completing the SESA					NIMOS	FCPF	0
	2d3- Developing the elements of the ESMF					NIMOS	FCPF	0
	2d4- Assessing the need for developing a benefit sharing mechanism					NIMOS	FCPF	0
2e. National safeguard information system is designed							FCPF	10
	2e1. Assessing existing information sources and systems for the provision of information relevant to the UNFCCC			x	x	NIMOS	FCPF	5
	2e2. Planning a participatory process for indicator development			x	x	NIMOS	FCPF	5
	2e3. Analysis and selection of methodologies and approaches to collect safeguards-related information				x	NIMOS	FCPF	0
	2e4. Designing a process to manage and provide safeguard information					NIMOS	FCPF	0
2f. REDD+ strategy is finalised and integrated into the post-2016 national development strategy							FCPF	0
	2f1- Building political awareness and support for the REDD+ vision					CCDU	FCPF	0
	2f2- Positioning REDD+ as a core element of post-2016 development strategy and related instruments					NIMOS	FCPF	0
	2f3- Finalising REDD+ strategy along with national development strategy and securing official endorsement					NIMOS	FCPF	0
2g. International support is secured to assist and fund REDD+ investment strategy in Suriname							FCPF	8
	2g1- Building international vision for HFLD REDD+ and strengthening bilateral relationship with key international partners				x	NIMOS, CCDU	FCPF	6
	2g2- Engaging international partners into a REDD+ policy dialogue				x	NIMOS	FCPF	2
	2g3- Building international recognition of national REDD+ strategy					NIMOS	FCPF	0
	2g4- Achieving international recognition of the national RL					CCDU and NIMOS	FCPF	0
	2g5- Securing financial and technical commitments for REDD+ implementation					CCDU and NIMOS	FCPF	0
	2g6- Finalising the 2019-2023 REDD+ investment plan					NIMOS	FCPF	0
Pillar III: Implementation Framework and tools							FCPF	110
3a. Technical and human conditions to set up the implementation framework and tools are built							FCPF	40
	3a1- Setting up institutional capacities		x	x	x	SBB	FCPF	30
	3a2- Developing human capacities		x	x	x	SBB, NIMOS, UNDP	FCPF	10
3b. A national forest REL/RL is developed							FCPF	20
	3b1- Updating the national forest definition			x	x	SBB	FCPF	10
	3b2- Gathering and analysing historical activity data			x	x	SBB	FCPF	10
	3b3- Gathering and analysing available emission factors data					SBB	FCPF	0
	3b4- Assessment of national circumstances					SBB, NIMOS	FCPF	0
	3b5- Preparing and submitting a first national FREL/RL					SBB	FCPF	0
	3b6- Preparing and submitting an improved national FREL/FRL					SBB	FCPF	0
3c. A National Forest Monitoring System (NFMS), including a Measurement, Reporting and Verification (MRV) function is developed							FCPF	37
	3c1- Measuring and monitoring forest area change and activity data for REDD+			x	x	SBB	FCPF	12
	3c2- Measuring and monitoring forest carbon stocks and emission factors for REDD+			x	x	SBB	FCPF	5
	3c3- Estimating and reporting on forest related greenhouse gas emissions and removal				x	SBB	FCPF	5
	3c4- Identify the type of information to be included in the NFMS			x	x	SBB, NIMOS	FCPF	15
	3c5- Development of the REDD+ National Registry					SBB	FCPF	0
	3c6- Establish and maintain an online NFMS platform for data sharing and transparency					SBB	FCPF	0
	3c7- Monitor the outcomes of REDD+ activities					SBB, NIMOS	FCPF	0
3d. Legal reforms are fully planned and progressively implemented							FCPF	13
	3d1- Building capacities and dialogue with the legislative branch				x	NIMOS	FCPF	0
	3d2- Consolidating the legal implications and prerequisites for effective REDD implementation					NIMOS	FCPF	0
	3d3- Supporting the Land Rights Commission with making Suriname compliant with international law			x	x	NIMOS, LRC	FCPF	13
	3d4- Passing the "low-hanging" and "win-win" legal reforms					NIMOS	FCPF	0
	3d5- Paving the way for more complex reforms (environmental law, land tenure, land use planning...)					NIMOS	FCPF	0
3e. Institutional and financial arrangements are made for full and effective REDD+ implementation							FCPF	0
	3e1- Setting up a FGRM for the implementation phase					NIMOS, UNDP	FCPF	0
	3e2- Designing an architecture and mechanisms to raise, leverage and coordinate funds to support REDD+ implementation					NIMOS, UNDP	FCPF	0
	3e3- Assessing the institutional arrangements for the readiness phase and presenting lessons for future arrangements					NIMOS, UNDP	FCPF	0
	3e4- Designing the upgraded institutional arrangements for REDD+ implementation phase					NIMOS, UNDP	FCPF	0
TOTAL without indirect costs								643
indirect costs								45
GRAND TOTAL								688

V. MANAGEMENT ARRANGEMENTS

V.1. Project Organization Structure

The organisation structure of the project reflects the need to secure various key elements for the project's success, and particularly:

- Fully nationally-driven directions and implementation of the project;
- Fair representation and active participation of all national stakeholders and right-holders in implementing, supervising the activities, and providing guidance to the project;
- Effective coordination of all the parts of the national REDD+ readiness process;
- Oversight of financial execution and compliance by financial partners;
- Seek gender balance in all the structures and platforms related to the implementation of the present project;

Project Management Unit (PMU):

The project will be managed by NIMOS, within the Cabinet of the President of Suriname. NIMOS will coordinate the activities from all the implementing partners of the project, through a PMU. The PMU consists of an external Project Manager, a CTA, an Assistant in charge of procurement processes, administrative and financial management, an Assistant in planning, monitoring and reporting, and additional technical staff. In addition, a Coordinating technical officer or liaison officer (not necessarily a full time function) can be based at the level of each responsible party in addition to other functional/technical expertise when required.

Beyond its coordination role, NIMOS can also be an implementing entity in itself on various activities. As project manager, NIMOS will provide quarterly and annual progress reports, and coordinate the actions related to monitoring, reporting and evaluation including mid-term and final reports of the project.

The PMU will be responsible for:

- Prepare AWP and procurement plans;
- Implement the AWP by the Project Board;
- Prepare periodic technical and financial reports;
- Organize and facilitate the meetings of the Project Board;
- Inform the Project Board of any significant problem or issue which potentially affect the smooth implementation of the project;
- Coordinate on a daily basis with the other related REDD+ initiatives;
- Implement the recommendations of the periodic audits;
- Ensure compliance with the requirements agreed under the Common Approach, and the compliance with UNDP rules and regulations;

- Communicate the reports from Project Board meetings as well as general progress and results of the PRODOC to the members of the Project Board and of the National REDD+ SC, and upload them in the websites of NIMOS and UNDP.

The National Director of this project will be the General Director of NIMOS. The representative of the Board of NIMOS will chair the Project Board, with the UNDP RR. The National Project Director will on behalf of the Project Board dispatch invitations for the meetings of the project Board, with the support of the Project Manager of the PMU when requested.

The Project Board (PB):

The PB will be responsible for the achievement of the results expected from the project, and discuss and agree upon any changes in order to ensure smooth implementation. The Project Board is responsible for making by consensus management decisions for the strategic direction of the project, particularly when guidance is required by the Project Manager. In addition the Project Board is responsible for monitoring the effective management of project funds. The Project board is accountable for the quality, timeliness and effectiveness of project-funded outputs. The board will ensure adequate implementation of national legislations and regulations, rules and procedures as well as UNDP's relevant policies and procedures. The Project Board will be responsible to assess regularly the compliance of the project with the requirements of the Common Approach, with a specific attention to the issues of participative processes and stakeholder engagement. In cases where no national guidelines exist, UNDP principles will be applied.

The Project Board will consist of representatives of NIMOS, SBB, Indigenous and Maroon Peoples selected by their own institutions and UNDP. Additionally, Civil Society, Business sector, Government Ministry could also be invited to participate as observers. To ensure inclusiveness and participation, the composition of the PB would be similar to the REDD+ Steering Committee, only with fewer number of participants. The Project Board will have quarterly meetings to ensure a close monitoring of the project implementation. The minutes of the Project Board meeting will be uploaded on the websites of NIMOS and UNDP.

The specific functions of the Project Board include:

- Arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies, as stated in UNDP's Programme and Operations Policies and Procedures (POPP). The Project Board is de-facto the project-level grievance mechanism until an interim mechanism is established e.g. through the REDD+ Steering Committee or other body;
- Provide overall guidance and direction to the project, ensuring it remains within specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks and issues;
- Revise and approve AWP and corresponding procurement plans prepared by the Project Management Unit;
- Revise and approve periodic reports prepared by the Project Management Unit

- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP;
- Review and approve end project report, make recommendations for follow-on actions;
- Assess and decide on project changes through revisions;
- Revise and validate the most critical TOR, such as those related to activities to be co-implemented between a government entity and indigenous and maroon peoples, or those with a cost superior to usd 50,000.

REDD+ Steering Committee (RSC):

The RSC will meet on a regular basis according to the terms of reference attached to the PRODOC. The reports from Project Board meetings as well as general progress and results of the PRODOC will be communicated to the RSC, which will function as the national platform for REDD+ development. The RSC will carry out the following responsibilities:

- Ensuring that all relevant information about REDD+ and the readiness process in Suriname, including progress on all major activities and initiatives, is formally shared with all stakeholders on a regular basis
- Providing guidance to activity implementers so to ensure success, including as regard compliance with the REDD+ process principles
- Ensuring that all major outputs of the REDD+ readiness process are thoroughly discussed and eventually validated by all stakeholders

As underscored by the R-PP, "the constitution of a national multi-stakeholder REDD+ Steering Committee will help foster collaboration among stakeholders having diverse perspectives on REDD+ and forest governance and will help to give stakeholders a voice. The RSC allows observers at all times during meetings and other activities to increase transparency. The observers are international observers, representing inter alia, World Bank, UNDP, Guyana Shield Facility, UN-REDD, UNFCCC, FAO, IDB. Observers will also collaborate with other relevant institutions and if the need arises, they can provide technical assistance or expertise to the RSC."

Major Groups Collective (MGC):

NIMOS will also be advised by a Major Groups Collective which will include representatives of the Major Groups, recognized by the Government (Agenda 21): Business and industry, children and youth, farmers, indigenous and tribal peoples, local authorities, NGOs, scientific and technological community, women, workers and trade unions.

The Major Groups Collective has been established early in 2013, with the aim of creating a platform for all sectors of society. The Major Groups Collective will provide advice to NIMOS and bring forward any concerns and requests for clarification from their corresponding target group regarding environmental and social issues, as well as received grievances and conflicts that are processed during their regular meetings. The representatives of IP and maroon peoples within the MGC will be designated by their respective institutions.

In addition to what is indicated in the R-PP document, the TOR and modus operandi of the MGS, and particularly the different roles and responsibilities between the MGS and the RSC are to be defined in the inception phase.

REDD+ Assistants Collective (RAC):

The RAC will be involved for facilitation of the local dialogues, execution of the Consultation and Participation plan and during other future local activities on REDD+. The representatives of IP and maroon peoples within the RAC will be designated by their respective institutions.

The TOR and modus operandi of the RAC, and in particular the difference of responsibilities between the RAC and MGS, and between the activities to be implemented by the RAC and those to be implemented by IP and Maroons directly are to be further defined and sanctioned by the Project Board.

SESA Committee:

The SESA Committee is supposed to gather all relevant national and international stakeholders to ensure collective and continuous supervision and oversight of this specific process. It is a suggested coordination body from the FCPF guidelines on SESA, even though it is not compulsory. As part of the finalisation of REDD+ readiness institutional arrangements, Suriname might decide to set up such a body.

NFMS & MRV Coordination Unit:

The NFMS & MRV coordination Unit is supposed to carry out the NFMS and MRV related activities and ensure the overall coordination of political and technical partners on these matters and the implication of the MGS for informative purposes. It also has to ensure a close linkage between the NFMS and the safeguard information system.

Responsible parties:

The implementation of the project will be carried out by various Responsible Parties, on an activity by activity basis. The log frame specifies which institution will be in charge of implementing each activity. When no specific Responsible Party is identified, the Project Board will assess and decide upon the different options

Inter-Ministerial Advisory Commission (IMAC)

NIMOS also coordinates governmental action on REDD+ through the Inter-Ministerial Advisory Commission (IMAC). IMAC is an official body in charge of decision making on all environmental issues, supposedly meeting at least every two months. This structure will be revived and exploited for coordinating the activities of Ministries related to REDD+ readiness, and facilitating interactions between NIMOS and all seventeen Ministries.

V.2. Modalities for financial execution

UNDP will act as the FCPF/WB Delivery Partner for this project and as such the responsibility for managing FCPF/WB funds will be administered by UNDP CO. the present project will be implemented under National Implementation Modality. During the first 6 months of the project implementation, NIMOS will carry out the procurement but will request UNDP to make the disbursements (direct payment modality for projects under national implementation). The Country Office will provide accounting and banking services to the implementing partner. Simultaneously, UNDP will gradually strengthen the administrative capacity of NIMOS to be able to switch to a direct cash advances modality. This is based on the results of the HACT micro assessment of 2013. At the end of each three-month period, the PMU will submit a report on activities and a financial report for expenses incurred along with a request for funds for the next period. UNDP will also facilitate communication between the PMU, the Implementing Partner and the FCPF/WB as and if required. UNDP will provide donor reporting, advance of funds, and monitoring and quality assurance of the project. Other services support that UNDP can offer upon request is outlined in the direct project costing (DPC). DPC agreement template is annex to project document.

By the time of drafting this PRODOC, eight Responsible Parties are tentatively identified:

1. NIMOS, National Environmental and Research Institute in Suriname, Cabinet of the President
2. CCDU, Climate Compatible Development Unit, Cabinet of the President
3. CELOS, AdeKUS or other academia and training partners, to be determined
4. SBB, Foundation for Forest Management and Production Control, Min RoGB
5. IP representation platform, VIDS
6. Samaaka representation platform, VSG
7. Other Indigenous and Maroon representation platform, to be determined
8. Private sector representation platform, to be determined
9. UNDP, United Nations Development Programme

The HACT assessment results will have to be included in the prodoc, or as soon as available during the inception phase.

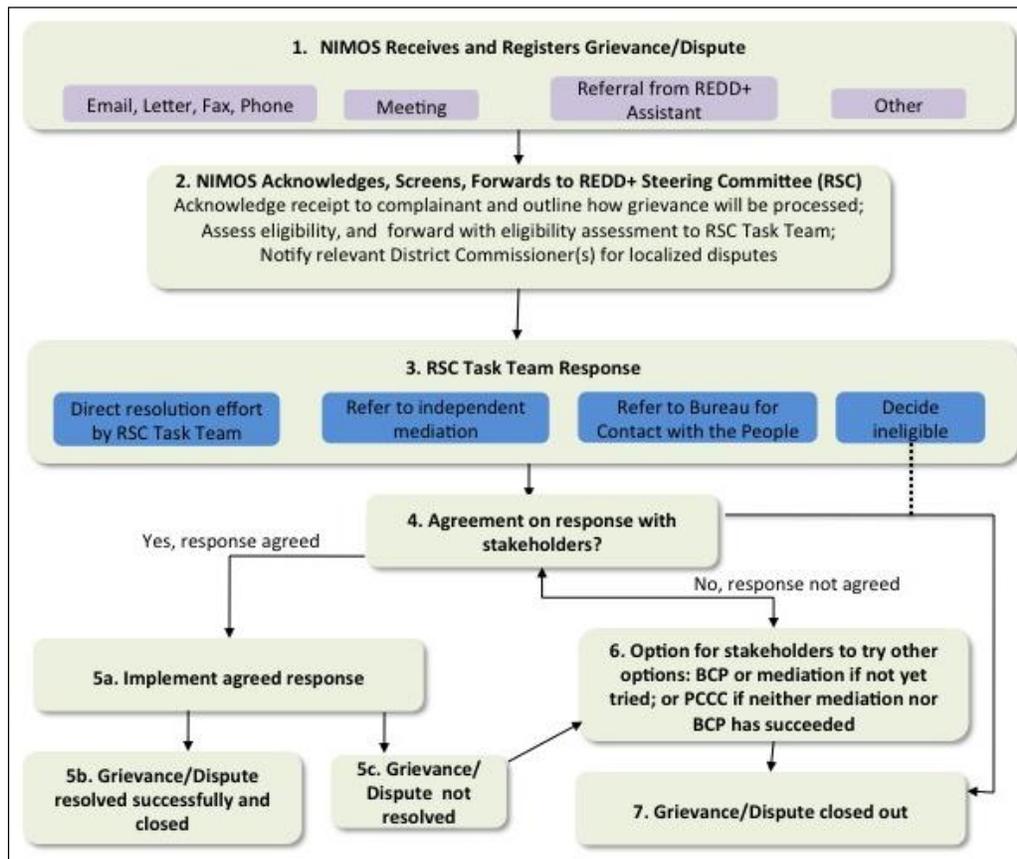
V.3. Modalities for activity implementation and coordination between all REDD+ readiness activities

Every partner carrying out REDD+ readiness activities as referred to those listed in the R/PP must comply to coordination rules and procedures, as developed in the Annex 8 of this prodoc.

The rules and procedures will ensure that all funding and actions undertaken in the name of Suriname REDD+ national readiness comply with standard principles and criteria as captured in the R-PP and required by international agreements on REDD+. No national official recognition will be given to implementing institutions' funds and projects that do not follow these rules.

V.4. Feedback and grievance redress mechanism during the readiness phase

Based on the R-PP and the mission on the development of a Feedback and Grievance Redress Mechanism (FGRM) to support REDD+ Readiness in Suriname, a complete mechanism has been designed to address grievances and disputes that might arise during REDD+ readiness. As a result, the functioning of the FGRM in Suriname during the implementation of this project document is capture in the table below. The implementation of this mechanism is detailed in the chapters II and III.



As noted above, each of the initial proposed elements of the FGRM structure raises some questions about capacity to facilitate dispute/grievance resolution, and about perceived impartiality. The refinements recommended above can partially, but probably not fully, address these issues of capacity and impartiality.

An independent mediation option would further strengthen the FGRM. Mediation is a voluntary process in which parties to a dispute work with a competent, impartial mediator to explore the issues in the dispute, understand each other's interests and concerns, develop and negotiate options to resolve the dispute, and, if satisfactory options can be developed, resolve the dispute through a voluntary agreement. The parties, not the mediator, take the lead in developing options, and the parties, not the mediator, decide whether to agree to a particular option.

For the FGRM, this independent mediation option could include:

- a roster/panel of independent mediators (independence meaning that mediators should not be employed by government or any other stakeholder represented on the Steering Committee, should not be highly dependent on any one stakeholder for their livelihood, and should have no conflict of interest on any specific case they would mediate);
- a procedure for the RSC to refer disputes to this panel with the consent of the parties in dispute;
- a set of guidelines for mediation that would be followed by mediators and parties involved in mediation;
- a mechanism to fund the work of mediators on the roster/panel to resolve disputes; and
- a procedure to document the process and outcome of mediation as part of the RSC's tracking of grievance/dispute handling.

Mediators on the roster/panel should have at least the following qualifications:

- professional experience and expertise in impartial mediation;
- knowledge of forest management issues in Suriname and the region, including an understanding of indigenous and tribal culture and practices;
- Dutch language proficiency;
- availability in principle for assignments of up to 20 days; and
- Willingness to declare all relationships and interests that may affect their ability to act as impartial mediators in particular cases.

If mediation succeeded in resolving the dispute or grievance, the outcome would be documented by NIMOS and reviewed by the Steering Committee. If it were unsuccessful, stakeholders would have the option to return to the RSC for assistance.

V.5. Participation of Indigenous, Maroon peoples and other CSO

Each group is given the opportunity to self-representation, to build capacities, to access information, to participate in activities, to contribute to decision-making, and to express concerns and grievances through various ways.

Special attention will be paid by the project management team at NIMOS to the process of identifying representatives from these groups, whether for general representation - representatives sitting at the REDD+ Steering Committee, at the Major Groups Collective... - or for focal points for each activity. In all cases, the principle of self-determination should apply, and NIMOS should request nomination from the official representatives of each group as follow:

- Indigenous peoples: representation platform to be determined

- Maroon peoples: collective information to all the chiefs of tribes, asking for joint coordination and appointment (until legitimate platform can take over coordination responsibility), with information copy to VSG
- Business and Industry: to be determined
- Children and youth: to be determined
- Farmers: to be determined
- Local authorities: to be determined
- NGOs: to be determined
- Scientific and technological community: to be determined
- Women: to be determined
- Workers and trade unions: to be determined

Capacity building:

Indigenous peoples in Suriname already enjoy a fair level of organisation, with advanced organisations potentially offering a legitimate platform for national representation and coordination. Once formally determined according to self-determination principle, this representation platform is considered as an implementing partner of the PRODOC, and as such will design and manage itself the implementation of an indigenous peoples REDD+ capacity building plan - see chapter III. The capacity building plan includes institutional strengthening at national and sub-national "regional" level, human capacities and logistic support.

Regarding Maroon peoples, a priority of the readiness phase will consist in fostering the self-design and set up of a coordination and representation platform. This specific activity is detailed as part of chapter III. Until such a platform can take over specific Maroon capacity building plans, NIMOS with support from the Min. RO will be in charge of implementing the capacity building plan for Maroon Peoples. In practice, this plan will be designed in a very participatory way, so that Maroon representatives can determine the strategy, modalities and content of capacity building activities mainly on their own.

Capacity building of other Major Groups organisations and staff will also be implemented by NIMOS. There will be three main modalities, to which IPs and Maroon peoples will also be conveyed:

- General public workshops to share information of REDD+ readiness progress, feedbacks from international negotiations and experience etc.
- Specific information and consultation workshops, on an activity by activity basis, as planned in each activity terms of reference.
- National REDD+ "Summer School", as presented in the Chapter II.

At last, a private sector representative platform will implement a specific capacity building and engagement plan for private sector as part of the activity related to the formulation of REDD+ options. This process will be a critical contribution to raising capacities of the private sector to effectively engage in the REDD+ process in Suriname.

Harmonised access to information, participation, decision-making contribution and capacity to express complaints for indigenous and Maroon peoples:

Indigenous and Maroon peoples are full members of the REDD+ Steering Committee so they will have direct and monthly access to all relevant information regarding the progress of the readiness process. They will also have direct and daily access to the REDD+ team within NIMOS and the UNDP support team to keep daily track whenever necessary. Eventually, they will be part of the Project Board as requested by the joint UN-REDD/FCPF guidelines on Stakeholder Engagement so they will be directly involved in the management of this project. Each group will be responsible for internal dissemination of information and consultations, as it will be captured in their respective capacity building plans. For instance, thanks to the capacity building plan implemented by the representation platform of indigenous peoples itself, the organisation will have the capacity to ensure effective dissemination of information to the sub-national and local level, and reversely, to collect comments, proposals, appreciation and complaints in a bottom-up way.

Additionally, on an activity by activity basis, specific funding will be allocated to participation and consultations, with indigenous and Maroon peoples being central partners in most cases. The degree and modalities of participation and consultation in each activity (designing a NFI, formulating REDD+ options, building government's capacities, developing national social and environmental standards...) will be discussed with implementing partners in each case, and so IPs and Maroons will have the capacity through the REDD+ Steering Committee and the Project Board to share views and defend interests on how they should be included and engaged in each activity.

As part of the RSC, IPs and Maroons will also be included in decision-making process. Based on terms of reference annexed, the RSC is empowered with the decision to validate or invalidate the final main outputs of the readiness process. So each implementing partner will have to regularly report on progress to the RSC, and consider its guidance and possible requests to ensure that its project and final outputs will be granted official endorsement. The consensus process reinforces the idea that IPs and Maroons will be fully part of the deployment and decision-making process, in a way that fosters dialogue, cooperation and understanding. In the same way, IPs and Maroon peoples representatives sitting at the Steering Committee will be invited to share overall appreciation and comments, that will be formally and publicly reported as part of each mid-year and yearly progress reports, and so ensuring transparency, securing the indigenous and Maroon peoples voices and fostering continuous dialogue.

Other civil society organisations:

Beyond Indigenous and Maroon peoples, business and industry as well as scientific and technological communities will be directly sitting at the REDD+ Steering Committee and will also enjoy the same direct access to information and modalities for participation and contribution to decision-making. For other groups, these three modalities should be determined and implemented as part of the Major Groups Collective terms of reference and activities. The five groups that are no member of the RSC are expected to coordinate with the four other groups to ensure active coordination and participation throughout the readiness phase, and particularly to secure smooth access to information and consideration during decision-making process. As regard participation, each major group will be engaged in every activities of the readiness phase

according to respective terms of reference, alike IPs and Maroon peoples. Additionally, as part of the MGC, each stakeholder and rightholder has direct access to NIMOS to deliver advises and raise concerns.

At last, capacities to raise complaints and access the feedback and grievance redress mechanism will be harmonised for all members of the Major Groups Collective, as described in details in the section V.4 above.

V.6. Partners' inputs

In order to manage the REDD+ readiness process effectively in line with above arrangements, partners are expected to deliver the following inputs:

NIMOS:

- Terms of reference of the Steering Committee (public process, annex 7 of the PRODOC)
- Template for REDD+ Steering Committee reports
- Revive IMAC and update relevant documentation to ensure effective meetings (public process, to be finalised by the end of the third quarter 2014)
- Template for monthly activity progress report to be used by implementing partners (public process)
- Terms of reference for recruitment of consultants for the mid-year and annual project reviews (private process, to be finalised by the end of 2014)
- Terms of reference of the Major Groups Collective (public process, to be finalised by the end of the third quarter 2014)
- Templates for reports of relevant local, national and international event related to REDD+ organised or attended by various stakeholders and right-holders (public process, to be finalised by the end of 2014)
- Terms of reference for the relevant coordination staff within NIMOS, and recruitment (internal process, to be finalised by the end of the third quarter 2014)
- Purchase of work positions for relevant coordination staff within NIMOS and UNDP project support staff (internal process, to be finalised by the end of the third quarter 2014)
- Reviewed terms of reference of the REDD+ Assistants (public process,)
- REDD+ readiness coordination rules and procedures (public process, annex 8 of the PRODOC)
- Structure and implementation plan for the FGRM for readiness phase (public process, chapter II and III of the PRODOC)
- Inclusion of FGRM structure provisions into all relevant terms of references (public process, upon specific timeline of relevant terms of references)
- Passing related decrees or orders to institutionalise the REDD+ Steering Committee, and if required the Major Groups Collective and the REDD+ Assistants (public process, to be finalised by the end of the third quarter 2014)
- Contribution to relevant public inputs coordinated by UNDP and other partners (public process, according to each input's timeline)

UNDP:

- Template for Project Board reports (internal process, to be finalised by the end of the third quarter 2014)
- Template for annual work plans and related quality management table (internal process)
- Templates for mid-year project progress and annual reports (internal process, to be finalised by the end of the third quarter 2014)
- Templates for quarterly and annual project reviews (public process, to be finalised by the end of the third quarter 2014)
- Terms of reference for the mid-term and final evaluations, including templates for mid-term and final evaluation reports (internal process, to be finalised by the end of the first semester 2016)
- Terms of reference for the annual, mid-term and final audits (internal process, to be finalised by the end of 2014)
- Template for monthly reports on cases of complaints and grievances (public process, to be finalised by the end of the first semester 2016)
- Terms of reference for the staff of the Project Support unit, and recruitment (internal process, to be finalised by the end of the third quarter 2014)
- ATLAS settings according to the monitoring framework and evaluation chapter (internal process, to be finalised by the end of the third quarter 2014)
- Template for public report on financial execution of the project (internal process, to be finalised by the end of the third quarter 2014)
- HACT assessment for all "core and co" implementing partners (internal process, to be finalised by the finalisation of the PRODOC or until inception workshop)
- Contribution to relevant public inputs coordinated by NIMOS and other partners (public process, according to each input's timeline)

Implementing Partners:

- Terms of reference of each activity (public process, to be finalised according to each activity's timeline)
- Contribution to above relevant public inputs coordinated by NIMOS, UNDP and other partners (public process, according to each input's timeline)

Major Groups Collective:

- Reviewed terms of reference of the MGC (public process)
- From Maroon and IP, reviewed and completed list of REDD+ assistants (public process)
- Contribution to above relevant public inputs coordinated by NIMOS, UNDP and other partners (public process, according to each input's timeline)

All members of the REDD+ Steering Committee:

- Appointed representatives (internal process, to be finalised by the end of the third quarter 2014)
- Contribution to above relevant public inputs coordinated by NIMOS, UNDP and other partners (public process, according to each input's timeline)

V.7. Documentation produced as a result of PRODOC management arrangements

NIMOS:

- Annual work plans and related quality management tables (once a year)
- Consolidated support documentation as provided by participants for REDD+ Steering Committee (every month)
- Reports from REDD+ Steering Committee, including the validation by the RSC of REDD+ readiness main outputs (every month)
- Report on cases of complains and grievances raised by stakeholders and rightholders (every month)
- Support documentation to IMAC meetings (every two months)
- Report from IMAC meetings (every two months)
- Mid-year project progress and annual report (twice a year)
- Mid-year and annual project reviews on behalf of the RSC (twice a year)
- Mid-term and final evaluation reports (one in 2016, one in 2018)
- Reports of relevant local, national and international activities, missions and events related to REDD+ organised or attended by NIMOS (continuous)
- Minutes of weekly meetings of the project management unit (continuous)

UNDP:

- Support documentation for Project Board meetings (twice a year)
- Reports from Project Board meetings (twice a year)
- ATLAS updates according to the monitoring framework and evaluation chapter (continuous)
- Reports of relevant local, national and international activities, missions and events related to REDD+ organised or attended by UNDP (continuous)
- Mid-term and final internal audit reports (one in 2016, one in 2018)
- Annual NIM external audit reports based on projected yearly delivery

Implementing Partners:

- Activity-based progress reports (every month)
- Activity-specific deliverables according to terms of references (studies, reports, training or communication material... continuous)
- Reports of relevant local, national and international activities, missions and events related to REDD+ organised or attended by implementing partners (continuous)

Major Groups Collective:

- Reports of relevant local, national and international activities, missions and events related to REDD+ organised or attended by major groups (continuous)
- Advisory notes delivered to NIMOS (continuous)
- Minutes of coordination meetings (monthly)

REDD+ Assistants:

- Reports of relevant local, national and international activities, missions and events related to REDD+ organised or attended by REDD+ assistants (continuous)

V.8. Other considerations

The funding and functioning terms between UNDP and the FCPF, as well as with other possible donors to the project, are ruled under a distinct partnership agreement between UNDP and each donor.

All outputs and deliverables from the project will carry the logo of the Government of Suriname and NIMOS - in a most visible way -, and of UNDP, FCPF and other and future donors , so to promote the principles of national leadership as well as full and integrated partnership over the REDD+ readiness phase.

Communications and visibility requirements

Full compliance is required with UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (annex 2), 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 Mid-year Project Progress Reports (MPPR) shall be submitted by the Project Manager (NIMOS) to the Project Board and the REDD+ Steering Committee. This MPPR will:
 - Capture the elements of the standard report format available in the Executive Snapshot.
 - Comprise a quality assessment focusing on progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below
 - Report on financial execution
 - Comprise a final section with specific comments from the UNDP support unit, the government, and the representatives from Indigenous and Maroon peoples.
 - Explain and demonstrate how impacts of the SESA are taken into account throughout project cycle, when applicable
 - Explain and demonstrate how social and environmental strategy is implemented: how UN-REDD safeguards are applied, how the project complies with the Common Approach, how the rights of IP and tribal peoples are respected and promoted, and how the project
- 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

Annually

- Annual Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the REDD+ Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- Comments from the government, from the UNDP Support Unit, and from Indigenous and Maroon Peoples representatives will be included in this report.
 - Detailed explanations and demonstration on how impacts of the SESA are taken into account throughout project cycle will be provided, as well as on how SE strategy is implemented; how UNREDD safeguards are applied; how the rights of IP is respected and promoted; and how the project is complying with social and environmental requirements agreed under the Common Approach.
 - The report will also consolidate and comment data on financial execution
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the first quarter of the following year, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the REDD+ Steering Committee, through the appointment of national consultants with direct inputs and supervision by the members of the REDD+ Steering Committee. It may also involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Mid-term Review and Final Evaluation

- On the basis of the Annual Review Report and Annual Project Review for the years 2016 and 2017, an external and independent evaluation will be carried out under the supervision of the REDD+ Steering Committee as a mid-term evaluation (early 2016) and final evaluation (2017).
- A mid-term audit of the PRODOC financial execution will also be carried out by the end of 2016 based on UNDP internal rules and procedures. A final audit of the PRODOC financial execution will be ordered by the end of the project implementation and run by an external and independent organisation.

Quality Management for Project Activity Results

Based on each year's Annual Work Plan (see format in chapter IV), a Quality Management table will be formulated following the format below, with replication for each annual output and activity result. This table will allow to provide information on monitoring actions based on quality criteria.

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

VII. LEGAL CONTEXT

This document together with the UNDAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

VIII. ANNEXES

Annex 1: Detailed SWOT analysis

Strengths	<p>Good appreciation of the R-PP formulation process from all stakeholders for good level of inclusion and implication, consultations, participation</p> <hr/> <p>Position of CCDU and NIMOS as part of the Cabinet of the President, as a sign for close attention from the executive branch on environmental issues and REDD+</p> <hr/> <p>Good log tracking system</p> <hr/> <p>Compared to other countries, Maroon and IP already fairly participate to the national life, with Parliamentarians, Ministers, higher representation than average at University...</p> <hr/> <p>Relative structural strengths of the State and public system in Suriname (tax collection, banking system, low public debt, balanced public budget etc.)</p> <hr/> <p>"pristine natural paradise" as an ecotourism destination and opportunity for other ecosystem services (biodiversity, water...), high forest cover</p> <hr/>
Weaknesses	<p>Long-standing dispute over land rights - does not allow full responsibility on land use</p> <hr/> <p>Overall lack of capacity to reach local level, and high cost to reach remote places</p> <hr/> <p>Neither system nor practice in engaging effectively with IP and tribal people: capacities, rules of representation, FPIC</p> <hr/> <p>The concept of REDD+ remains abstract even at the national level</p> <hr/> <p>In current system, the economic value of forest is lower than mining and other destructive uses. No financial and economic translation of the importance of environment</p> <hr/> <p>No environmental law and comprehensive environmental legislation in Suriname</p> <hr/> <p>The legal system fosters the conversion of forested land to farming</p> <hr/> <p>Lack of a shared vision and framework (climate compatible development strategy) and strategic collaboration between actors</p> <hr/> <p>Environment is often considered as the enemy of the economy and private sector</p> <hr/> <p>Lack of political awareness and commitment</p> <hr/> <p>Lack of capacities of numerous major players (NIMOS, CCDU, IPs and Maroons...)</p> <hr/> <p>Environmental responsibility is scattered and fragmented among ministries and does not facilitate cross-sectoral work - NIMOS's institutional capacity to coordinate action has not been proved yet.</p> <hr/> <p>Lack of consolidated data collection and management system for the broad range of relevant data nature and sources required for REDD+</p> <hr/>

Risks

Failing to secure land rights might undermine REDD process

Weak governance at the community level: raising conflicts and distrust between captains and the community members, that might undermine local level consultations and activities

Land rights without obligations/commitment/good local governance > high risk on deforestation and abuses

Disconnection between people from the interior and urban areas because of different level of capacities and lack of means to understand and make full use of REDD+ opportunities

Political change in 2015 that might disrupt the momentum, and the election process itself that threatens to instrumentalise REDD+ activities for political purpose or undermine capacity building by propaganda

REDD+ to increase the value of forested land, so to raise appetite for land-grabbing

The process must be given time to ensure that REDD+ is built with stakeholders, from them, through a capacity building and qualitative participation process

Lack of political support to engage in the implementation phase

Internal competition within the government, between various portfolio and forms of entities (Ministries, President's cabinet, Foundations...)

The work on Climate Compatible Development Strategy has not started yet, as a sign that international (ALBA) and national politics (ATM) can seriously interfere with the process

Local demographic growth and pressure in Northern region, with impacts on sources of livelihoods, food and space - so fueling a vicious circle for forest depletion and unsustainable use

Behaviours are changing. People in the interior might be more and more willing to exploit the forest unsustainably (over-hunting, logging, mining...) to buy more things

International support for REDD+ might be dropping... After first enthusiasm from Bali to the fast start period, REDD+ appears to be more complex and costly than expected and international political and financial mobilisation will be critical for Suriname

International financial institutions supporting climate action are often overlapping and even competing... Need to find ways to ensure transparency and foster coordination to increase efficiency

With NIMOS taking over the REDD+ process from CCDA/CCDU, the process runs the risk to be even farther from political leadership

Some economic interests will necessarily be opposing REDD+ induced trade-offs, even when the collective interest is at stake... Then Government needs to make decisions and stop harmful activities for our future

National cultural feature: Surinamese usually don't object openly but remain skeptical without speaking their doubts out loud, risking to make consultation and participation ineffective, and eventually fail in securing ownership

Opportunities	<p>If REDD+ leverages land rights settlement, it would gain strong community support</p> <p>Current political momentum and institutional set up to fix the land rights issue</p> <p>A number of partners are signaling willingness to support the Government of Suriname</p> <p>A FPIC commission will be set up to produce legislation on FPIC, facilitated by Min. RO</p> <p>National process to support local management planning, facilitated by Min. RO, with strong interest and first experiences from IP and Maroon people, to offer a channel for REDD+ implementation and prevent deforestation risks associated to land rights recognition</p> <p>Land rights associated with a "traditional" vision of livelihood, needs and development (electricity, schools, healthcare, good farming practises, autonomy) offers a credible vision for low deforestation development</p> <p>The national process to address small-scale gold mining in an economic, social and environmentally friendly way opens promising opportunities for mitigating deforestation and forest degradation, as long as thorough risk analysis and measures are taken</p> <p>REDD+ to increase the value of forests compared to non-forest use of land, so incentivise a sustainable use</p> <p>REDD+ offers an opportunity to make the private sector and environmental public interests find common ground, and eventually work together... So strengthening REDD+ in the mean time</p> <p>Overall sense of developing the country sustainably, economically but also wise from a social and environmental perspective</p> <p>Various stakeholders including NGOs and private sector can raise parallel money to support REDD+ readiness, but a streamlining procedure should be put in place to ensure that principles and criteria are respected, and synergies and cooperation valued.</p> <p>REDD+ readiness is a catalyst to accelerate discussions on land use planning</p> <p>UNDP CPD has identified data collection and management gaps as a key priority for 2012-2016, and has projects to support improvements with software and hardware</p> <p>Engaging local communities in data collection is progressively becoming more frequent and robust, and can be part of a process toward self-monitoring, protection and ownership</p> <p>REDD+ could get strong political support given the opportunity to make the GoS increase its sovereignty by securing a better control over its territory through improved decentralisation and empowerment of land rightholders</p> <p>REDD+ could get strong political support given the opportunity to make the GoS increase its diplomatic position and influence in the region and globally, by leveraging its forest as a contribution to preserve global interests</p> <p>The government has decided not to engage in pilot projects before REDD+ international and national vision and framework is clarified. This might facilitate a shared national vision, common interests and overall coordination</p>
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Annex 2: Risk analysis

Risk	Management
Failing to secure land rights might undermine REDD process	Large scale REDD+ investments will require both clear land rights, and full support from tribal peoples. These two enabling conditions are closely connected, particularly in Suriname where IP and Maroon peoples' land rights are not secured. However, it is essential to manage expectations among stakeholders. REDD+ won't solve the land rights issue in Suriname on its own. However, it can trigger solutions, including improved capacities and dialogue, political interest, financial support and technical feasibility. Stakeholders and rightholders in Suriname are aware of the opportunity but also the limits of REDD+ in addressing the land rights issue. Also, IP and Maroon peoples acknowledge that REDD+ can deliver additional benefits for them, including in terms of improved governance, FPIC, environmental and social considerations and mainstreaming etc. So land rights will be a central issue of the REDD+ process in Suriname, and stakeholders will ensure that a thorough background work is carried out during readiness phase, so that the REDD+ national strategy can provide substantial support to durably solve the problem.
Weak governance at the community level: raising conflicts and distrust between captains and the community members, that might undermine local level consultations and activities	Provisions are made to ensure that, as part of the project, IP and Maroon peoples are given time and support to share information and to dialogue internally, to select their own representatives, to set the basis for collaboration among the various dynamics, platforms, networks etc. Various activities at the community level are anticipated to focus specifically on the way consultations are driven, decisions are made, representation is delivered and accountable (capacity building, FPIC etc.). As acknowledged in the project document, the REDD+ readiness process in Suriname will need to go at the pace of Surinamese peoples, and adapt to the reality on the ground. It is essential that transparency and large diffusion of information allows to build trust at all levels with the process, so that at community level people raise their concerns and dialogue in a constructive way, keeping in mind the general benefits for all that a successful readiness process can provide.
Land rights without obligations/commitment/good local governance > high risk on deforestation and abuses	It has been witnessed in many parts of the world that, indeed, improved governance and secured land rights can sometimes lead to increased deforestation, as economic players have more means and opportunities to deforest. That's why a systemic approach is required, where rights are balanced with responsibilities in the face of communities and the environment. At community level for instance, building capacities, delimitating land, securing rights, improving local governance, and formulating management and development plans can be designed and achieved simultaneously, so to prevent social spoliation and deforestation. Such "integrated" approach should be tested during the readiness period, and effectively feed the national REDD+ strategy...
Disconnection between people from the interior and urban areas because of different level of capacities and lack of means to understand and make full use of REDD+ opportunities	Multiple channels of communication and consultation will be leveraged throughout the project, basically from the REDD+ Steering Committee participants down to the local level. Specific activities have been designed and allocated funds to allow IP and Maroon representatives in Paramaribo to liaise, build capacities and engage in a more effective way with local communities. The Min.RO will also play an active role in that purpose. Also, most major activities intending to design technical tools for REDD+ (standards and safeguards, multiple benefits monitoring, study and consensus building on drivers of deforestation...) will involve local activities, so ensuring active participation also on more technical matters. Maybe most importantly, a full process has been designed to continuously feed the national-subnational dialogue during the design of REDD+ national strategy through district representatives from the Min. RO.

Risk	Management
Political change in 2015 that might disrupt the momentum, and the election process itself that threatens to instrumentalise REDD+ activities for political purpose or undermine capacity building by propaganda	The year 2014 is critical to set up the basis for the national momentum, beyond political debates and changes. An intensive set of activities has been planned to reach out to populations, to communicate, to dialogue, to set institutions and to ensure that every stakeholder and rightholder fully understand the implications and potential benefits of REDD+ for the country and for themselves. The 2015 elections would ideally occur in a context where Surinamese understand that REDD+ readiness process serves national interests and should be pursued whatever political cleavages. NIMOS and the REDD+ Steering Committee will be cautious in ensuring full representation and participation to the readiness process from stakeholders and rightholders whatever their political background. Mechanisms like the FGRM will be set up to prevent and otherwise correct possible political bias that should be operated during the election period. At last, the years 2014 will not focus so much on political and strategic dimensions of the REDD+ process, in a way where technical experts within administrations can build capacity and momentum, but political leaders are not so involved. After 2015 elections, the background will be in place to engage with the elected team so that REDD+ can be raised at a more political level.
REDD+ to increase the value of forested land, so to raise appetite for land-grabbing	Numerous provisions are made to ensure that REDD+ is eventually implemented in the appropriate legal and technical framework to prevent this kind of abuse. In particular, the readiness project will work at empowering local communities, improving governance, setting up instruments to transparently monitor, report and verify the social and environmental impacts of policies and measures, as well as redressing grievances induced by REDD+ related investments... All these provisions, eventually captured in the national REDD+ strategy, will prevent potential abuses from REDD+ related investments. However, the risk of land grabbing does not necessarily relate to REDD+ investments. Suriname will be pay close attention, when designing its national strategy, to consider the transformative potential of REDD+, discussing the ways REDD+ related policies can contribute to creating an economical system where forests are worth more standing than cut down, and where their services are fairly distributed among rightholders for public interests rather than concentrated to serve a few.
The process must be given time to ensure that REDD+ is built with stakeholders, from them, through a capacity building and qualitative participation process	According to international REDD+ experience, it seems that a 5-year readiness process is appropriate for a country with intermediate human and economic development level like Suriname. It must be recognised that the process needs time if it is to deliver effectively, and that the roadmap set in the Prodoc can obviously be adjusted and revised to better secure the expected outcome.
Lack of political support to engage in the implementation phase	It is indeed compulsory that strong political leadership drives the implementation phase. For instance, the country is unlikely to access international public funding at scale without robust policy dialogue and guaranties in terms of political vision, willingness and commitment. This leadership will take time to build, but the project document has been particularly strengthened in that respect compared to the R-PP, with stepwise approach to political mobilization, buy-in and engagement.

Risk	Management
Internal competition within the government, between various portfolio and forms of entities (Ministries, President's cabinet, Foundations...)	This is factor of risk but a rather natural feature of this kind of transformative and policy-related process. From the start, the process insists on setting up cross-sectoral institutions and fostering cross-sector and multi-level dialogue to ensure that everyone feels on board and included. Competition between administrations can be kept under control from disruptive patterns by promoting transparency, systematic information sharing and inclusiveness. Importantly, the scope and stakes of the REDD+ process require that every administrations join forces so to build the mechanism together, so that everyone can participate and eventually benefit from its implementation. It is worth stressing also that the REDD+ readiness process mainly builds on existing institutions, Ministries, cabinets, foundations and focuses on coordinating their participation, rather than setting new layers of administration that could trigger competition. Beyond this "bottom-up approach", it is expected that the political momentum gradually increases at the highest level of the State, so that can facilitate arbitrations and control over potentially disruptive forces within the administration.
The work on Climate Compatible Development Strategy has not started yet, as a sign that international (ALBA) and national politics (ATM) can seriously interfere with the process	It is acknowledged that such a transformative and complex process cannot run perfectly smoothly. That's why time and means are granted to build the case for REDD+ and to adapt to challenges. Importantly, the project is lead at a very high level since both NIMOS and CCDU are embedded into the President's Cabinet. It is also supported by a broad spectrum on local, national and international stakeholders, rightholders, experts and institutions fully dedicated to explore REDD+ potential for Suriname at best. There are serious technical and human capacities mobilized to join forces and find ways to manage the forces that might drag the process down.
Local demographic growth and pressure in Northern region, with impacts on sources of livelihoods, food and space - so fueling a vicious circle for forest depletion and unsustainable use	This risk for future increase in deforestation will be assessed as part of the analysis on drivers of deforestation, further supported by various actions to share information, build consensus, and incorporate findings into the strategic thinking over REDD+ options. It is important that this kind of dynamics are indeed captured in the background analysis and addressed as part of the REDD+ national strategy.
Behaviours are changing. People in the interior might be more and more willing to exploit the forest unsustainably (over-hunting, logging, mining...) to buy more things	REDD+ process will contribute to make people at every level understand that forests have more value standing than cut down, and how such a potential can better serve the country and be reflected and supported as part of an appropriate economic and social development paradigm. People in the interior certainly have conflicting views on how best to use forest land, and REDD+ will work at empowering voices that question unsustainable use of it. On the other hand, people are legitimate to wish development and improved standards of living. REDD+ will foster the national debate over what could be a robust yet sustainable use of forests as part of a sustainable development pathway. That's why the project will carry out numerous activities intending at embedding the REDD+ readiness process, and in particular the design of REDD+ national strategy and implementation framework, into the broader national development vision and agenda.

Risk	Management
<p>International support for REDD+ might be dropping... After first enthusiasm from Bali to the fast start period, REDD+ appears to be more complex and costly than expected and international political and financial mobilization will be critical for Suriname</p>	<p>The "Warsaw framework for REDD+" agreed under COP19 in November 2013 provides reasons for being optimistic. Further commitments by developed countries to maintain REDD+ support at least at the level of the fast start period over the coming years is also positive. However, it is true that there is neither guaranty nor visibility on long term finance for REDD+ at this point. Hopefully, by the time Suriname gets fully ready to engage in the investment and full implementation phases, an ambitious post-2020 mechanism under UNFCCC will provide security on sources and volume of funding. In the mean time, in line with the provisions of this project document, Suriname will be active in connecting its national and local efforts to international technical negotiations and policy dialogue, so to increase its own visibility on the global scale, build comfort and trust with key donor countries, and design a comprehensive set of instruments and policies to finance REDD+ implementation, including by leveraging private investment following the models pioneered by other regional countries for instance...</p>
<p>International financial institutions supporting climate action are often overlapping and even competing... Need to find ways to ensure transparency and foster coordination to increase efficiency</p>	<p>National leadership will be critical to ensure fully effective coordination among supporting institutions, whether bilateral or multilateral. The very design of this project clearly demonstrates the willingness of Suriname, at the highest level, to run this project in a transparent and coordinated way. This prodoc offers the entry point for all donors and partners to follow national directions and rules so to deliver support in the most effective way possible. NIMOS will have an important and difficult task in operationalizing this coordinated process, and its institutional and human capacities will be built accordingly.</p>
<p>With NIMOS taking over the REDD+ process from CCDA/CCDU, the process runs the risk to be even farther from political leadership</p>	<p>NIMOS remains in the President's cabinet, and CCDU remains the political arm of the process... so there shouldn't be such a change during the readiness period. However, it is right to underscore that the level of effective political commitment to REDD+ at this stage is probably lower than the anchor point at the President's cabinet suggests. This situation has been fully considered in the background analysis that led to the R-PP and the subsequent PRODOC. This is why, for instance, activities have been articulated and prioritised in a way that specifically intends to building this political momentum and commitment for REDD+ within the next three years.</p>
<p>Some economic interests will necessarily be opposing REDD+ induced trade-offs, even when the collective interest is at stake... Then Government needs to make decisions and stop armful activities for our future</p>	<p>Indeed, that's why the REDD+ readiness process will work at creating the political conditions for such trade-offs to be made, for sake of Surinamese collective interests. It is a long and challenging road, but the Prodoc plans activities and actions that will gradually transform the relation of powers in favor of economic interests and investments that promote low carbon, low deforestation sustainable development. It is worth recalling that in a context like Suriname, REDD+ should never be associated with an intent to stop any form of deforestation and harm legitimate aspirations for development. Instead, REDD+ promotes the design of a national system where deforestation can be controlled, limited to circumstances that truly deliver sustainable social and economic benefits, and where green economy can thrive to serve long terms interests of Surinamese peoples.</p>
<p>National cultural feature: Surinamese usually don't object openly but remain skeptical without speaking their doubts out loud, risking to make consultation and participation ineffective, and eventually fail in securing ownership</p>	<p>Several provisions have been made to the Prodoc so to answer this reality. For instance, capacity building, information sharing, consultations and participation are given means and time for being systematic and qualitative. The project also builds on existing players, like Min RO, with proven record in delivering on these aspects. Also, the project will support stakeholders and rightholders with delivering on their own internal ways of engaging their constituencies. A legitimate platform representing the private sector will directly design and implement capacity building and engagement plan for the private sector. In the same way, legitimate platforms for IP and for Maroon peoples will directly manage consultations and encourage IP and Maroons participation (self-delivering training and information sessions, consultations, setting up appropriate FPIC protocols, translating information in local languages etc.). It is certainly a difficult challenge, but the Prodoc is designed in a quite innovative and ambitious way to deliver.</p>

Annex 3: Comparative review of R-PP and PRODOC log frames

Components and pillars:

The R-PP log frame is organised around 5 components (1, 2, 3, 4 and 6). In the PRODOC, log frame is organised around 3 pillars that are jointly 'necessary and sufficient' to achieve the outcomes as divided between ultimate (2018) and intermediary (2016):

- Pillar I: human capacities and stakeholders engagement correspond to components 1 and 6 of the R-PP
- Pillar II: REDD+ national strategy and strategy correspond to components 2 and 4b of the R-PP
- Pillar III: implementation frameworks and tools correspond to components 3 and 4a of the R-PP with some internal transfers.

Outputs:

As part of Pillar I, the output 1a has been reformulated to "arrangements are made and allow effective management of the REDD+ process in Suriname". This change reflects the need to ensure that arrangements are made but that the process is indeed functioning. The term "effective" refers to the principles captured in the R-PP and in the coordination rules and procedures that are collectively considered to allow "effective" REDD+ readiness. This allows to avoid listing all these important principles all the time, for example participative, transparent, efficient, quality-based etc.

The output 1b is now merging the outputs 1b and 1c of the R-PP. In fact, the former R-PP 1c has been divided into elements attached to 1b - how to dissociate stakeholders' engagement from consultations and participation of the same stakeholders? - and elements attached to the new 1c focused on indigenous and maroon peoples. The "human capacity" dimension has been reevaluated as part of the title of the output. We consider that the general human capacity building (training) is closer to the activities of sharing information and ensuring dialogue, that to the institutional capacity building (mainly hiring staff) as it is captured in an activity of the output 1a. Moreover, the "early dialogue" is turned into "dialogue", which allow to capture both the need for early dialogue, and dialogue all the way until readiness.

The output 1c is building on the IP and maroon peoples specific elements of the R-PP 1c, and has been turned into a specific output and plan related to indigenous and maroon peoples readiness: "Indigenous and maroon peoples are specifically supported, engaged and ready for implementing REDD+". It is considered that beyond general institutional arrangements, capacity building, consultation provisions referred earlier, some additional and specific actions must be undertaken by indigenous and maroon peoples to be fully for REDD+ implementation, including as implications from the Saramaka judgment.

The output 1d corresponds to the component 6 of the R-PP, as it is relevant to consider that monitoring and evaluation of the project could be considered as a part of the whole arrangements to manage it.

As part of the Pillar II, the log frame is derived from the proposal to merge the R-PP 2 and 4a outputs into a single integrated process to produce strategy and SESA jointly, as shared with national stakeholders at November 14's workshop. However, in order to meet further suggestions from stakeholders, outputs have been slightly reorganised. The output 2b "background studies for strategic analysis and planning are developed" has been extracted from the output 2a "technical and human conditions to run REDD+ options analysis and SESA are built" so to better emphasise the technical studies and related deliverables.

In the same spirit, the output 2d "SESA is completed" has been added to underscore the SESA as a specific output of the process, even though it will be mainly designed jointly with the REDD+ options and strategy as part of the 2c "REDD+ options are fully developed and integrate social and environmental risks and benefits as part of a draft REDD+ national strategy".

The outputs 2e and 2f are completely new to the PRODOC and were not envisioned in the R-PP. They relate concretely to the national and international policy dialogue that links the production of the REDD+ national strategy to the consolidation of the conditions for its successful implementation, whether we consider strategic positioning among national development frameworks and tools, political leadership or international support.

As for 1a and 2a, the output 3a is added to highlight the specific needs for institutional and human capacities to support the implementation of the full pillar III.

The output 3b corresponds to the R-PP component 3, and the output 3c corresponds to the R-PP component 4a.

At last, outputs 3d and 3e have also been added to underscore the need, as part of the readiness process and most largely as part of its second stage after 2016 until 2018, to:

- draw a comprehensive understanding of all major legal implications of implementing REDD+ national strategy in Suriname, and support the early implementation of relevant reforms.
- upgrade the institutional arrangements for REDD+ demonstration and implementation phases, including upgrade the FGRM, set up financial architecture and mechanisms, and build on lessons learnt from the readiness phase.

Activities:

A rule has been set to harmonise the breaking down of hiring staff across pillars. Thus, the activity "institutional capacity building" which mainly refers to hiring staff can be found as part of the pillar I (under output 1a), to cover the need for staff involved in the pillar I related activities. Another "institutional capacity building" activity can also be found in pillar II (covering the needs for staff to manage and implement the design of the strategy, the SESA etc.) and in pillar III (for staff required on NFMS & MRV, RL and other legal, financial and technical instruments).

Determining representatives for stakeholders in coordination and oversight institutions has been a particularly debated issue in Suriname. The principle of self-selection is agreed by everyone, but the way it should be secured in practise might not be harmonised at this point and remains

critical for the overall effectiveness of the process. So it has been raised as a specific activity as part of the output 1a.

The activity referring to strengthening existing grievance redress mechanism in output 1c has been merged into the related activity under 1a. The activity under 1a relates to ensuring that a temporary grievance redress mechanism is operational during the readiness phase, while the activity under output 3f relates to setting up a comprehensive FGRM for the implementation phase, post 2018.

As part of 1b, two activities have been added to ensure consistency with the output and meet the request from stakeholders. First, a specific training programme at the national level has been specified, that could take the shape of summer schools or executive programmes led by the University of Suriname or other academia and training partners. Second, it has been suggested that the best way to reach out at the local level in a efficient and equitable manner consists in strengthening the community radio network and coverage.

Importantly, the consultation and participation roadmap is considered as a consolidated plan closely related to and derived from the engagement and awareness plan. As part of the output 1b, specific activity has been added to ensure the implementation of such plan and roadmap.

The output 1c specifically targets the indigenous and maroon peoples and will be self-driven. There is a clear need for organisation and institutional support for both indigenous and maroon peoples to ensure the effectiveness and legitimacy of representation and management, and eventually the quality of their participation into the full REDD+ process. On top of that, training programmes at the local level, FPIC protocols and support for mapping and local development planning have been considered as key activities to fully and qualitatively engage indigenous and tribal peoples into REDD+ process, while meeting the recommendations to answer the implications of the Saramaka judgment.

As part of the output 2a, a specific activity intending at engaging the private sector has been introduced. Experience shows that private sector has usually little consideration for medium to long-term public planning processes, neither a concrete understanding of REDD+ and its various possible implications and opportunities. A representation platform for the private sector like SBF or VSB, to be determined, could set up and implement an activity to ensure that the private sector fully contributes to the REDD+ options design.

The 2b consolidates the background analysis required to run the REDD+ options formulation and SESA process. In fact, these activities could also be considered as part of the third pillar, and obviously support further activities and outputs of the pillar III. Considering the formulation of the intermediary outcome by 2016, it is considered more appropriate to underscore how these analysis are critical to the strategy and SESA design process, without understating their relevance for further technical, legal and institutional work as part of the third pillar.

Activities in 2d are intended to consolidate the work on social and environmental standards and strategic social and environmental analysis along the options design into a complete SESA report, and in comprehensive guidelines to set up the ESMF. In fact, ESMF is an instrument that will compose the integrated national REDD+ NFMS. The SESA and REDD+ options design

process will allow to design the ESMF target (as an activity under 2d), and then this designed framework will be consolidated with the NFMS and fully developed under the pillar III, output 3c. Additionally, the output 2d encompasses the activity 2c3 of the R-PP related to designing a benefit sharing mechanism. Building on the REDD+ options developed, Suriname will have the elements to discuss the interest of specific benefit sharing mechanism, and to design it if eventually required.

Activities related to the outputs 2e and 2f are also new. Their content is further explained in the plain PRODOC, as part of chapter II.5 "detailed readiness log frame".

The activities of the output 3b related to developing a national reference level have been completed first with a thorough drafting of terms of reference at the beginning, and eventually with the design of spatial models and the consolidation of RL using also the non spatial models developed as part of the pillar 2, to support the design of the REDD+ vision. Thus, activities appear more complete to lead to the output, and provide all the technical elements to support international recognition captured in output 2f as part of a more political process.

At last, most of the activities related to outputs 3d and 3e are also new. However, they build on key activities that were already planned in the R-PP, this time with a more specific positioning and more detailed elements on how to design and implement them. For instance the output 3d builds on and develops the activity 2c2 of the R-PP: "establishment of a REDD+ registry", and consolidates the full information system for REDD+ implementation around it. The 3e also builds on the requirement related to the Saramaka judgment to support land right reforms, and positions it in a broader spectrum of mobilisation of the legislative branch of the State of Suriname to prepare REDD+ implementation. At last, the 3f encompasses the activity 2c3 of the R-PP related to designing and building a climate fund, put in a less specific language to leave full space for the GoS and stakeholders at the time to assess the most suitable financial architecture to support REDD+.

Annex 4: Environmental and Social Screening Checklist

QUESTION 1:

Has a combined environmental and social assessment/review that covers the proposed project already been completed by implementing partners or donor(s)?

Select answer below and follow instructions:

NO → Continue to Question 2

YES → No further environmental and social review is required if the existing documentation meets UNDP's quality assurance standards, and environmental and social management recommendations are integrated into the project. Therefore, you should undertake the following steps to complete the screening process:

1. Use Table 1.1 to assess existing documentation. (It is recommended that this assessment be undertaken jointly by the Project Developer and other relevant Focal Points in the office or Bureau).
2. Ensure that the Project Document incorporates the recommendations made in the implementing partner's environmental and social review.
3. Summarize the relevant information contained in the implementing partner's environmental and social review in Annex A.2 of this Screening Template, selecting Category 1.
4. Submit Annex A to the PAC, along with other relevant documentation.

QUESTION 2:

Do all outputs and activities described in the Project Document fall within the following categories?

- Procurement (in which case UNDP's Procurement Ethics and Environmental Procurement Guide need to be complied with)
- Report preparation
- Training
- Event/workshop/meeting/conference (refer to Green Meeting Guide)
- Communication and dissemination of results

Select answer below and follow instructions:

NO → Continue to Question 3

YES → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC.

QUESTION 3:

Does the proposed project include activities and outputs that support *upstream* planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change (refer to Table 3.1 for examples)? (Note that *upstream* planning processes can occur at global, regional, national, local and sectoral levels)

Select the appropriate answer and follow instructions:

NO → Continue to Question 4.

YES → Conduct the following steps to complete the screening process:

1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.
2. Summarize environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select "Category 2".
3. If the proposed project ONLY includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4.

TABLE 3.1 EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS	Check appropriate box(es) below
1. Support for the elaboration or revision of global-level strategies, policies, plans, and programmes. <i>For example, capacity development and support related to international negotiations and agreements. Other examples might include a global water governance project or a global MDG project.</i>	NO
2. Support for the elaboration or revision of regional-level strategies, policies and plans, and programmes. <i>For example, capacity development and support related to transboundary programmes and planning (river basin management, migration, international waters, energy development and access, climate change adaptation etc.).</i>	NO
3. Support for the elaboration or revision of national-level strategies, policies, plans and programmes. <i>For example, capacity development and support related to national development policies, plans, strategies and budgets, MDG-based plans and strategies (e.g. PRS/PRSPs, NAMAs), sector plans.</i>	YES

TABLE 3.1 EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS	Check appropriate box(es) below
4. Support for the elaboration or revision of sub-national/local-level strategies, policies, plans and programmes. <i>For example, capacity development and support for district and local level development plans and regulatory frameworks, urban plans, land use development plans, sector plans, provincial development plans, provision of services, investment funds, technical guidelines and methods, stakeholder engagement.</i>	YES

QUESTION 4:

Does the proposed project include the implementation of *downstream* activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change?

To answer this question, you should first complete Table 4.1 by selecting appropriate answers. If you answer “No” or “Not Applicable” to all questions in Table 4.1 then the answer to Question 4 is “NO.” If you answer “Yes” to any questions in Table 4.1 (even one “Yes” can indicated a significant issue that needs to be addressed through further review and management) then the answer to Question 4 is “YES”:

- NO** → No further environmental and social review and management required for downstream activities. Complete Annex A.2 by selecting “Category 1”, and submit the Environmental and Social Screening Template to the PAC.
- YES** → Conduct the following steps to complete the screening process:
 1. Consult Section 8 of this Guidance, to determine the extent of further environmental and social review and management that might be required for the project.
 2. Revise the Project Document to incorporate environmental and social management measures. Where further environmental and social review and management activity cannot be undertaken prior to the PAC, a plan for undertaking such review and management activity within an acceptable period of time, post-PAC approval (e.g. as the first phase of the project) should be outlined in Annex A.2.
 3. Select “Category 3” in Annex A.2, and submit the completed Environmental and Social Screening Template (Annex A) and relevant documentation to the PAC.

ANNEX 5: Environmental and Social Screening Summary

Name of Proposed Project: Implementing Suriname REDD+ Readiness Plan 2014-2018

A. Environmental and Social Screening Outcome

Select from the following:

Category 1. No further action is needed

Category 2. Further review and management is needed. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess.

Category 3. Further review and management is needed, and it is possible to identify these with a reasonable degree of certainty.

B. Environmental and Social Issues

REDD+ readiness process is mainly dealing with capacity building and policy development. As such, the potential environmental and social impacts or benefits raised below are not direct. They depend on the directions that the national and local dialogues will take, in various technical, political or general spheres. At last, the potential impacts and benefits listed here do not intent to be complete but rather focus on major risks and opportunities. They cannot be considered as “no-go” like thresholds, but should facilitate the implementation of the project by raising attention on key areas of attention.

- Relevant stakeholders: the project may run the risk to empower stakeholders and representatives who are not legitimate. On the other hand, the project offers the opportunity for stakeholders to reinforce their representative structures, governance and accountability.

- Marginalisation: Some stakeholders and rightholders might suffer from lesser access to information and decision, in particular vulnerable and remote communities in the hinterland. Addressing such an issue might, reversely, increase the capacity of marginalised population to take an active part in national affairs.

- Efficiency: the success of the project depends on its capacity to be managed effectively, which includes transparent and accountable fund and activity management, coordinated actions from partners to support national leadership, respect for the rule of law and justice... Failing to deliver efficiently runs the risk to design tools and policies that are unfair or unsustainable. Reversely, succeeding could help disseminate good practices and increase overall public efficiency throughout the country.

- Protection of rights: REDD+ readiness should support the country with meeting its national and international obligations in terms of respect and protection of stakeholders' rights, particularly for IP and Maroon peoples. The design of the national strategy should fully promote and strengthen these rights on land, territories and resources, as well as traditional knowledge and heritage

- Gender equity and equality: REDD+ offers an opportunity to empower Surinamese women to take a more active role in the sustainable development of the country

- Sustainable development: The way REDD+ strategy is designed and benefits are shared, whether under the form of strategic investments and incentives to targeted stakeholders or compensations, are expected to promote low-carbon sustainable development and reduce poverty. Robust quality standards will need to

be met to prevent counter-productive incentives or restrictions. Benefits can be maximised by ensuring equitable benefits sharing with stakeholders and right-holders and valuing economic and social well-being particularly for most vulnerable groups, as well as permanence of environmental benefits in terms of carbon, biodiversity, protection of multiple ecosystem services and valuation of the multiple functions of forests

- Nature of policies and measures promoted: The readiness process will lead to policies, measures and programmes that might eventually have negative social or environmental impacts, like forced resettlement or conversion of natural forests. The related opportunity is to disseminate best practices in terms of social and environmental standards, impacts assessments, thresholds and benefits maximisation to other sectors like mining, infrastructures, agriculture etc.

C. Next Steps

The project includes provisions for a very agile and adaptive mechanism to manage the risks raised above, and maximise potential social and environmental benefits. These include:

- A multi-stakeholders REDD+ Steering Committee
- Transparency, access to information and specific activities to support to stakeholders with fewer capabilities for reaching out to their constituencies
- Respect for self-selection principle when nominating representatives, and support to IP and Maroon peoples for setting up legitimate and accountable platforms of representation
- Coordination of partners in support to national leadership, with the PRODOC as the entry point and coordinated roadmap for all stakeholders and partners.
- Performing fiduciary and fund management procedures for core and co-funding through UNDP, and formalised REDD+ Readiness Coordination Rules and Procedures applying to parallel support
- A feedback grievance and redress mechanism
- Design and implementation of FPIC
- Design and implementation of national standards
- Ambitious capacity building and training efforts for all major stakeholders and rightholders, including at the subnational level
- A strategic environmental and social assessment, with international expert oversight and peer-review, integrated to the process of formulating the national strategy and related policy measures etc.
- A cross-sectoral process, including for the formulation of national strategy, to ensure systemic approach to low-carbon sustainable development

D. Sign Off

Project Manager

Date

PAC

Date

Programme Manager

Date

Annex 6: Implications from the Saramaka Judgment on the PRODOC

Recommendations from the international expert mission, second semester 2013 (draft 11 November 2013)

In March 2013, when the Forest Carbon Partnership Facility (FCPF) Participants Committee (PC) agreed to allocate funding to Suriname, the PC requested that UNDP commission a review to evaluate the implications of the Saramaka Judgment of the Inter-American Court of Human Rights for REDD+ in Suriname. This request, and others, were identified in the Annex to the Resolution containing the decision to allocate funding to Suriname.

As noted in the review, the Saramaka Judgment recognizes that rights of indigenous and tribal communities in Suriname to territories they traditionally use and occupy, as well as associated natural resources on and within these territories and necessary for the survival and cultural integrity of these communities, must be guaranteed through legal measures granting these communities collective title.

The Judgment notes that the government of Suriname can act in the public interest to restrict these rights when all necessary safeguards are implemented, particularly the rights of these communities to free, prior, informed consent when impacts may be significant. Until such title is issued, indigenous and tribal peoples have the right to free, prior, informed consent using representatives chosen by them, and consistent with FPIC protocols that may exist, for activities that may affect their use and enjoyment of their territories.

As indicated in the R-PP, several readiness preparation activities relate to territories of indigenous and tribal peoples in Suriname. These include the following: developing FPIC protocols for decision-making related to these territories (1c.2); assessing social risks related to land-use and other strategy options (2b.1); performing a legal and governance review of land-use and other strategy options (2b.1); identifying options and policy interventions to deploy REDD+ strategies (2b.1); and addressing issues related to benefit sharing.

The UNDP Project to implement the R-PP will support many of these activities. Since UNDP cannot knowingly engage in projects that are in contravention of international law, the Project Document must ensure that activities UNDP is supporting are consistent with international obligations voluntarily assumed by Suriname.

In line with UNDP's perspectives, and to create the necessary enabling environment for implementation of the R-PP and future REDD+ activities, delimitation, demarcation, and titling of territories of indigenous and tribal peoples need to be addressed with urgency. More specific recommendations are outlined below.

Delimitation and demarcation of territories of indigenous and tribal peoples should be advanced as a matter of urgency and completed as soon as possible to support key R-PP activities, including creating FPIC protocols and consultations with forest dependent communities, accurately assessing social risks related to each strategy option, and laying the foundation for titling.

As Suriname has indicated, land rights issues need to be addressed. An agreed approach to land titling, established through representatives chosen by indigenous and tribal peoples and in line with any existing FPIC protocols, will support Suriname's REDD+ readiness process.

The project can support efforts of the State and indigenous and tribal peoples to advance resolution of land issues, including delimitation, demarcation, and titling. Activities to be supported by the project include the following:

- Technical legal capacity building of the government and indigenous and tribal peoples, including the following: legal seminars on issues related to land rights; legal research related to options for advancing collective legal title; and, as appropriate, legal expertise to draft legal documents.
- Support for delimitation and demarcation, with priority to joint mapping efforts agreed between government and indigenous and tribal peoples.
- Activities of the State and indigenous and tribal peoples to advance REDD+ activities that indigenous and tribal peoples choose to pursue on their territories, in line with health, occupation, and environmental standards.

Issues related to access to remedies should be examined and addressed during the 'Analysis of policy, legal and institutional gaps for successful REDD+ implementation' and 'Formulation of strategies to address' gaps. In line with UNDP's perspectives, such mechanisms should be given a legal basis. UNDP can support efforts to establish appropriate mechanisms for redress.

The project could support an independent review towards the end of project and prior to approval of subsequent REDD+ agreements/activities, to consider progress in implementing these commitments of UNDP and Suriname.

Annex 7: REDD+ Steering Committee terms of reference (draft)

Preamble

These terms of reference are established in order to ensure the smooth and effective implementation of the REDD+ readiness process in Suriname, in full accordance with the Readiness Preparation Proposal.

In the event that the present draft is not finalized before the signature of the project document, the Project Board will have the responsibility to make sure that it is discussed with and agreed upon by all the key stakeholders and right holders during the inception workshop.

Article 1: Missions

The REDD+ Steering Committee has the following missions:

- 1- Ensuring that all relevant information about REDD+ and the readiness process in Suriname, including progress on all major activities, is formally shared with all stakeholders on a regular basis
- 2- Providing guidance to activity implementers so to ensure success, including as regard compliance with the REDD+ process principles
- 3- Ensuring that all major outputs of the REDD+ readiness process are thoroughly discussed and eventually validated by all stakeholders

Article 2: Activities

During the REDD+ Steering Committee sessions, the following activities can be carried out:

- Presentation of the comprehensive annual work plan of the REDD+ readiness process by NIMOS, discussions and potential recommendations by the REDD+ Steering Committee
- Presentation of the official progress report by NIMOS (mid-year and annual), discussions, formulation of comments and appreciation, including potential recommendations
- Presentation of the activity-based progress report by each institution in charge of implementing activities, discussions and potential recommendations
- Presentation of specific deliverables (terms of references, studies, training or communication material, reports...) by their producers, discussions and potential recommendations
- Presentation or report by stakeholders and right holders on potential concerns and complains, discussions and potential recommendations
- Presentation or report of relevant local, national and international event related to REDD+ by organising or attending institutions, including UNFCCC, REDD+ Partnership, UN-REDD Policy Board or FCPF Participants Committee
- Presentation of final deliverables as referred to as official outputs from the readiness process in REDD+ PRODOC or subsequent planning tools (final report on large capacity building campaigns, on feedback and grievance redress mechanism, SESA report, SIS, Suriname REDD+ strategy...). Discussions and official approval by the REDD+ Steering Committee, or request for additional and corrective activities when appropriate
- Presentation of proposals for modification of the present terms of reference, discussions and potential adoption
- Any other relevant activity as suggested by a member of the REDD+ Steering Committee and agreed on by at least 50% of the members of the Steering Committee present during the session

Article 3: Organisation

The REDD+ Steering Committee is chaired by a representative of the Board of NIMOS. **It comprises XXX members as listed below:**

XXX

Article 4: Nomination

Representation at the REDD+ Steering Committee is nominal, and the list of members is officially publicised by Decree. Each stakeholder or right holder as listed in article 3 determines its representative(s), and is requested to provide the names to NIMOS who is in charge of ensuring formal publication.

Article 5: Headquarter

The Committee's headquarter is located in Paramaribo, within the office of NIMOS, Cabinet of the President.

Article 6: Frequency

The Committee meets once a month at the Chair's invitation, and as special session anytime deemed useful.

Article 7: Development

As the Chairman of the Committee, the Director of NIMOS opens, chairs and closes the working sessions, regulates discussions, summarises deliberations and formulates decisions and recommendations when necessary.

The Chairman invites members at Committee sessions by written notice, including e-mail. The agenda and all relevant substantive material to be examined during the session is sent to the Committee members in the same time as the invitation. The invitation must be sent at least four full working days before the session.

A report is produced by NIMOS after each session, including the signed list of participants and the list of all relevant material as shared prior to or during the meeting. The draft report is sent by e-mail to participants no later than a week after the session. Participants can suggest modifications and improvements to the report as long as it is fully consistent with the discussions in session, within four working days after the reception of the report. The final report is disseminated by e-mail to all the members of the Committee no later than two weeks after each session.

Article 8: Secretariat

The secretariat is carried out by NIMOS. An officer from NIMOS assumes the role of secretary of the meeting.

The secretariat's mandate consists in preparing and disseminating all relevant material and communication prior to the meeting, writing meeting reports, and carrying out any additional task as considered useful for the Committee.

Article 9: Members obligations

The members of REDD+ Steering Committee are requested to:

- a. strictly respect the time of sessions, participate to all sessions and sign the related registry, or inform the Chair no later than 24 hours prior to the meeting.
- b. consider working materials and deliberations with integrity and impartiality
- c. liaise with their constituency and systematically share information, materials and reports
- d. speak in their own name and on behalf of their constituency, and reject any external interference through pressures or incentives

Article 10: Compensation

The level of compensation, if applicable, is determined by decree along with the nominal list of participants.

Article 11: Quorum and decisions

The Committee panel shall be valid only if a two-third (2/3) quorum is reached, that is to say if at least twelve (12) members with deliberative voice are present.

The Committee makes decisions by consensus. In case consensus cannot be reached, an outstanding procedure allows for voting. The validation of official deliverables or potential changes in the present terms of reference requires at least a majority of two third of present voting members.

Information, deliberations, statements and potential recommendations and decisions are recorded in sessions' report. After finalisation and dissemination as per article 7, these reports and their annexes are archived at NIMOS's office.

Article 12: Final dispositions

The present terms of reference enter into force at the date of signature of the Project Document for the REDD+ readiness process in Suriname for the period 2014-2017.

Discussion on the revision of present terms of reference can be held anytime upon request of a member of the Committee. Decisions of revision are made by consensus, or as determined by Article 11.

Made in Paramaribo, the... Day of ----- 2014.

Annex 8: REDD+ Readiness Coordination Rules and Procedures (draft)

- Every partner in charge of executing funds and implementing activities as part of the official Suriname REDD+ readiness process are required to comply with the following coordination rules and procedures.
- These rules and procedures aims at ensuring that all activities and funds implemented in Suriname on behalf of the REDD+ process and mechanism are compliant with the standards set at the international and national levels for REDD+.
- The present coordination rules and procedures can be revised anytime by decision from the REDD+ Steering Committee, for instance to update principles and procedure in light with developments and lessons leant throughout the process.
- For activities implemented and funds raised prior to the entry into force of the present rules and procedures with the intention to be recognised as part of the Suriname REDD+ readiness process, the responsible partner is expected to introduce its request and present the state of its works and related documents to NIMOS within three months. The partner will have to demonstrate the compliance of its action with the stated principles of the national process. NIMOS will introduce the file and request to the following meeting of the REDD+ Steering Committee, to seek guidance and validation before formal recognition of the project as part of the official national process.

Part I: Every activity implemented and funds executed as part of Suriname REDD+ process must meet the following principles, as captured by international REDD+ agreements and Suriname R-PP:

- Action must be country-driven, clearly meet the needs, objectives and priorities expressed by the country, and respect sovereignty
- Action must be complementary and avoid overlaps with other REDD+ readiness action. It must promote coordination and develop synergies with other implementing partners, stakeholders and rightholders, and be formally identified as part of the national readiness log frame as updated progressively.
- Action must be designed in a way to promote sustainable development, poverty reduction, mitigation and adaptation to climate change and environmental integrity
- Action and related funding must be planned and managed in a transparent and cost-effective way
- Action must be implemented in a way that is participative, inclusive, builds on national and local knowledge and capacities, and respects the FPIC principles whenever applicable.
- In applying the above principles, action must pay specific attention to indigenous and tribal peoples, local communities and gender issues.

Part II: Every activity implemented and funds executed as part of Suriname REDD+ process must follow the following procedures:

- II.1. For a project in the stage of scoping, formulation, funding approval and appraisal to be considered part of the REDD+ national readiness process, it is required that:
 - The project developer informs NIMOS about its intentions through a 2-pages project identification note.
 - NIMOS reviews the PIN against the Coordination Rules and Procedure principles and advises the project developer in case of non compliance.
 - In case of compliance, NIMOS introduces the PIN to the REDD+ Steering Committee and requests approval.
 - REDD+ Steering Committee approves the PIN as part of the REDD+ readiness process, or advises the project developer in case of non approval. Even in the case of approval, NIMOS and the REDD+ Steering Committee can suggest guidance to

- secure weaknesses or risks raised by the project, for consideration by the project developer as the project moves forward.
- NIMOS updates the national readiness log frame with information related to the project proposal.
- II.2. For a project in the stage of inception to be considered part of the REDD+ national readiness process, it is required that:
 - The project developer submits the approved final version of the project document to NIMOS.
 - NIMOS reviews the project document and formulates an assessment note raising possible concerns and recommendations for implementation stage.
 - NIMOS submits the project document and assessment note to the REDD+ Steering Committee and requests approval.
 - REDD+ Steering Committee usually approves the project document, and complete the assessment note from NIMOS with its own additional guidance for project implementation.
 - REDD+ Steering Committee can disapprove the project document in case it demonstrates that the guidance it provided at the previous stage have not been considered. It can then ask for reformulation until compliance with principles is met, and the project will be removed from the list of official activities to the readiness process during the reformulation process.
 - NIMOS updates the national readiness log frame with information related to the project document.
 - II.3. For a project in the stage of implementation to be considered part of the REDD+ national readiness process, it is required that:
 - The project document is approved by the REDD+ Steering Committee (see procedure related to the inception stage)
 - The implementing partner reports to the REDD+ Steering Committee on progress through in-session presentations and reports, in compliance with the provisions set in the project document and possible guidance from NIMOS and the REDD+ Steering Committee
 - If needed, NIMOS and/or the REDD+ Steering Committee can formally inform the implementing partner with concerns, advises and possible requirements to improve implementation and secure compliance with the present rules and procedure.
 - II.4. For a completed project to be considered part of the REDD+ national readiness process, it is required that main project's deliverables and project's final report, as they contribute to the official outputs of the REDD+ readiness process, are approved by a formal decision of the REDD+ Steering Committee.
 - The REDD+ Steering Committee can make the decision not to approve deliverables only on the basis of non compliance with the present rules and procedures, and proven record of warning and guidance provided to the implementing partner. In such a situation, the implementing partner shall be given a determined period of time to improve deliverables and seek REDD+ Steering Committee final approval.
 - NIMOS updates the national readiness log frame with information related to the project final report and related deliverables.

Annex 9: Common Approach requirements

The four guidelines from the FCPF Common Approach are fully considered in the present PRODOC. The updated versions can be accessed as follow:

1. Guidelines and Generic Terms of Reference for SESAs and ESMF

- <http://www.forestcarbonpartnership.org/sites/forestcarbonpartnership.org/files/Documents/PDF/Jun2011/Attachment%201%20Guidelines%20and%20generic%20ToR%20for%20SEA%20and%20ESMF.pdf>

2. Guidelines on Stakeholder Engagement in REDD+ Readiness

- <http://www.forestcarbonpartnership.org/sites/forestcarbonpartnership.org/files/Documents/PDF/May2011/FCPF%20UN-REDD%20Stakeholder%20Guidelines%2005-18-11.pdf>

3. Guidance on Disclosure of Information

- http://www.forestcarbonpartnership.org/sites/forestcarbonpartnership.org/files/Documents/PDF/Jun2011/Attachment%203%20Disclosure%20Guidance%20June_3_2011.pdf

4. Guidelines on Grievance Redress Mechanism

- http://www.forestcarbonpartnership.org/sites/forestcarbonpartnership.org/files/Documents/PDF/Jun2011/Guidelines%20for%20grievance%20redress%20mechanism_05232011.pdf

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND NATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT IN SURINAME FOR THE PROVISION OF SUPPORT SERVICES

United Nations Development Programme



*Empowered lives.
Resilient nations.*

1. *Under project* "Strengthening national capacities of Suriname for the elaboration of the national REDD+ strategy and the design of its implementation framework"
2. Reference is made to consultations between officials of the Government of Suriname (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant project document, as described below.
3. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
4. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (c) Procurement of goods and services;
 - (d) Financial support services
5. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.
6. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government of Suriname dated 1978 (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
7. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
8. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.
9. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
10. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

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

Your sincerely,

Signed on behalf of UNDP
Armstrong Alexis
Deputy Resident Representative

For the National Institute for Environment and Development in Suriname:
The Director National Security within the office of the President

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the National Institute for Environment and Development in Suriname, the institution designated by the Government of Suriname and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project " **Strengthening national capacities of Suriname for the elaboration of the national REDD+ strategy and the design of its implementation framework.**"

2. In accordance with the provisions of the letter of agreement and the project document, the UNDP country office shall provide support services for the " **Strengthening national capacities of Suriname for the elaboration of the national REDD+ strategy and the design of its implementation framework**" as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
<p>Services related to human resources (including but not limited to):</p> <ol style="list-style-type: none"> 1. Identification, selection and recruitment of project personnel (including advertising, short-listing and recruiting): <ul style="list-style-type: none"> ○ Project Manager ○ Project Assistant 2. HR & Benefits Administration & Management: <ul style="list-style-type: none"> ○ issuance of a contract; ○ closing the contract 3. Personnel management services: Payroll & Banking Administration & Management 	<p>July 2014 – October 2014</p> <p>October-November 2014</p> <p>Ongoing throughout project implementation when applicable</p> <p>Ongoing throughout project implementation when applicable</p>	<p>As per the pro-forma costs:</p> <ul style="list-style-type: none"> ○ 13 days over 36 months of GS5 HR Assistant: \$ 2,007.68 ○ 10 days over 36 months of GS7 HR Associate: \$2,229.58 	<p>UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP)</p>
<p>Services related to procurement (including but not limited to):</p> <p>Procurement of goods</p> <p>Procurement of services</p> <ul style="list-style-type: none"> ○ SESA International Consultant recruitment ○ Advertising ○ Short-listing & selection ○ Contract issuance 	<p>Throughout project implementation when applicable</p>	<p>As per the pro-forma costs:</p> <ul style="list-style-type: none"> ○ 20 days over 36 months of GS5 Procurement Assistant: \$2,319.98 ○ 5 days over 36 months of NOB Procurement Manager: \$2,742.38 	<p>As above</p>

Services related to finance (including but not limited to): <ul style="list-style-type: none"> ○ Payments 	Ongoing throughout implementation when applicable	As per the pro-forma costs: <ul style="list-style-type: none"> ○ 30 days over 36 months of GS7 Finance Associate: \$ 7,167.40 ○ 	As above
Services related administration (including but not limited to): <ul style="list-style-type: none"> ○ Travel authorization ○ Ticket requests (booking, purchasing, etc.) ○ F10 settlements ○ Asset management 	Ongoing throughout implementation when applicable	As per the pro-forma costs: <ul style="list-style-type: none"> ○ 10 days over 36 months of GS5 Administration Assistant: \$2,676.9 	As above
Services related to ICT (including but not limited to): <ul style="list-style-type: none"> ○ Email box maintenance ○ ICT and office equipment installation and maintenance ○ Internet channel use ○ Mobile telephony contracting and use 	Ongoing throughout implementation when applicable	As per the pro-forma costs: <ul style="list-style-type: none"> ○ 5 days over 36 months of GS5 IT Assistant: \$ 1,338.46 	As above
Total		\$ 20,482.42	

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

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

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