

Government of Suriname

**Ministry of Planning and Development Cooperation
United Nations Development Programme**

**Capacity building support to the Suriname Conservation
Foundation (SCF)
(00036518)**

Brief description: The project aims to strengthen the long-term environmental management capacity of the Suriname Conservation Foundation (SCF) to enable SCF to effectively support conservation management, research, awareness, advocacy, and ecotourism activities in Suriname. At the same time the government agencies responsible for protected area management will be strengthened through the provision of financial and technical capacity building support under this project. The project will be financed from Government costs sharing resources counterpart input. This contribution fulfills the requirement for the second tranche for the GEF funds for the project: "Conservation of Globally Significant Forest Ecosystems in Suriname's Guayana Shield Bio-region". Through this capacity strengthening contribution the SCF Endowment fund will reach its initial capitalization target of USD \$15 million to provide long-term sustainable financing for biodiversity conservation.

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Country: **Suriname**

UNDAF Outcome(s)/Indicator(s):

A comprehensive environmental policy, developed with participation of social partners, including civil society and the private sector.

http://www.undp.org/documents/32-3-Suriname_2002_2006.doc

Expected Outcome(s)/Indicator (s):

Expected Output(s)/Indicator(s):

<http://www.undp.org/execbrd/word/CCFSUR2.doc>

- Long-term national capacity created for policy formulation and management of globally significant protected areas and financing for environmentally sustainable development (SRF G3SGN1)
- Long-term governance and operational capacity of The Suriname Conservation Foundation (an endowment fund) is established and is developed
- CSNR and SNR are effectively managed (MYFF service line: 3.5)

Implementing partners:

Ministry of Planning and Development Cooperation
UNDP

Other Partners:

Suriname Conservation Foundation
Ministry of Natural Resources
Ministry of Labor, Technological Development and Environment

Programme Period: 2002-2006
Programme Component: 2004-2010
Project Title: **Capacity building support to the Suriname Conservation Foundation (SCF)**
Project Code: 00036518
Project Duration: 6 years

Total budget:	US\$ 3,600,000
Allocated resources:	
• Government	US\$ 3,600,000
• Regular	
• Other: (including in-kind contributions)	

Agreed by (Government):

K. Raghoebarsing; Minister of Planning and Development Cooperation

Agreed by (Implementing partners):

K. Raghoebarsing; Minister of Planning and Development Cooperation

Agreed by (UNDP):

Inyang Ebong-Harstrup; UNDP Resident Representative

Inyang Ebong-Harstrup; UNDP Resident Representative

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List of Acronyms

APR	Annual Progress Report
ATM	Labor, Technological Development and Environment (Arbeid, Technologische Ontwikkeling and Milieu)
CBD	Convention on Biological Diversity
CBO	Community Based Organization
CCF	Country Cooperation Framework
CI	Conservation International
CSNR	Central Suriname Nature Reserve
EU	European Union
GEF	Global Environment Facility
GOS	Government of Suriname
JSOOC	Jan Starke Opleidings en Ontspanningscentrum (Jan Starke Training and Recreation Center)
IA	GEF Implementing Agency
LBB	Suriname Forest Service
MOP	Multi-Annual Plan
MNR	Ministry of Natural Resources
NBAP	National Biodiversity Action Plan
NBC	Natuur Beschermings Commissie (Nature Preservation Commission)
NEAP	National Environmental Action Plan
NCD	Nature Conservation Division or <i>Natuurbeheer</i>
NCE	National Council for Environment
NIMOS	National Institute for Environment and Development in Suriname
NGO	non-governmental organization
NR	Nature Reserve
NUES	Non Urban Environment Sector
PAs	protected areas
PIR	Project Implementation Review
PLOS	Planning and Development Cooperation (Planning en Ontwikkelingssamenwerking)
PRIF	GEF Pre-Investment Facility
STINASU	Foundation for Nature Preservation in Suriname
SCF	Suriname Conservation Foundation
SNR	Sipaliwini Nature Reserve
SWAP	Sector Wide Approach
TC	Technical Committee
TPR	Tri- Partite Review
TRAC	Target for Resource Assignment from the Core (UNDP)
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNF	United Nations Foundation
UNOPS	United Nations Office for Project Services
WWF	World Wide Fund for Nature (World Wildlife Fund)

Part I. – Situation Analysis

1.1 Background

The Republic of Suriname lies on the north coast of South America, bordered by Brazil, Guyana and French Guiana. As a former Dutch colony, it gained independence from the Netherlands in 1975. Suriname is one of the least densely populated countries in the world, with a human population of about 480,000. Roughly 87- 90% of the population is concentrated in the capital city of Paramaribo and along the coastal region, while the remaining 10-13 % of the population lives in the interior, mostly in small villages. The varied population includes Creoles, Indians, Javanese, Maroons - who represent the only intact communities descended from runaway slaves in the New World - Amerindians and Chinese. Almost all-economic activities are concentrated along the coastal zone and the interior of the country has witnessed little development. Suriname is highly dependent on resource extraction. Bauxite mining for aluminum production plays a central role in Suriname's economy, and alumina exports make up approximately 60% of revenues and 70% of export earnings. Gold mining and oil production show significant potential and will likely expand in the near future. Agricultural production, which is concentrated in the coastal zone, consists mainly of rice and bananas, and accounts for 27% of export earnings and 15% of employment. Per capita income is estimated at US\$ 2,201 (2002).

Forests cover 90% of Suriname, including 80% of pristine forest totaling approximately 118,000 km². The forest ecosystems are intimately linked to the freshwater ecosystems. They also provide habitat to a wide variety of wildlife species.

1.2 Institutional Context

Several government agencies and parastatal organizations share responsibilities for biodiversity conservation and land use planning and are supported by several conservation NGOs:

Government Agencies and Parastatals

- The Ministry of Labor, Technological Development and Environment (ATM) and its National Institute for Environment and Development in Suriname (NIMOS) are the overall responsible agencies for the coordination of activities related to global environmental management and the environmental conventions to which Suriname is a party. In addition, NIMOS is responsible for coordinating the implementation of Suriname's National Biodiversity Strategy and the National Biodiversity Action Plan.
- The Ministry of Natural Resources (MNR) controls the exploitation and management of all natural resources, except fishery resources. The Nature Conservation Division (NCD) under the Ministry is the primary agency responsible for conserving Suriname's biological diversity. The Division is in charge of nature conservation including the management of wild flora and fauna,

management of protected areas and ecosystems outside of PAs and control of the wildlife trade.

- The Foundation for Nature Preservation (STINASU) is a parastatal organization established for the explicit purpose of stimulating and implementing the use of the nature reserves for scientific research, education, and nature tourism in the reserves.
- National Council for Environment advises the Government of Suriname on the development of environmental policies and assists in their implementation.

Non-Government Organizations

- Conservation International (CI) -Suriname works closely with government officials, international donor agencies, local NGOs and indigenous and maroon communities to promote sound environmental policies, ensure the continued strength of the country's protected areas system and find economically and environmentally sound alternatives to destructive resource use.
- WWF has recently established a regional office for the Guianas (Suriname, Guyana, and French Guiana) in Paramaribo. The NGO is focusing on capacity strengthening of the NCD and local conservation NGOs, biological inventories, forest conservation, wetlands conservation and management of threatened species.
- The Suriname Conservation Foundation (SCF) is a new organization with an ambitious goal: to provide long-term financing for the management of protected areas in one of the world's last remaining tracts of pristine tropical forest wilderness found in the Guayana Shield.

1.3 Institutional Framework of SCF

The SCF and its management unit were established in 2001 and Bylaws were adopted. An Endowment fund has been established and an initial capitalization of \$ 8 million as follows:

- Global Environment Facility ("GEF")---\$4.5 million;
- Conservation International ("CI") ---\$2 million;
- UN Foundation ("UNF") ---\$1.5 million

Fund assets are held offshore, managed by an Asset Manager selected through a process of competitive bidding based on objectives and guidelines approved by the Board.

The Foundation is subject to strict accounting requirements.

The Foundation finances Protected Area operations and community-based conservation management, creation of conservation awareness, strengthening of biological inventories, targeted research and monitoring functions, and promotion and management of ecotourism through barrier removal activities. The SCF is focusing initially on the CSNR and the SNR, and expanding to other sites as additional capital becomes available. However, the objective is to trigger expansion of the thematic and geographic focus of the SCF's interventions in correlation with increasing institutional absorptive capacities.

SCF has been designed following extensive consultations with Conservation International (CI), the Government of Suriname (GOS), and UNDP, to obtain input regarding the SCF's structure, board composition, and funding priorities.

In the nine member Board are represented: three members nominated by the President, one representative nominated by respectively: the Indigenous community, the Maroon, community, the private sector, the Non Governmental Organizations, Conservation International (chair) and UNDP on behalf of the donor community.

The Board is supported by the Technical Committee (TC) composed of 4 experts in relevant fields appointed by the SCF Board to review proposals and provide any other technical advice to the Board and the Finance Committee to provide advice and information to the Board on financial assets of the Conservation Trust Fund.

SCF has a small staff comprising: One Executive Director, one Programme Officer one Financial Manager, one secretary/management assistant and one housekeeping assistant.

Since its establishment, several activities were undertaken to monitor SCF's performance. In December 2002 an independent evaluation of the SCF was implemented, an important prerequisite to release the second tranche of GEF funds towards capitalization of the endowment fund, followed in May 2003 by a Trust Fund Evaluation. Two Tripartite Review meetings were held and an implementing support mission by UNDP/GEF took place. Further SCF was strengthened in 2003 with two separate Technical assistance interventions for the Asset Management monitoring and to assist in developing and implementing a Resource Mobilization Strategy.

1.4 Host Country Strategy

Environmental and sustainability concerns have become a priority for Suriname. This was reflected in the main objectives of the UNDAF¹ and the CCF² and include "Strengthen the capacity for environmental management and sustainable development, in order to ensure that environmental soundness and sustainability is incorporated into overall planning, policy formulation, decision-making, and long-term goals included in the Poverty Reduction Strategy". The CCF explicitly mentions "support will be continued for the implementation of the approved project 'Conservation of Globally Significant Ecosystems in the Guyana Shield of Suriname'.

The government of Suriname has demonstrated its commitment to conservation by placing and creating a moratorium on large-scale logging operations in critical ecosystems and by creating the Central Suriname Nature Reserve (CSNR), an act which increased protected area coverage to about 14 % of the country's total land surface area. The CSNR is a 1.6 million hectare corridor, which constitutes one of the largest nature reserves in the neo tropics and possibly the single most pristine tropical forest protected area in the world. It also safeguards an important piece of the critically important Guayana Shield spearheading conservation at a wider bio-regional level.

¹ http://www.dgo.org/documents/3203-Suriname_2002_2006.doc

² <http://www.undp.org/exebrd/word/CCFSUR2.doc>

The Government of Suriname (GoS) has adopted a Sector-Wide Approach (SWAP) for development planning and resource mobilization and within this framework, the Government is formulating its long term Policy and Action Plan for the effective management of the Non-Urban Environment Sector (NUES) with a view to sustaining the socio-economic development of Suriname and protecting the country's natural resource base and biological diversity. To support the country's socio-economic development within the frame of the Multi-Annual Plan (MOP) of 2001 to 2005, this Policy and Action Plan (NUES) will be based on an integrated approach towards optimisation of (i) accelerated and sustained economic growth, (ii) social development, including poverty alleviation, and (iii) environmental and biological diversity protection and will guide the Government of Suriname in its important decisions on the investments necessary to support the country's economic growth while taking into account the ecological, social and environmental issues.

1.5 Addressing developmental problems

In 2000, the UNDP project "Conservation of Globally Significant Forest Ecosystems in Suriname's Guayana Shield Bio-region" aimed at protecting the rich biodiversity of Suriname's tropical forests, was approved. This goal will be accomplished through two main sets of interventions:

- **Component A** consists of a bundle of one-time enabling investments designed to foster a supportive policy and institutional environment for protected area management; undertake management planning operations in the Central Suriname Nature Reserve (CSNR) and the Sipaliwini Nature Reserve (SNR).
- **Component B** created the Suriname Conservation Foundation ("SCF") an environmental (endowment) fund with an initial capitalization target of USD \$15 million established to provide long-term sustainable financing for conservation.

The GEF agreed to contribute an additional US\$ 3.4 million as part of the above-mentioned target, if other donors would agree to contribute an additional \$3.6 million. It was originally expected that by the end of 2002, SCF's endowment would have increased to US\$ 15 million, and SCF's annual income from investing this \$15 million would be an average of US\$ 750,000/year in perpetuity, based on a projected annual rate of return of 5%, to be used to meet the following recurrent costs: \$150,000/year for administrative and monitoring services (i.e., the costs of the Management Unit); \$390,000/year for protected area operations; and \$210,000/year to support scientific research, environmental education and awareness building, and ecotourism development.

However, delays have been incurred in the mobilization of additional resources. The successful raising of additional funds (at least \$ 3.6 million in the short term) is a critical benchmark condition to trigger the second tranche of \$ 3.4 million from the GEF.

Further, it was generally concluded that there is a need for further strengthening the capacity of the newly established Foundation and significant work remains to be done to effectively strengthen protected area management capacity in the country, both at central government level as well as at the site level.

The Government of Suriname has recognized the role of SCF strengthening capacity for protected area management and therefore the need to urgently reaching its endowment capitalization target. GOS has agreed to proceed with the co-financing equivalent of US\$ 3.6 million, prior to the finalization of the NUES as a matter of priority.

1.6 Target Beneficiaries

The principal and direct beneficiary of assistance provided by UNDP to strengthen SCF's institutional capacity will be SCF's Board, SCF Staff and SCF Committees. Directly and indirectly the Governments Conservation Institutes, Research institutes , NGO's and CBO's will benefit through improved technical and financial support of SCF . The SCF office will be able to offer better service through its improved capacity and so the people of Suriname and the world will benefit through improved Conservation of Biodiversity.

Part II Strategy

2.1 Project Strategy

The main objective of the project is to strengthen the long-term environmental management capacity of the Suriname Conservation Foundation (SCF) to enable SCF to support to conservation management, research, awareness, advocacy, and ecotourism activities. As a result SCF will be able to carry out its functions to a higher degree of quality and relevance that meet internationally accepted standards and the requirements of the GEF, UNDP and other donors. At the same time the government agencies responsible for protected area management will be strengthened through the provision of financial and technical capacity building support under this project. The project will be financed from Government costs sharing as counterpart input to meet the requirements for the second tranche for the GEF funds for the project: "Conservation of Globally Significant Forest Ecosystems in Suriname's Guayana Shield Bio-region". Through this capacity strengthening the SCF Endowment fund will reach its initial capitalization target of USD \$15 million to provide long-term sustainable financing for biodiversity conservation.

These project outcomes will contribute to the goal as formulated for the project "Conservation of Globally Significant Forest Ecosystems in Suriname's Guayana Shield Bio-region outcome, formulated as "To engender sustainable conservation of the globally significant Guayana Shield tropical forest wilderness biota". This outcome also contributes to the main objectives of the Environmental Management and Sustainable Development Program of the UNDAF, including: " Strengthen the capacity for environmental management and sustainable development, in order to ensure that environmental soundness and sustainability are incorporated into overall planning, policy formulation, decision-making, and long-term goals included in the Poverty Reduction Strategy." Further, the project can be considered as the implementation of one of the priority areas in the CCF for Environment and Energy: "support will be continued for the implementation of the approved project 'Conservation of Globally Significant Ecosystems in the Guyana Shield of Suriname".

The project is preceding the non Urban Environment Sector Action plan, as is in development at this moment, and corresponds with the draft as was discussed and contains activities that are considered to have high priority. These activities already prioritized in the draft plan, will through this project be implemented in an earlier stage due to the urgency of the implementation of this project as was expressed in the request of the Government.

Through grant making for sustainable livelihood the project is also consistent with UNDP's overall Strategy "to help countries strengthen their capacity to address challenges regarding sustainable development at the global, national and community levels, seeking out and sharing best practices, providing innovative policy advice and linking partners through pilot projects that help poor people build sustainable livelihoods. Further, UNDP has made Biodiversity for Development a prime focus of its Energy and Environment Practice since Biodiversity loss exacerbates poverty, and likewise, poverty is a major threat to biodiversity.

The Government of Suriname is working with UNDP as a trusted partner to provide Suriname with technical and financial assistance for this project UNDP will play a major role in providing relevant financial support and technical assistance to PLOS and SCF , will monitor the efficacy, and will advise the SCF and other implementing agents on best practices.

2.2 Characteristics of the support to SCF.

In the light of the lessons learned from the past, and according to the principles of the Sector Wide Approach and the broader goals of the Suriname Conservation Foundation, Government has made clear its intention to assist SCF through the following principles:

- Country driven and consistent with the Non-Urban Environment Sector Policy and Action Plan with a view to sustain the socio-economic development of Suriname and sustainable protection of the country's natural resource base and biological diversity.
- Participatory, increasing awareness, participation and cooperation among stakeholders particularly by participation of local communities in development of nature conservation, protected area management resulting in the improvement of people-park relations
- Partnership-oriented and coherent in terms of donor support for the priorities that emerge, avoiding duplication
- Results oriented, based on a long-term perspective for sustainable development and poverty reduction and focused on conservation biodiversity activities while creating more opportunities to combat poverty.

More specifically, support to SCF will allow the endowment fund to reach its planned level of US\$ 15 million, in a period of 5 years, by using the income from the Endowment fund for its capitalization. The required level for sustainable financing for conservation of biodiversity will be reached and at the same time it will boost the country's absorptive capacities for biodiversity conservation by systematically strengthening institutional capacities.

Based on the assumption that:

- No part of the capital of SCF's endowment will be spent and not be used as a sinking fund;
- SCF's Endowment will grow to at least US\$ 8 million by the end of 2004, based on an estimated increase of 6.67% over its 2003 year-end of approximately US\$ 7.5 million.
- GEF will agree to transfer the second tranche of US\$ 3.4 million to SCF's endowment by the end of 2004, which would have the effect of increasing the size of SCF's endowment to US\$ 11.4 million;
- SCF's endowment will continue to indefinitely generate an average annual investment return of 6.67% fee³

the size of SCF's endowment would grow from US\$ 11.4 million at the end of year 1 (2004) to US\$ 14,759,580 at the end of year 6 (2009), based on a compound rate of interest of 29.47% (i.e. the effect of compounding 6.67% annual growth for a further four year period. Every year thereafter, SCF's endowment would generate an average of US\$ 984,464 /year (i.e. 14,759,580 times 6.67 %), which it is assumed would be entirely spent each year on conservation grants and on SCF's administration expenses.

Year	Capital begin of the year: July (US \$)	Income (US \$)
2004	11,400,000	760,380
2005	12,160,380	811,097
2006	12,971,477	865,198
2007	13,836,675	922,906
2008	14,759,580	984,464
2009	15,744,045	

The support to SCF will include technical and financial support to meet the recurrent costs over a period of about 6 years: for a total amount of about US\$ 3,600,000 according the following schedule. This schedule resulted from extensive consultations with all partners.

Expenditures (US\$)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Administrative services SCF	125,000	125,000	125,000	125,000	120,000	110,000	730,000
%	24.9	22.5	21.3	21.4	19.9	18.2	21.3
Institutional Strengthening	190,000	210,000	210,000	200,000	177,000	152,000	1,139,000
%	37.8	38.3	34.9	32.6	28.2	24.0	33.2
SCF	90,000	90,000	80,000	60,000	50,000	30,000	400,000
%	17.9	16.4	13.68	10.3	8.3	5.0	11.7

³ Barry Spergel, Report on possible financial scenarios for the Suriname Conservation Fund , March 2004

<i>NCD/Stinasu</i>	75,000	90,000	95,000	100,000	90,000	85,000	535,000
%	14.9	16.4	16.2	17.2	14.9	14.1	15.6
<i>BD focal point (ATM)</i>	15,000	19,000	20,000	20,000	15,000	12,000	101,000
%	3.0	3.5	3.4	3.4	2.5	2.0	2.9
<i>Other defined inst. strengthening</i>	10,000	11,000	15,000	20,000	22,000	25,000	103,000
%	5.0	5.5	5.1	5.1	5.1	5.0	5.1
PA management	150,000	160,000	170,000	190,000	230,000	230,000	1,130,000
%	29.8	29.2	28.9	32.6	38.1	38.1	33.0
Other grants	30,000	45,000	55,000	60,000	68,000	78,000	336,000
%	6.0	8.2	9.4	10.3	11.3	12.9	9.8
PLOS project management	5,000	5,000	5,000	5,000	5,000	5,000	30,000
%	1.0	0.9	0.8	0.9	0.8	0.8	0.9
Project audits and evaluations	3,000	3,000	23,000	3,000	3,000	28,500	63,500
%	0.6	0.5	3.9	0.5	0.5	4.7	1.9
Total	503,000	548,000	588,000	583,000	603,000	603,500	3,428,500
UNDP costs	25,150	27,400	29,400	29,150	30,150	30,175	171,500
Grand total	528,150	575,400	617,400	612,150	633,150	633,675	3,600,000

The largest component of the available funds US\$ 1,139,000 (33.2 %) is allocated for the needed Institutional Strengthening and capacity building: S\$ 535,000 for the strengthening of the Government Nature Conservation institutes, responsible for protected area management, based on project ideas as presented in 2.6, and US\$ 400,000 for the strengthening of SCF and the refining and implementation of the Resources Mobilisation Action Plan ⁴. For strengthening the Biodiversity focal point at the Ministry of Labor, Technological Development and Environment a total amount of US\$ 101,000 has been allocated. This will include the update of the Biodiversity strategy and the establishment of a biodiversity databank, including the introduction of the GIS system for the monitoring of Biodiversity. For other organizations in the area of Biodiversity conservation and protected area management an amount of US\$ 103,000 has been allocated.

An almost equal amount: US\$ 1,130,000 (33 %) will be provided for protected area management to implement the management plans; especially the management plans for the CSNR and SNR. A growing percentage: 6% in year 1 and about 13 %

⁴ Emma Torres Towards a Resource Mobilization Strategy for the Suriname Conservation Foundation, February 2004

in year in year 6 of total Funds will be available for other Grants: research, awareness building and education.

Except for the Institutional strengthening of the Government Nature Conservation institutes and ATM, all projects to be granted, will be based on approved project proposals in agreement with procedures as outlined in the SCF Operations Manual. Total funds to be disbursed by SCF from this project to grantees, including SCF, will be US\$ 1.96 million, increasing from US\$ 280,000 in year 1 to US\$ 363,000 in year 6.

SCF's budget for administrative costs and monitoring will have a total amount of US\$ 730,000. According the SCF's policy, about 20 % of total expenditures would be allocated for the core operating costs, including staff salaries, travel and utilities for administrative and monitoring services (i.e., the costs of the Management Unit) to prepare and review proposals, financial management including preparation of administrative budgets and financial oversight and reporting, and monitoring and evaluation project activities of the grantees. (i.e., the costs of the Management Unit). The allocation table gives higher amounts especially for the first years (US\$ 125,000), which can be considered as the absolute minimum for the administrative costs. Taken into account that not all funds will be channeled through SCF, the percentage of the budget to be allocated for SCF Administrative costs, as proportion of the funds channeled through SCF, decreases from 44.6 % in year 1 to 30.3 % in year 6. The assumption is that during the implementation of the resource mobilization plan, resources will increase, including resources for the SCF management

Costs for project audits, Mid- Term and Final independent evaluations and strengthening of the capacity of PLOS in monitoring this project are estimated at about 2.8 % of total costs and UNDP Administration costs are 5 %: (US\$ 171.500).

2.3 The Program of Support

Additional to the financial support, specifically the UNDP will provide full execution support to the Government of Suriname in the following areas:

- Monitoring all financial contributions to SCF under this project;
- Monitoring of support activities to NCD, Stinasu and ATM;
- Procuring of goods and contracting of services under agreed procedures;
- Reviewing and assessing proposals for services and goods to ensure quality and value;
- Ensuring timely payment disbursements;
- Assisting in the preparation of donor financial reports;
- Preparing and issuing Requests for Proposals (RFPs) internationally for the identification of the Technical assistance;
- Advising GoS and the SCF on the technical content of the work produced by experts;
- Supporting the pre- and ongoing training activities;
- Participate as member of the Oversight Committee.

2.4 The support to SCF

The SCF is a new organization with an ambitious mandate. The first years of operations have been mainly focused in its establishment; the next phase should be one of consolidation, and hence the importance to build its capacity to meet those challenges.

A renewed SCF's vision will be anchored in Suriname, with a clear commitment to generate global benefits and conserve biodiversity for future generations

The program development will be enhanced to ensure that SCF allocates its grant resources strategically and effectively. Although the project provided SCF for the two initial years of operations capacity building to support the consolidation and initial operational costs of the foundation, it was generally concluded that there is a need for further strengthening the capacity of the newly established Foundation SCF.

A capacity- building and a results oriented work plan will be developed and implemented. To sustain its operations over the long-term and to fulfill its ambitious mandate, significant additional resources will be required. SCF will develop a resource mobilization strategy with a strong diversified donor base

Since the basis of this project indicates that, during a period of 6 years, the total income from the endowment fund will entirely be used for its capitalization, SCF's administrative and monitoring costs will be financed from the project up to the allocated amounts.

2.5 Specific activities to be implemented for strengthening SCF.

* Renew SCF's vision and mission statement

An activity identified is increasing SCF's profile. A renewed SCF's vision should be formulated, anchored in Suriname, with a clear commitment to generate global benefits and conserve biodiversity for future generations. Its vision explains why it does what it does and it's inspiring, while the mission should explain what the organization does .The Mission Statement should describe what SCF does, its target market and the competitive framework in which its fundraising programme will operate The mission should be clear and broadly supported and with good grounds for the future. .

For this exercise a short list of local firms with experience and international partnerships in this area will be contacted for the assignment to assist the SCF Board in this exercise.

* Refine goals according the mission and vision to be set and agreed upon by SCF's main stakeholders: its Board and management.

Once SCF's Board and management establish a renewed Vision and Mission a next step will involve the establishment of clear goals as a concrete expression of SCF's vision. Goals should spell out what SCF wants to accomplish in a given period (i.e. expressed in years). These goals should be set and agreed upon by SCF's main stakeholders: its Board and management. External expertise will be contracted to assist SCF with this exercise.

* Development and implementation of exercise of branding the work of SCF and the CSNR on national and international level

SCF will seek a higher public profile and gain name recognition both in Suriname – becoming familiar to the communities around the protected areas, especially CSNR and SNR, and to the public at large-as well as in the international conservation community.

An exercise of branding the work of SCF and the CSNR will be carried out to ensure that Suriname capitalizes on the investment made in long-term conservation while foregoing short-term revenues from mining and timber. Branding will add value to SCF and to the investment in establishing globally significant nature reserves.

This exercise should be carried out jointly or in close consultation with the Government since a strong brand will create a set of positive effects, and the association of the brand with Suriname could extend its benefits to other Suriname economic and export activities.

International expertise will be recruited to assist in this exercise to engage international press and with the design of the video's and the leaflets.

The SCF information campaign will be launched on SCF's identity and purpose as a fully independent Surinamese institution that has an attractive mandate directly linked with livelihood improvement through conservation. This will include: Development and implementation of Newspaper articles, radio and TV programs and field visits to communities

Local firms will be contracted for the improvement of the website, Power Point presentations and reproduction of materials.

* Training of Board members, members financial committee and staff in asset management

It is essential for SCF's main objective, the sustainable financing of biodiversity, that the endowment fund will have an average income of at least 5 % a year. Close monitoring of the asset management is important task for the Board members and international Technical expertise will be provided to assist the Board.

Training in asset management for Board members and SCF staff will be implemented by recruiting international expertise who will train board members and staff in 2 workshops.

* Training of Board members, staff and members of technical committee on project preparation

The generation of a strong portfolio of project proposals is of central importance in SCF's activities. Funding well prepared high priority projects and making them success stories is actually one of the the core activities of the Foundation.

Training of Boardmembers , staff and the Technical committee by local experts will be a first step to reach the objective of preparing a portfolio of succesful project.

* Training of potential beneficiaries in project preparation, implementation and monitoring

As part of an overall effort to generate credibility by being able to provide capacity building opportunities among prospective target groups, SCF staff will prepare and deliver a series of open seminars in Identification, Design and Presentation of Project Proposals. These will also include the establishment of operational partnerships with institutions providing small grants and community development

grants to mutually support project development and co-financing. Potential partners in this context are the IDB and EC small grants programs and WWF.

This activity will include: Training of community leaders, advisors and members of local NGOs and CBOs; Meetings and open seminars for potential beneficiaries

* Refining and implementation of Resource mobilization strategy

An International consultant will be contracted to refine the Resource Mobilization strategy and to provide technical support for its implementation.

The conduct of high level fundraising and public relations events in Suriname and the Netherlands, engaging high profile local or expatriates Surinamese celebrities to support programme development, will be part of this strategy.

* Establishment of a monitoring, evaluation and reporting system.

Although the Operations Manual gives guidelines for the monitoring and evaluation, the system as such is not in place.

Technical assistance will be contracted to assist SCF in establishing the system and to train to Board members, staff and members technical committee in these matters.

2.6 Support to the Nature Conservation Division and STINASU

This initiative will boost the country's capacity for biodiversity conservation by systematically strengthening institutional capacities. The capacity building projects aim to strengthen the Institutes responsible for Nature conservation and management of protected areas in Suriname The Nature Conservation Division (NCD) under the Ministry of Natural Resources, the primary agency responsible for conserving Suriname's biological diversity and the semi-governmental Foundation for Nature Preservation (STINASU) , a non-profit organization, established for the explicit purpose of stimulating and implementing the use of the nature reserves for scientific research, education, and nature tourism.

* Institutional reform:

- Support, guide and monitor the implementation of the reorganization of the institutes responsible for nature conservation and management of protected areas in Suriname; incl. the revision of (internal) organizational structure, streamlining of operations, updating of job descriptions, as well as the matching of personnel qualifications with their job description and requirements.
- Actualization and implementation of conservation-related training program for all staff (up to middle-management level) of the institutes responsible for nature conservation and management of protected areas in Suriname, using the expertise of JSOOC, supported by experts of the University of Suriname and other experts.
- Fellowships, internships and grants for staff of the institutes responsible for nature conservation and management of protected areas in Suriname, and for key members of NGOs of local communities living near PAs.:
- Enhanced development and marketing of products and services provided by the institutes responsible for nature conservation and management of protected areas in Suriname, in collaboration with STS and (private) tour operators in Suriname

* Following the updated Biodiversity Strategy, the 1954 Nature Conservation Act will be reviewed, drafted and will include issues on management of protected areas community involvement a retribution system (targeting users and polluters) in support of local and national-level management of PAs.

Further it might include:

- Renovation of the main office (LBB complex)
- Creation of key park guard stations.
- Improvement of logistics
- Improvement of communication.

Supporting activities:

- Finalization of Conservation Action Plan II (CAPS II) to aid in fundraising and project-based implementation of additional conservation activities in the course of the next decade
- Identification and establishment of buffer zones (and corridors) adjacent to PAs (and connecting PAs) and the setting up of criteria for acceptable use practice in these zones
- Assessment of relatively poorly known areas in Suriname that are currently not (legally) protected and have been listed as potential conservation priority areas as an outcome of the GSI-IUCN-CI and WWF initiated prioritization exercises; subsequent evaluation of the need and feasibility of conserving (parts of) these areas in order to significantly enhance the effectiveness of the protected area system of Suriname.
- Law enforcement in the protected areas

Supporting activities, not under direct responsibility of NCD/Stinasu:

- Nature conservation advocacy and education activities implemented nationally and locally by the institutes responsible for nature conservation and management of protected areas in Suriname, in collaboration with national education institutes / experts
- Strengthen the human capacity within local communities in the East, West and Nord of Suriname to manage natural resources and assume implementing roles in nature conservation

2.7 Strengthening of the Biodiversity focal point

Strengthening of the Biodiversity focal point (Ministry of Labor, Technological Development and Environment) will include the update of the National Biodiversity Strategy.

The biodiversity strategy, as developed in 1997, did not include the establishment of the CSNR, which increased protected area coverage to 12% of the total land surface area and was recognized by UNESCO in 2000 as a World Heritage site.

The establishment of the CSNR marked Suriname as a country with a preventive rather than remedial approach to biodiversity conservation.

Further, new views as expressed at the World Summit for Sustainable Development in 2002, should be included.

The strategy will feed into the ongoing activity to prepare a Biodiversity Action Plan and the First report to the Biodiversity Convention and will optimize the technical assistance to be provided in the ongoing project “Conservation of Globally Significant Forest Ecosystems in Suriname’s Guayana Shield Bio-region” to co-ordinate conservation and development activities in the landscapes buffering protected areas. Further, the strategy will also complete and further detail the ongoing process of the preparation of a sector analysis for the sector non-urban environment and will guide changes as required in the proposed for the revision of the 1954 Nature Conservation Act.

A National Biodiversity working group or committee will be established and strengthened through technical assistance, training, equipment and literature, to update the strategy and advice on biodiversity policy.

This will be supported by establishing a Biodiversity databank. The databank will gather knowledge on the country’s biological diversity to create opportunities for sustainable development within the economic and social context and to support decision-making processes related to the protection and sustainable use of biodiversity, both by the public and the private sector.

The data bank will also include the introduction of a Biodiversity monitoring system that will make use of the GIS technology.

2.8 Other project activities

- Project monitoring: establishment of a monitoring system, software, administrative costs, and training for the Implementing partner, the Ministry of Planning and Development Cooperation
- Mid term and Final of Evaluations of the project.
- Yearly audit of the project: At least once in the duration of the project an audit will be carried out regarding the adequacy of spending according to the planned activities and the effective management of the project.

Part III – Management Arrangements

The project will be implemented according to the National Execution Modality (NEX). UNDP will provide full execution support while building capacity to go to a full NEX. The UNDP will provide full execution support to LPOS in the following areas:

- Monitoring all financial contributions to SCF under this project,
- Monitoring of support activities to NCD, Stinasu and ATM
- Procuring of goods and contracting of services under agreed procedures;
- Reviewing and assessing proposals for services and goods to ensure quality and value;
- Ensuring timely payment disbursements;
- Assisting in the preparation of donor financial reports;
- Preparing and issuing Requests for Proposals (RFPs) internationally for the identification of the Technical assistance;
- Advising GoS and the SCF on the technical content of the work produced by experts;
- Supporting the pre- and ongoing training activities.
- Participate as member of the Oversight Committee

This will be indicated in the letter of agreement to be signed between the GOS and UNDP and be specified in separate service agreements. The Implementing partner will be the Ministry of Planning and Development Cooperation as executing agency. The Suriname Conservation Foundation, the Environmental division of the Ministry of Labour, Technological Development and Environment and the Division of Nature Conservation and Stinasu of the Ministry of Natural Resources will act as other Implementing Agencies.

3.1 Oversight and Implementation

The Government will establish a leadership, oversight and implementation framework comprising an Oversight Committee consisting of representatives from the Ministry of Planning and Development Cooperation, the Ministry of Natural Resources and the Ministry of Labor, Technological Development and Environment and UNDP as members, a representative from the Dutch embassy as observer and the Director of SCF will attend the meetings. The Committee will meet at least on a quarterly basis and will approve quarterly progress and financial reports and provide guidance to the implementing agencies.

Under this project, project financial support will be channeled through UNDP to address the administrative costs of SCF and a number of capacity building and other technical support needs, grant giving and resource mobilization.

For the different components, procedures will be as follows:

- Transfers to SCF to finance the component “**SCF Administrative and monitoring services**”. will be made on a quarterly basis , after approval of a Financial Request, a Progress Report and a Financial Report by the Oversight Committee. A

condition for this procedure is that relevant SCF staff will be trained in NEX procedures, preceding this arrangement

- Proposals for projects for “Strengthening NCD and Stinasu”, the Environmental division of Ministry of the Ministry of Labor, Technological Development and Environment and of for monitoring and strengthening activities of the Ministry of Planning and Development Cooperation, will be detailed in separate documents and submitted for approval by the Oversight committee. The financing of these projects will be done by UNDP. These proposals should contain the information necessary to appraise the benefit of the activities for achieving the expected results as outlined in the project strategy; well-described expected results, indicators for successful achievement of these results and a budget according to the same budget lines as this project.
- Other activities to be financed under this project such as “Strengthening of SCF”, “Other institutional strengthening projects”, “Protected Area management and support” and “Other Grants”, will be financed after approval by the SCF Board according SCF Bylaws and Operations Manual.
- The evaluation experts will be contracted by UNDP after endorsement by the Oversight Committee.

Part IV. Monitoring and Evaluation

The monitoring will be focused on outcomes and performance measurements of outputs of the project. The APR and the evaluations are the main instruments assess this and stakeholders are participating in the rating process.

For each of the four project components: PA management support; Institutional Strengthening (SCF; NCD/Stinasu and other); Other grants; Project Management and Evaluations, a different set of indicators and Sources and means of verification have been defined.

The main instrument for the monitoring is the quarterly Oversight Committee (OC) meeting of the Executing Agency, the Implementing Agencies and UNDP. The OC will be chaired by PLOS and an assessment of progress in attaining objectives will be made. The Oversight Committee will meet at least on a quarterly base and will receive quarterly reports or as often as deemed necessary and approve financial requests.

The quarterly Progress reports and Financial reports, to be submitted by UNDP, based on inputs from SCF and other implementers, will include performance based monitoring: except for actual achievements, information will be presented about how they were achieved, factors that influenced this positively or negatively, whether the achievements were exceptionally good or bad and who was mainly responsible. Minutes will be made from these meetings and be endorsed by all parties, based on which the implementation of the project may be revised

Tri Partite evaluation meeting of the Executing Agency, the Implementing Agency and UNDP (TPR), will be organized once a year or as often as deemed necessary, in the duration of the project. The TPR will be chaired by PLOS and will mainly focus on the relationship between the project and external factors such as the macro economic

conditions, the developments on the capital market etc.: The Annual Progress Report (APR) will be submitted by UNDP. The APR will also include the audit report. The issues to be monitored and all conditions will be explicitly mentioned on the TPR agenda.

Minutes will be made from this meeting and be endorsed by all parties, based on which the implementation of the project may be revised.

Further, UNDP will report to the GEF (copied to PLOS) on lessons learned in this regard during the annual Project Implementation Review (PIR) conducted jointly with the GEF Secretariat.

The UNDP Programme Manager using day-to-day monitoring to verify progress, as well as field visits and reports and/or information received from the project management, will as a member of the oversight Committee share the information with this committee on a at least a quarterly base. The programme manager will receive quarterly performance and financial reports from the project implementers and validate these reports through field visits, spot-check visits, external assessment, client survey, evaluation

At the end of year 2, an independent evaluation will be implemented to measure the effectiveness and efficiency of project activities in relation to the stated objectives and to produce possible recommendations on how to improve the management of the project until the end of it. Particular emphasis will be put on the project results and the possibility of achieving all the objectives in the given timeframe, taking into consideration the speed, at which the project is proceeding.

This will include an assessment of the project design, the implementation and the project outputs, outcomes, impact and sustainability of project results.

The report will include findings, recommendations, and lessons learned and rating on performance.

Part V. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Suriname and the United Nations Development Programme, signed by the parties on 27, April 1978. The Executing Agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that agreement.

The following type of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions in, or addition of any of the Annexes of the Project Document.
- Revisions that do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation.

- Mandatory annual revisions that rephase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

Part VI The work plan and budget