

**MID-TERM REVIEW  
STRENGTHENING NATIONAL CAPACITIES OF  
SURINAME FOR THE ELABORATION OF THE  
NATIONAL REDD+ STRATEGY AND THE DESIGN  
OF ITS IMPLEMENTATION FRAMEWORK  
PROJECT**

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## LIST OF ABBREVIATIONS

CI-Suriname	Conservation International Suriname
ESMF	Environmental and Social Management Framework
DR	District Committee (District Raadsleden)
FCPF	Forest Carbon Partnership Facility
GoS	Government of Suriname
HACT	Harmonized Approach to Cash Transfers
HFLD	High Forest cover, Low Deforestation rate
IMAC	Inter-Ministerial Advisory Commission
IP	Indigenous Peoples
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
MRV	Measurement, Reporting and Verification
NFMS	National Forest Monitoring System
NGO	Non-Governmental Organization
NIMOS	National Environmental and Development Institute in Suriname
NIM	National Implementation Modalities
PMU	Project Management Unit
PRODOC	Project Document
R+As	REDD+ Assistants
RAC	REDD+ Assistants Collective
REDD+	Reduction of Emissions from Deforestation and forest Degradation
REL/RL	Reference Emission Level/Reference Level
RR	Resort Committee (Resort Raadsleden)
R-PP	Readiness Preparation Proposal
RSC	REDD+ Steering Committee
SBB	Foundation for Forest Management and Production Control, Min RoGB
SESA	Social and Environmental Strategic Assessment
ToR	Terms of Reference
UN	United Nations
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

## EXECUTIVE SUMMARY

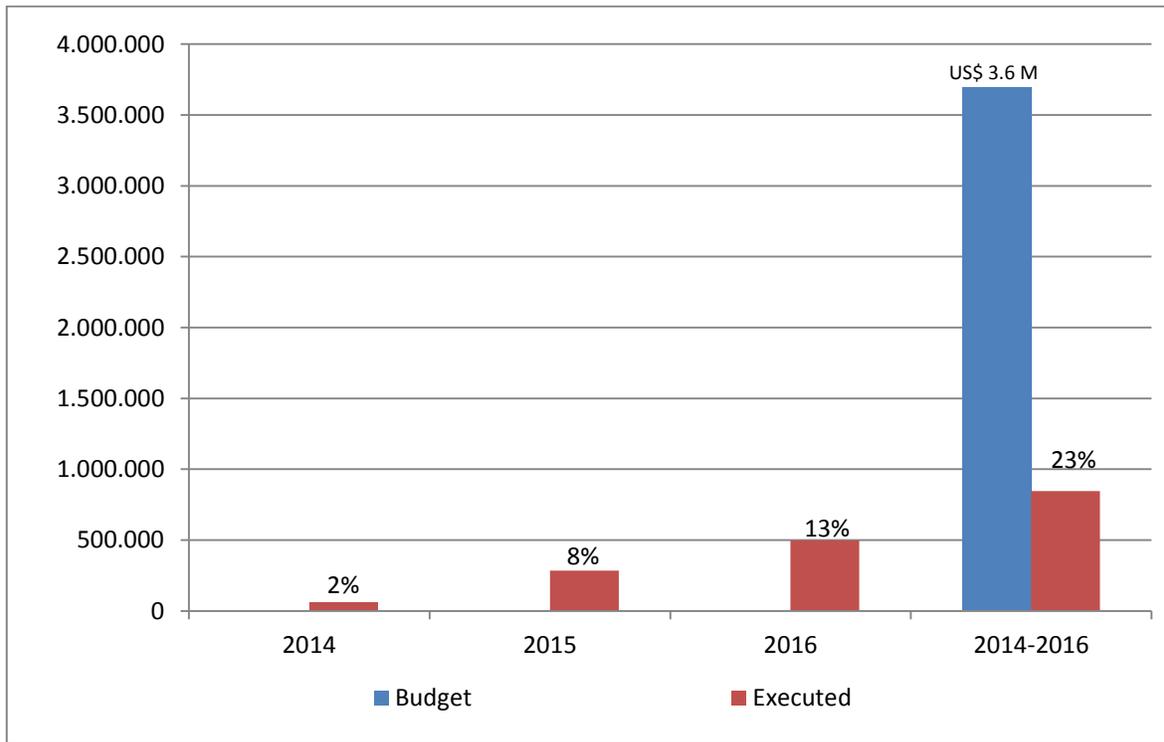
The “*Strengthening national capacities of Suriname for the elaboration of the National REDD+ strategy and the design of its implementation framework*” project has a budget of 3.694.000 US\$ for the project implementation, from May 2014 until June 2017.

The project is structured around three pillars: (1) human capacities and stakeholder’s engagement; (2) REDD+ strategy; and, (3) implementation framework and tools. It is implemented by the Government of Suriname (GoS) with the United Nations Development Program (UNDP) as delivery partner. The National Institute for Environment and Development in Suriname (NIMOS) serves as the GoS technical focal point for implementation of the project while the Foundation for Forest Management and Production Control (SBB) is also responsible for specific outputs from pillar 2 and 3.

The Mid Term Review (MTR) was scheduled to take place in early 2016 according to the signed Project Document (Prodoc), but the Project Board decided to postpone it until the end of 2016, given absence of progresses in early 2016 and the interest of giving to the recently recruited team in the Project Management Unit (PMU) a chance to perform before being assessed.

The Mid Term Review considers the execution of the project until October 31th 2016 and focuses not only in the progress made, but also on main corrective recommendations towards a successful completion of the Project objectives.

The UNDP financial reports for 2014, 2015 and 2016 (Jan-Oct) show that from the total budget of USD 3.694.000 for the Project, until October 31<sup>st</sup> 2016 only 23% was executed. The following graph shows the annual and cumulative execution versus the budget.

**Graph N 1: Project Annual and Cumulative Execution versus Available Budget**

Source: UNDP financial reports 2014, 2015 and 2016

Pillar 1 is the one in which more money has been spent, but it can be noticed that budget execution is still very low (only 34%). Considering the Annual Working Plan presented for 2016 by the Project Management Unit (PMU), only 24% of the budget was executed until October 31<sup>st</sup>, 2016.

Clearly, there is a very low execution of the project funds so far (only 23% from the beginning to October 31<sup>st</sup> 2016), and based on the budget for the Annual Working Plan (AWP) 2016, only 24% has been spent, showing a marginal improvement. The numbers show that if the trend of the financial execution remains as it is, in six months, at the end of the Project, the total execution will be less than 50% of the total amount.

The review of the midterm progress in the REDD+ readiness project reveals the following:

**Pillar 1: Human capacities and stakeholder's engagement:** There has been some progress in establishing REDD+ management arrangements, mainly through the operationalization of the Project Board and the Project Management Unit (PMU). However there are still weak points in management that need to be strengthened. Some progress has been also achieved regarding capacity-building through trainings to NIMOS, SBB and for REDD+ Assistants Collective, as well as field visits and making the information available via the REDD+ website. Less progress has been made on stakeholder engagement, considering the engagement plan is still under construction. Minor achievements have been made in setting up dialogues and participations with key

stakeholder groups. Some activities are progressing gradually and are flagged as behind the schedule, such as supporting and engaging Indigenous and Maroon people for implementing REDD+.

**Pillar 2: REDD+ strategy:** There is not much progress regarding this activity, which is mostly in charge of NIMOS. A Technical Officer for REDD+ is needed to address the technical issues. Some procurement activities are under implementation such as for the REDD+ National Strategy, which will include the assessment of SESA requirements. The achievements made for the REDD+ Strategy Options, background studies for strategic analysis and planning are progressing gradually and are flagged as behind the schedule. The National Safeguard information system is still not designed. SBB that is in charge of activity 2b4 (Building national consensus on the analysis of drivers of deforestation and degradation) has recruited a consultant firm to prepare a Multi-Perspective Analysis of Drivers of Deforestation, Forest Degradation and the Barriers for REDD+ (DDFDB+), which is progressing well.

**Pillar 3: Implementation framework and tools:** There has been a lot of progress in this Pillar that is mainly under the responsibility of SBB, which shows good signs of local capacities being built in the country for REDD+. The National Forest Monitoring System (NFMS) is under development. A lot of progress has been achieved regarding the elaboration of forest cover maps for 2000, 2009, 2013, 2014 and 2015. There is also a draft of the National Forest Monitoring System roadmap, a design and preparation of a National Forest Inventory and some progress regarding estimations of emission factors and carbon stocks. Legal reforms, as well as institutional and financial arrangements for full and effective REDD+ implementation, which have been assigned to NIMOS, are still pending and should be developed in 2017.

The Project encounter several management problems from the beginning of its execution, the Implementing Partner, NIMOS, showed difficulties in developing contracting processes for the PMU personnel, as a result the PMU never operated with the complete personnel that was envisaged. The situation continued for a year and half, in the last trimester of 2016 measures were taken to correct the problems, but those are not definitive but transient, since then a better management of the project is expected, but still too early to see the results.

The Project implementation modality where UNDP provide the support to NIMOS in the Project recruitment of the PMU personnel, could have avoid the problems we are seeing now in the project implementation. The full support to NIM could have worked better with the current capabilities of NIMOS in project implementation. Therefore to move from full support to NIM to Support to NIM could have result in a better Project Implementation Modality for the REDD+ Project.

A high political engagement in the REDD+ readiness process is still missing, the project needs to focus to reach all branches of government and engage them in the discussion of the REDD+ strategy in line with the Development Strategy 2035.

The REDD+ readiness process in Suriname requires more time to be able to convene all key aspects into a viable strategy and the role forests will play in the future development for Suriname.

The PMU-SBB team has not yet created all the technical capacities in its personnel or in the respective institutions, spite the fact most of the progress seen in the project implementation is done in the technical products SBB is responsible for, therefore to institutionalize the FCMU is key to maintain the technical capacities gained and the work still to be done in the next year and a half.

The project will require an extension of not less than 12 months to finalize the main expected outputs, but only if the recommendations in this review are implemented in due time.

Correcting measures within the PMU-SBB organizational structure are needed to be in place by March 2017, so the PMU will count with all the personnel on board and the technical and administrative support ready to continue the project implementation.

- The PMU Coordinator needs to be appointed as soon as possible and no later than March 2017.
- The Technical Coordinator and the technical team that will oversee the work of the key consultancies until end of the project needs to be defined and appointed as soon as possible and no later than march 2017.
- The financial and administrative support given by the PMU needs to change to a permanent state (with the Financial/ Administrator position filled or alternative arrangements in place)
- NIMOS-SBB needs to ensure that the FCMU personnel is funded until the end of the project at least.
- FCMU Unit needs to be institutionalized in SBB, especially since it is already supporting other processes with effective information.
- MOU between NIMOS and PMU for REDD+ needs to be signed to provide formality to the process and joint work

If the situation does not change, the Project with the current level of execution per year of 24% even with an extension of time would not be able to use all the resources nor deliver the expected outcomes and outputs.

## 1. BACKGROUND

Suriname is a small developing coastal state with a Gross Domestic Product (GDP) per capita of US \$ 9,509 in 2015 (Central Bank of Suriname), a population of 558,773 inhabitants in 2014, a high human development index according to the UNDP (0.71 in 2014, occupying the 103 position of 187 countries worldwide) and abundant natural resources.

During the last decade, Suriname's economy has performed well, with a real average GDP growth rate of 3.63% during the period 2006-2015. Suriname's economy is characterized by a strong dependence on exports of commodities: gold, petroleum and bauxite represent 35% of (2015) GDP (Central Bank of Suriname, 2016). This makes its economic performance very vulnerable to international prices of raw materials, which have experienced great variations in recent years. On the other hand, the services sector, which accounts for another 50% of GDP, is driven by trade and transport activities that are closely related to the commodity industry, and recent price fluctuations have increased the levels of the country's fiscal deficit and debt (IADB, 2015).

Suriname's current account has worsened sharply in recent years, from a surplus of 5.7% of GDP in 2011 to a deficit of 15.6% of GDP in 2015, with the drop in mineral exports accounting for more than the full decline<sup>1</sup>.

Suriname is a country with high forest cover (about 93% of the land surface) and historically low deforestation (between 0.02 and 0.11 % (SBB 2016)). The Mining sector is responsible of 73% of the deforestation in Suriname. Recent trends show increasing pressures on the forest that could potentially change this situation in the future. The Government of Suriname has expressed the intention to keep the country's High-Forest cover and Low-Deforestation (HFLD) status, while not compromising the needs for economic and social prosperity. In this context, as a signatory to the United Nations Framework Convention on Climate Change (UNFCCC), the Government of Suriname has decided to prepare the country to enter the REDD+ mechanism.

For Suriname REDD+ also could support the country efforts to diversify its economy reducing dependence on Mining at the same time to move into a more sustainable development trajectory while maintaining a low deforestation rate by creating the legal and technical framework for a sustainable use of its Forestry Resources.

Environmental issues are further impacted by land tenure issues. About 60% of the population lives in the urban areas, 30% in coastal areas and the remaining 10% lives in the interior. The physical and geographic make up of Surinamese society brings with it an array of complex issues related to land rights. The government, particularly since 2000, has been taking steps to ensure inclusion of indigenous groups in the conversation on land rights. Thus, any effective policy changes that seek to meet international environmental commitments, which in so doing meet

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<sup>1</sup> IMF Country Report No. 16/141

Suriname's sustainable development goals, will have to engage marginalized and minority communities in a meaningful way.

Suriname is negatively affected and threatened by global climate change effects, especially considering that around 80% of the population lives in the coast.

Making the situation more challenging, the institutional framework is not strong enough; mandates in the public administration roles are unclear, even though there is a National Climate Change Policy, Strategy and Action Plan for Suriname 2014-2021. The INDC presented by the government of Suriname in 2015 includes Forest as a main sector for mitigation, and mentions the REDD+ Project as part of the country's conditional contribution.

To that end, coordination of project activities is vital in order to achieve successful project results from start to finish, as whilst there are good climate change initiatives under implementation by a variety of stakeholders, a coordinated approach is lacking.

The Government of Suriname made a first attempt to enter the REDD+ readiness phase in 2009-2010, but it was not until 2013 that the government presented its Readiness Preparation Proposal (R-PP) to the World Bank's Forest Carbon Partnership Facility (FCPF) and received a US\$ 3.800.000 grant to support the readiness phase, from which US\$ 200.000 were budgeted for the transition phase<sup>2</sup>, and US\$ 3.600.000 for the **"Strengthening national capacities of Suriname for the elaboration of the National REDD+ strategy and the design of its implementation framework" project where UNDP is the Delivery Partner.**

Before REDD+ participant countries can be eligible for results based payments for verifiable reduced emissions and/or enhanced carbon stocks, they need to develop an implementation framework for REDD+ including a national REDD+ strategy, a national forest reference emission level, a national forest monitoring system, a safeguards information system, as well as the necessary institutional arrangements for REDD+ implementation.

The project is structured around three pillars: (i) human capacities and stakeholders' engagement; (ii) REDD+ strategy; and, (iii) implementation framework and tools. The project is implemented by the Government of Suriname (GoS) through the National Institute for Environment and Development in Suriname (NIMOS) that serves as the GoS technical focal point for implementation of the project while the Foundation for Forest Management and Production Control (SBB) is also responsible for specific outputs.

This 3-year project was signed in May 2014. Implementation has started relatively slowly with the Project Coordinator recruited in mid-2015, and the required staff progressively put in place in the Project Management Unit (PMU).

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<sup>2</sup> The transition phase consists in the period from the approval of the Forest Carbon Partnership Facility (FCPF) funding (according to the R-PP), until UNDP starts with the implementation (according to the Prodoc), which was signed in May 31<sup>st</sup>, 2014.

The project is supposed to end in June 2017. Therefore the present Mid Term Review (MTR) can also inform the reorientation of the project and provide inputs for next steps in the readiness process, including the basis for an extension of the project.

## **2. INTRODUCTION**

### **2.1. OBJECTIVES**

The objectives of the MTR are:

- i. Evaluate the project's performance (efficiency, effectiveness, and sustainability, relevance and impact criteria) and the factors affecting it and propose recommendations to improve it.
- ii. Assess the project's compliance with the various aspects of the Common Approach to Social and Environmental Safeguards for Multiple Delivery Partners under the Forest Carbon Partnership Facility (FCPF) Readiness Fund: Strategic Environmental and Social Assessments (SESAs) and Environmental and Social Management Frameworks (ESMFs), stakeholder engagement, grievance and redress mechanism, and disclosure of information.

### **2.2. METHODOLOGICAL FRAMEWORK**

The methodology is based on the Forest Carbon Partnership Facility Preparation Guidelines for the Assessment Framework, complemented with UNEG Norms & Standards and UNDP handbook on planning, monitoring and evaluating for development results.

The combined methodologies provide a more structured assessment framework which will allow the reviewers to deliver specific recommendations to the project implementation and to direct efforts to correct identified problems and barriers.

The Common Approach to Social and Environmental Safeguards for Multiple Delivery Partners under the Forest Carbon Partnership Facility Readiness Fund has been used to assess the project's compliance with aspects such as: the Strategic Environmental and Social Assessments (SESAs) and Environmental and Social Management Frameworks (ESMFs), stakeholder engagement, grievance and redress mechanism, and disclosure of information.

Therefore, the three types of assessments used are:

- i. A general evaluation of the Project performance, based in the UNDP methodology, focused in the following indicators suggested in the terms of reference: relevance, effectiveness, efficiency, sustainability and impact.
- ii. A detailed assessment on the progress of each component and subcomponent of the Project using the FCPF Preparation Guidelines for the Assessment Framework. This methodology will also help establishing the level of progress to date in the Pillars, expected outcomes and activities established in the Project Document (Prodoc). A visual matrix of achievements has been prepared for each subcomponent using progress indicators:
  - a. Green = considerable progress;
  - b. Yellow= progressing well but more development is needed;
  - c. Orange = more development is needed;
  - d. Red = it does not show progress.
- iii. An assessment of the project's compliance with the various aspects of the Common Approach to Social and Environmental Safeguards for Multiple Delivery Partners under the FCPF Readiness Fund: Strategic Environmental and Social Assessments (SESAs) and Environmental and Social Management Frameworks (ESMFs), stakeholder engagement, grievance and redress mechanism, and disclosure of information.

The methodology for this work has been based on the following elements:

- Collection and review of relevant literature: R-PP, Prodoc, Annual Working Plan 2016 (AWP), documents drafted by NIMOS and SBB, minutes of meetings (Project Board, Management, Technical, weekly, etc.), UNDP financial reports, among others.
- Initial skype meetings and face to face meetings with the PMU, UNDP Staff and the Project Coordinator.
- A mission to Suriname from November 13<sup>th</sup> to 24<sup>th</sup> 2016, where face to face, semi structural and open interviews were conducted to Government and PMU representatives (Cabinet of the President, Planning Office, Cabinet of the Vice-President, NIMOS Director, SBB, Ministry of RGB, Ministry of Regional Development and Ministry of Natural Resources); UNDP Suriname and NGO members (Tropenbos International Suriname, Conservation International Suriname, Bureau VIDS).
- Field visits to Kwamalasamutu and Pokigron IP and Maroon communities

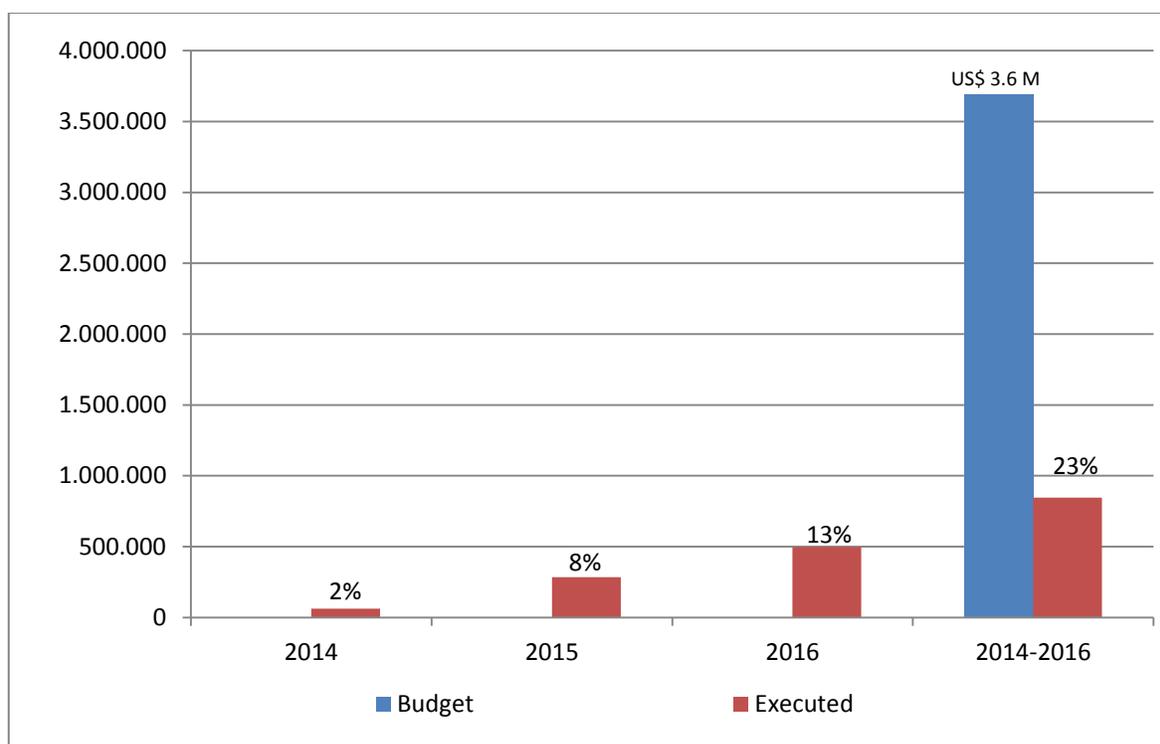
For more detailed information on the methodology used, please refer to Annex B.

### 3. ASSESSMENT ON FINANCIAL EXECUTION

This section presents an assessment on the project financial execution, based in financial reports provided by UNDP up until October 31<sup>st</sup> 2016.

The UNDP financial reports for 2014, 2015 and 2016 (Jan-Oct) show that from the total budget of USD 3.694.000 for the Project, until October 31<sup>st</sup> 2016 only 23% was executed, as shown in the following graph:

**Graph N 1: Project Annual and Cumulative Execution versus Available Budget**



Source: UNDP financial reports 2014, 2015 and 2016

During 2016, the project showed an execution of US\$ 500.000, 13% to the overall expenditure of 23% until October 31<sup>st</sup> 2016.

Separating the expenditures in 3 main categories: administrative expenditures, consultant wages and travel expenditures, it can be noticed that most of the funds were spent to cover administrative expenditures, as shown in the following table:

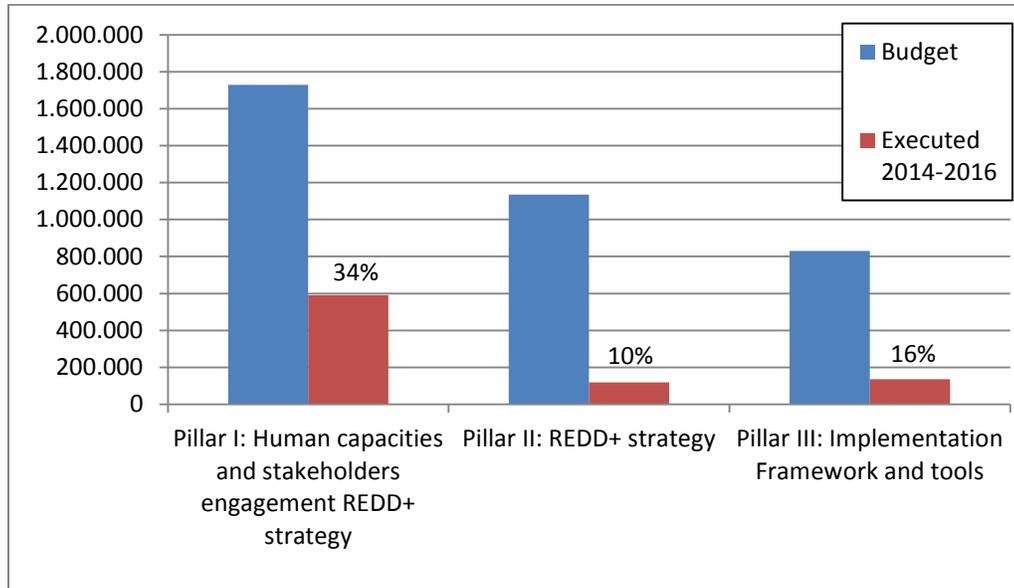
**Table No.1.- Expenditures 2016**

Type of expenditure	Total (USD)	%
Administrative expenditures	599.063	71%
Consultant wages	139.819	16%
Travels	107.133	13%
<b>TOTAL</b>	<b>846.015</b>	<b>100%</b>

Source: UNDP Financial Reports

The following graph shows the execution of funds considering the 3 pillars of the project, and the budget allocated for each of them:

**Graph N 2: Budget vs. Execution per Pillar in USD (2014-31<sup>st</sup> October 2016)**



Source: UNDP financial reports 2014, 2015 and 2016

Pillar 1 is the one in which more money has been spent, but it can be notice that budget execution is still very low (only 34%) and activities related to Indigenous and maroon people engagement (1c) are by far the least executed (4%).

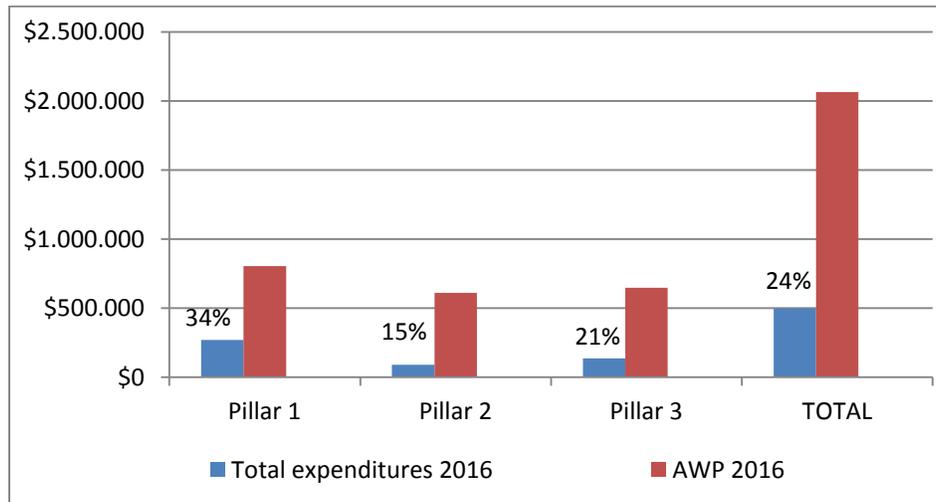
The following table shows the financial execution per pillar between 2014 and 2016, disaggregated by activity, compared to the project budget:

**Table No.2.- Financial execution per pillar between 2014 and 2016**

Pillar	Budget	Executed 2014-2016	% Executed
<b>TOTAL</b>	<b>3.694.000</b>	<b>846.015</b>	<b>23%</b>
<b>Pillar I: Human capacities and stakeholders engagement REDD+ strategy</b>	<b>1.729.000</b>	<b>591.451</b>	<b>34%</b>
<i>1a. Arrangement are made and allow for effective management of the REDD+ process in Suriname</i>	<i>886.000</i>	<i>407.288</i>	<i>46%</i>
<i>1b. General human capacities are built, information is shared and dialogue and participation is effective with key stakeholders groups</i>	<i>372.000</i>	<i>148.377</i>	<i>40%</i>
<i>1c. Indigenous and maroon people are specifically supported, engaged and ready for implementing REDD+</i>	<i>416.000</i>	<i>15.413</i>	<i>4%</i>
<i>1d. The programme is suitably monitored and evaluated</i>	<i>55.000</i>	<i>20.373</i>	<i>37%</i>
<b>Pillar II: REDD+ strategy</b>	<b>1.135.000</b>	<b>118.378</b>	<b>10%</b>
<i>2a. Technical and human conditions to run REDD+ options analysis and SESA are built</i>	<i>509.000</i>	<i>51.649</i>	<i>10%</i>
<i>2b. Background studies for strategic analyses and planning are developed for successful REDD+ strategy implementation</i>	<i>182.000</i>	<i>55.688</i>	<i>31%</i>
<i>2c. REDD+ options are fully developed and integrate social and environmental risks and benefits as a part of a draft REDD+ national strategy</i>	<i>208.000</i>	<i>-</i>	<i>0%</i>
<i>2d. SESA completed</i>	<i>74.000</i>	<i>-</i>	<i>0%</i>
<i>2e. National safeguard information system is designed</i>	<i>45.000</i>	<i>-</i>	<i>0%</i>
<i>2f. REDD+ strategy is finalized and integrated into the post-2016 national development strategy</i>	<i>25.000</i>	<i>2.000</i>	<i>8%</i>
<i>2g. International support is secured to assist and fund REDD+ investment strategy in Suriname</i>	<i>92.000</i>	<i>9.041</i>	<i>10%</i>
<b>Pillar III: Implementation Framework and tools</b>	<b>830.000</b>	<b>136.187</b>	<b>16%</b>
<i>3a. Technical and human conditions to set up the implementation framework and tools are built</i>	<i>280.000</i>	<i>68.055</i>	<i>24%</i>
<i>3b. A first iteration of a national forest REL/RL is developed</i>	<i>173.000</i>	<i>44.382</i>	<i>26%</i>
<i>3c. A National Forest Monitoring System (NFMS) including an MRV function is developed</i>	<i>267.000</i>	<i>12.736</i>	<i>5%</i>
<i>3d. Legal reforms are fully planned and progressively implemented</i>	<i>89.000</i>	<i>11.014</i>	<i>12%</i>
<i>3e. Institutional and financial arrangements are made for full and effective REDD+ implementation</i>	<i>21.000</i>	<i>-</i>	<i>0%</i>

Source: UNDP financial reports 2014, 2015 and 2016

Considering the Annual Working Plan presented for 2016 by the PMU, only 24% of the budget was executed until October 31<sup>st</sup>, 2016. The following graph shows the financial execution by pillar:

**Graph No 3: Expenditures vs. AWP 2016 budget per Pillar (in USD)**

Source: Annual Working Plan 2016

Clearly, there is a very low execution of the project funds so far (only 23% from the beginning to October 31<sup>st</sup> 2016), and based on the budget for the AWP 2016, only 24% has been spent, showing a marginal improvement. This could be explained by the following aspects:

- Lack of capacities inside the PMU team for planning, budgeting, procurement, execution and financial administration.
- To date there is no Project Administrator in the PMU team and the complete staff is not there yet.
- Lack of clarity of procurement processes and not clear guidelines to follow, resulted in mistakes extending the procedures time (6 months for the PMU coordinator).
- Insufficient delegation of authority to the PMU, create delays in decision making process.
- Insufficient NIMOS Coordinator support to the PMU coordination to allow for a prompt decision making process.

After more than 2 years, there is no Project Administrator in the PMU team. In mid-2015 an Administrative Assistant was hired, but she had no experience in contracting and procurement processes, and procurement procedures and guidelines were not available to her, therefore UNDP Suriname Office provide guidance, It is also important to mention that the contracting processes for products that were assigned to SBB, where done by the FCMU with no experience in the matter. The PMU did not provide enough support to FCMU and the UNDP Suriname office has also supported them directly.

The numbers show clearly that if the trend of the financial execution remains, in six months, at the end of the Project, the total execution will be less than 50% of the total amount. Therefore, a structural adjustment is required for the Project to successfully fulfill its objectives.

Some major consultancies (the National Strategy, the study of REDD+ strategy options, land tenure rights analysis, and corruption risk assessment), have been contracted or will be contracted in the next 2 months for around USD 365.000 , increasing the execution to 33%.

## 4. OVERALL PROGRESS IN THE IMPLEMENTATION

This section presents the results of the assessment made on the progress in the Project implementation until the 31<sup>st</sup> of October 2016, considering all the management and technical aspects.

### 4.1. READINESS ASSESSMENT

#### 4.1.1. Arrangements for National REDD+ Management

The review of the midterm progress in the REDD+ readiness project reveals the following:

**Pillar 1: Human capacities and stakeholder's engagement:** There has been some progress in establishing REDD+ management arrangements, mainly through the operationalization of the Project Board and the Project Management Unit (PMU). However there are still weak points in management that need to be strengthened. Some progress has been also achieved regarding capacity-building through trainings to NIMOS, SBB and for REDD+ Assistants Collective, as well as field visits and making the information available via the REDD+ website. Less progress has been made on stakeholder engagement, considering the engagement plan is still under construction. Minor achievements have been made in setting up dialogues and participations with key stakeholder groups. Some activities are progressing gradually and are flagged as behind the schedule, such as supporting and engaging Indigenous and Maroon people for implementing REDD+.

**Pillar 2: REDD+ strategy:** There is not much progress regarding this activity, which is mostly in charge of NIMOS. A Technical Officer for REDD+ is needed to address the technical issues. Some procurement activities are under implementation such as for the REDD+ National Strategy, which will include the assessment of SESA requirements. The achievements made for the REDD+ Strategy Options, background studies for strategic analysis and planning are progressing gradually and are flagged as behind the schedule. The National Safeguard information system is still not designed. SBB, that is in charge of activity 2b4, (Building national consensus on the analysis of drivers of deforestation and degradation), has recruited the consultant UNIQUE to prepare a Multi-Perspective Analysis of Drivers of Deforestation, Forest Degradation and the Barriers for REDD+ (DDFDB+), which is progressing well.

**Pillar 3: Implementation framework and tools:** There has been a lot of progress in this Pillar that is mainly under the responsibility of SBB, which shows good signs of local capacities being built in the country for REDD+. The National Forest Monitoring System (NFMS) is under development. A lot of progress has been achieved regarding the elaboration of forest cover maps for 2000, 2009,

2013, 2014 and 2015. There is also a draft of the National Forest Monitoring System roadmap, a design and preparation of a National Forest Inventory and some progress regarding estimations of emission factors and carbon stocks. Legal reforms, as well as institutional and financial arrangements for full and effective REDD+ implementation, which have been assigned to NIMOS, are still pending and should be developed in 2017.

## 4.2. MATRIX OF PROGRESS

The following matrix summarizes the progress achieved by the Project, considering all the activities that are part of the 3 pillars of the Project document. As mentioned before, the FCPF methodology to assess readiness has been used, which applies the following colors to assess progress:

- Green = considerable progress;
- Yellow= progressing well but more development is needed;
- Orange = more development is needed;
- Red = it does not show progress.

PILLAR/ EXPECTED OUTCOMES / ACTIVITIES	LEVEL OF PROGRESS	RESPONSIBLE PARTIES
<b>PILLAR I: HUMAN CAPACITIES AND STAKEHOLDER ENGAGEMENT</b>		
<b><i>1A: Arrangements are made and allow for effective management of the REDD+ process in Suriname</i></b>		
1a1. Finalizing and setting up institutional arrangements	Orange	NIMOS
1a2. Building institutional capacities	Red	NIMOS, CCDU
1a3. Determining representatives	Red	NIMOS
1a4. Operating a Grievance and Redress Mechanism	Red	NIMOS
1a5. Running REDD+ institutions effectively	Red	NIMOS
<b><i>1B. General human capacities are built, information is shared and dialogue and participation is effective with key stakeholders groups</i></b>		
1b1. Formulating a stakeholder engagement strategy and awareness plan	Red	NIMOS
1b2. Consolidating overarching consultation and participation roadmap	Yellow	NIMOS
1b3. Disseminating information and carry out early dialogue	Green	NIMOS

1b4. Training key REDD+ institutions		NIMOS
1b5. Deploying training programs at national level		NIMOS
1b6. Supporting national community radio coverage		NIMOS
1b7. Strengthening government capacities regarding indigenous and maroon people		IP & Maroon representatives
1b8. Implementing the awareness, consultation and participation plan		NIMOS
<b>1C: Indigenous and maroon people are specifically supported, engaged and ready for implementing REDD+</b>		
1c1. Strengthening IP capacities for coordination and engagement into REDD+		VIDS, CBOs
1c2. Strengthening Maroon capacities for coordination and engagement into REDD+		Maroon representatives to be determined
1c3. Developing FPIC protocols		Commission on land rights, VIDS, Maroon rep., UNDP
1c4. Deploying training programs at the local level		VIDs, Maroon rep. and CBOs
1c5. Supporting a joint mapping process		CELOS
1c6. Supporting the design of local management plans		VIDs, Maroon rep. and CBOs
1c7. Designing and implementing a plan for full participation in the NFMS system		SBB, NIMOS, IP and Maroon rep.
<b>1D: The programme is suitably monitored and evaluated</b>		
1d1. Finalizing and adopting the detailed M&E programme		NIMOS
1d2. Delivering internal M&E products		UNDP, NIMOS, delivery partners
1d3. Delivering external M&E products		NIMOS
1d4. Disseminating information and supporting partners		NIMOS
<b>PILLAR II: REDD+ NATIONAL STRATEGY AND STRATEGY</b>		
<b>2A: Technical and human conditions to run REDD+ options analysis and SESA are built</b>		
2a1. Setting up institutional capacities		NIMOS
2a2. Developing human capacities		NIMOS and all

2a3. Engaging private sector		SBF, VSB, PHS
2a4. Hiring the expertise to guide the options and SESA development		NIMOS
<b>2B: Background studies for strategic analyses and planning are developed for successful REDD+ strategy implementation</b>		
2b1. Analysis of the status of land tenure rights		NIMOS
2b2. Running a Corruption risk assessment		UNDP
2b3. Consolidating a general policy, legal, institutional and practice gap analysis for REDD+ successful implementation		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
2b7. Analysis of Innovative Economic Opportunities with REDD+ strategy		
<b>2C: REDD+ options are fully developed and integrate social and environmental risks and benefits as a part of a draft REDD+ national strategy</b>		
2c1. Developing REDD+ strategy options with all stakeholder groups		NIMOS
2c2. Developing a vision for a REDD+ compliant development in Suriname in a participatory manner		NIMOS
2c3. Modeling social, environmental and economic implications of the vision		NIMOS
2c4. Drafting the REDD+ strategy		NIMOS & all
2c5. Informing and consulting the general public		NIMOS
<b>2D: SESA completed*</b>		
2d1. Formulating REDD+ national SESA and implement process		NIMOS
2d2. Completing the SESA		NIMOS
2d3. Developing elements of the ESMF		NIMOS
2d4. Assessing the need for developing a benefit sharing mechanism		NIMOS

<b>2E: National safeguard information system is designed</b>		
2e1. Create an overview of existing information for the provision of information relevant to the UNFCCC safeguards		NIMOS
2e2. Planning a participatory process for indicator development		NIMOS
2e3. Analysis and selection of methodologies and approaches to collect safeguards-related information		NIMOS
2e4. Designing a process to manage and provide safeguard information		NIMOS
<b>2F: REDD+ strategy is finalized and integrated into the post-2016 national development strategy</b>		
2f1. Building political awareness and support for REDD+ vision		CCDU
2f2. Positioning REDD+ as a core element of post 2016 development strategy and related instruments		NIMOS
2f3. Finalizing REDD+ strategy along with national development strategy and securing official endorsement		NIMOS
<b>2G: International support is secured to assist and fund REDD+ investment strategy in Suriname</b>		
2g1. Building international vision for HFLD REDD+ and strengthening bilateral relationship with key international partners		NIMOS, CCDU
2g2. Engaging international partners into a REDD+ policy dialogue		NIMOS
2g3. Building international recognition of national REDD+ strategy		NIMOS
2g4. Achieving international recognition of the national RL		NIMOS, CCDU
2g5. Securing financial and technical commitments for REDD+ implementation		NIMOS, CCDU
2g6. Finalizing and setting up institutional arrangements		NIMOS
<b>PILLAR III: IMPLEMENTATION FRAMEWORK AND TOOLS</b>		
<b>3A: Technical and human conditions to set up the implementation framework and tools are built</b>		
3a1. Setting up institutional capacities		SBB
3a2. Developing human capacities		SBB, NIMOS, UNDP
<b>3B: A national forest REL/RL is developed</b>		

3b1. Updating the national forest definition		SBB
3b2. Gathering and analyzing historical activity data		SBB
3b3. Gathering and analyzing available emission factors data		SBB
3b4. Assessment of national circumstances		SBB, NIMOS
3b5. Preparing and submitting a first national forest REL/RL		SBB
3b6. Preparing and submitting an improved national forest REL/RL		SBB
<b>3C: A National Forest Monitoring System (NFMS) including an MRV function is developed</b>		
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, 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, NIMOS
<b>3D: Legal reforms are fully planned and progressively implemented</b>		
3d1. Building capacities and dialogues with the legislative branch		NIMOS
3d2. Consolidating the legal implications and prerequisites for effective REDD+ implementation		NIMOS
3d3. Supporting the Lands Rights Commission with making Suriname compliant with international law		NIMOS, Land Rights Commission
3d4. Passing the 'low-hanging' and 'win-win' legal reforms		NIMOS
3d5. Paving the way for more complex reforms (environmental law, land tenure, land use planning and land rights)		NIMOS
<b>3E: Institutional and financial arrangements are made for full and effective REDD+ implementation</b>		

3e1. Setting up a FGRM for the implementation phase		NIMOS, UNDP
3e2. Designing and setting up an architecture and mechanism to raise, leverage and coordinate funds to support REDD+ implementation		NIMOS, UNDP
3e3. Assessing the institutional arrangements for the readiness phase and presenting lessons for future arrangements		NIMOS, UNDP
3e4. Designing and setting up the upgraded institutional arrangements for REDD+ implementation phase		NIMOS, UNDP

\* The procurement process is on-going, but the fact that the procurement process for a product is on-going does not mean that the product itself has some progress.

### 4.3. DETAILED ASSESSMENT OF PROGRESS MADE BY PILLAR AND ACTIVITY

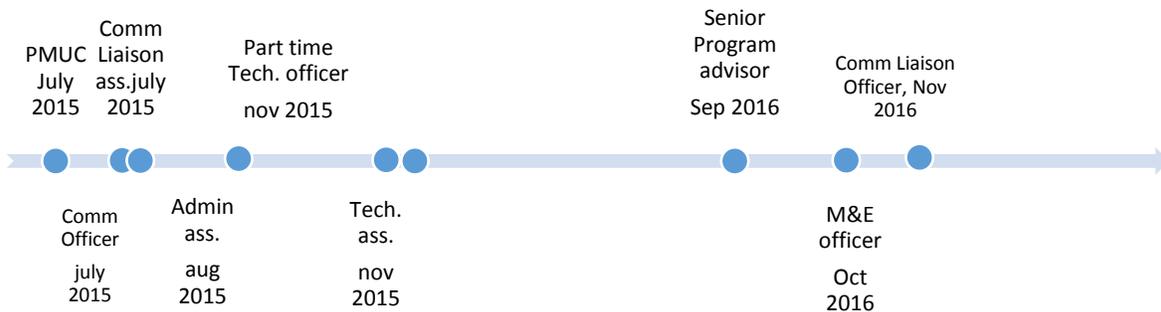
#### PILLAR 1:

#### 1A: Arrangements are made and allow for effective management of the REDD+ process in Suriname

##### 1a1. Finalizing and setting up institutional arrangements

In May 2014 the project document (Prodoc) was signed by the Government of Suriname (GoS), UNDP and NIMOS as implementing partner. Implementation started very slowly. The whole recruitment phase of the Project Manager produced a long delay at the start of the project period. From the project start date of May 2014 with signing of the Prodoc, it took over a year (July 13, 2015) before the Project Management Unit could begin its start-up and project activities.

The project is managed by the REDD+ Project Management Unit (PMU) settled within NIMOS. The REDD+ PMU is responsible for all aspects of project management. The project management arrangements started very weak, staffed with only the PMU Coordinator (PMUC) supported by an Administrative assistant, a communication officer and a community Liaison officer.



Overall management is with the Director of NIMOS and day-to-day management is with the PMU Coordinator PMUC. In November 2015 a technical officer joined the PMU, but only for one day a week due to other work obligations. After eight (8) months the technical officer left the PMU and

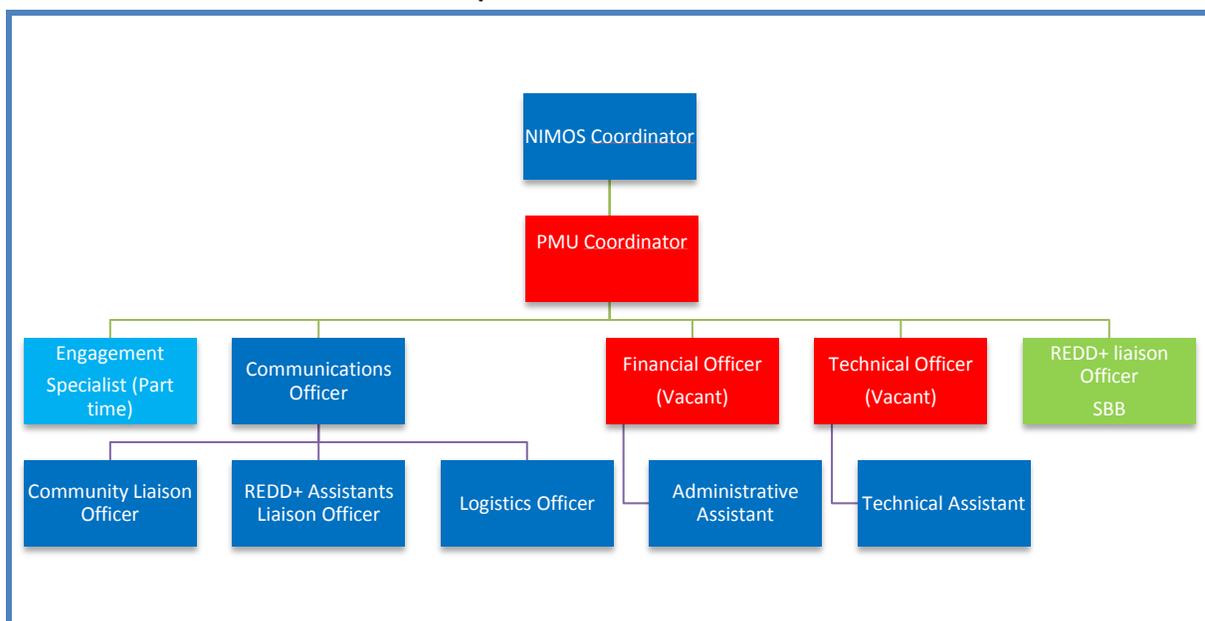
since then no efforts were taken to hire a full time technical officer who could provide overall support, co-ordination and technical back-up to the PMUC.

It is worthy to note that the PMU coordinator has little experience in project management, especially in projects of the size like the REDD+ project.

The idea behind the PMU was to hire personnel with no political background to run the REDD+ process, providing a mix of young people with experienced and senior leadership, this strategy did not go well cause the more experienced and senior personnel was not found and therefore a very inexperienced team with sometimes not the adequate technical background was hired, the Project Coordinator could not provide the technical guidance and the administrative management that was needed especially when the Technical Officer (full time )and Project Administrator where never hired.

The team felt the lack of technical and administrative guidance resulting in unnecessary delays in procurement and the lack in technical understanding to oversee the work done by external consultants. The engagement specialist is senior but its working only part time and from abroad, the communication officer was also workings as the liaison officer until recently when a person was hired for that position. As a result few products and concrete results could be achieved with the current situation. The following Chart shows the organizational PMU structure as it was envisaged, the main technical and administrative positions remain vacant to date.

**Graph N 4: PMU Structure**



Source: PMU

Corrective measures were taken in the last quarter of 2016, among those in October an international Chief Technical Advisor (CTA) was hired to support the PMU in the technical aspects

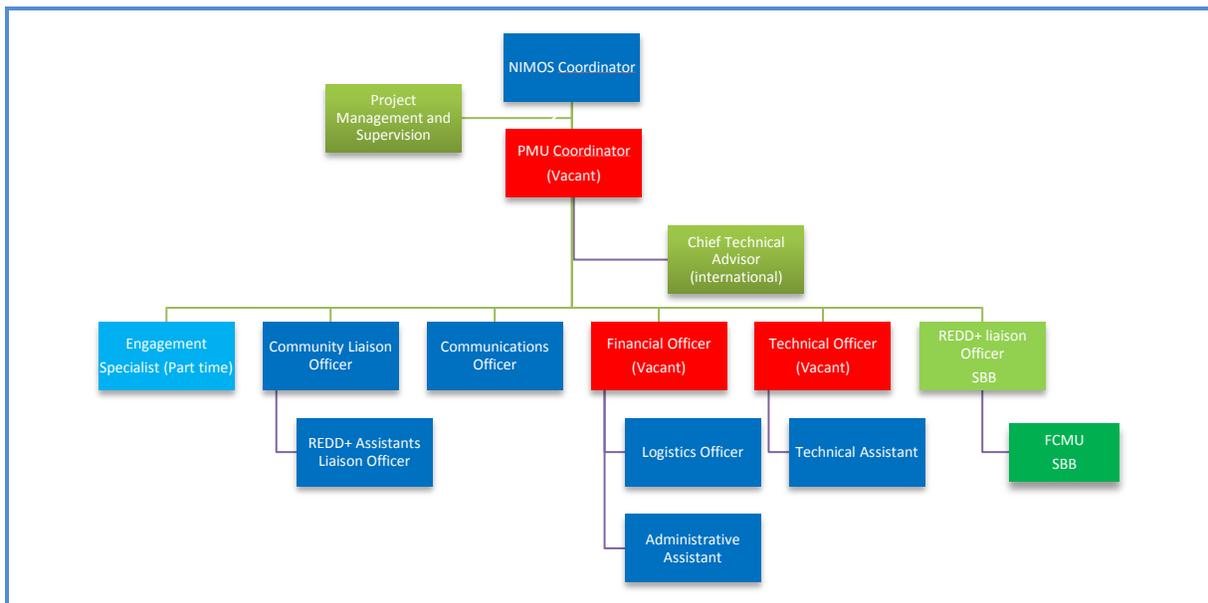
and general management of the REDD+ project. Since then monthly management meetings were installed with the REDD+ PMU, UNDP, NIMOS and SBB to speed up the project implementation.

During November a Project Management and Supervision Unit (PMSU) from NIMOS in charge of projects supervision, constituted by 2 people, was added to the scheme to support the Administrative and Financial aspects of REDD+ project. Also a Community Liaison Officer was added to the PMU team.

A last time development in mid-November the PMU coordinator was removed and the PMSU is now in charge of the PMU until a new person is appointed. The impact of these measures cannot be fully appreciated at this time; however, it is considered that the PMU is moving in the right direction but more adjustments are needed.

It is important to highlight that the technical officer is still not hired and even though the Financial Officer responsibilities are taking up by the PMSU the whole team needs to be there along with the new PMU Coordinator. The following chart captures the changes in the structure of the PMU.

**Graph N 5: PMU Current Structure**



Source: PMU

The actual structure till lack the key personnel and it has become bigger due to the transient corrective measures.

Another key institution in the REDD+ institutional arrangements is the Foundation for Forest Management and Production Control (SBB) which is under the Ministry of Spatial Planning, land

and Forest Management and is set to be the authority for Forest in the country, inside this institution the Forest Carbon Monitoring Unit FCMU is the responsible for major technical studies and the major progress of the REDD+ project technical elements.

The participation of this unit in the technical discussions and decision making at the PMU has been weak maybe because the lack of a technical counterpart, and a lack of leadership from the PMU in this direction, the REDD+ Officer liaison is the connection with both teams but does not spend much time in the PMU office, the development of the technical products was done in an isolated way also engaging in procurement delays due to the lack of experience and no support from the PMU in the administrative procedures. The FCMU is not institutionalized in SBB and its operation is financed by ACTO project as well as the REDD+ project therefore the technical expertise gained so far is at risk.

A more coordinated work between both teams SBB and PMU is needed and has started already lead by the CTA but needs to be strengthen further. The next phase where key studies are being developed by external consultant firms will require the whole team providing a multidisciplinary approach and strategic guidance needed to inform the REDD+ readiness process when connecting all the technical, strategic and political elements of REDD+ for Suriname.

The institutional context will be improved by the signing of a Memorandum of Understanding MOU between NIMOS and SBB for REDD+ but for other projects as well. The MOU is expected to be signed as early as first trimester of 2017. The joint work already done and the future work will be better framed under a formal relationship between both institutions.

### ***1a2. Building institutional capacities***

Capacity building was identified as a key element to be addressed for Suriname readiness process; therefore the Project is dedicating a significant portion of the funds to this issue. The Project needs to use the international technical support in such a way that local capabilities are strengthen. One way to do this is to have the PMU-SBB FCMU team to use the team capacity to develop part of the work jointly with the external consultant firms to ensure the capacities are transferred to the unit and therefore strengthen the capacity of the country.

The institutional arrangements are not in place to efficiently implement and secure the REDD+ process. No clear activities has been undertaken to build institutional capacities.

However, it must be mentioned that in November 2015 the REDD+ PMU organized a three day induction workshop. The objective of the workshop was to train the PMU and partners and obtain expert advice from the UNDP. During these three days, topics like REDD+ strategies, options, policies and measures and drivers of deforestation were included in the agenda. Also lessons learned from other countries, engagement approach and safeguards information systems were shared.

**1a3. Determining representatives**

Even though many dialogues with key stakeholders (especially the government) have been taken place, the PMU is still in the process of determining the representatives to collaborate with in the future.

**1a4. Operating a grievance redress mechanism**

The Major Groups Collective (MGC) is envisioned to include representatives of the nine “major groups” defined in Agenda 21 and recognized by the government of Suriname: business and industry, children and youth, farmers, indigenous and tribal people, local authorities, NGOs, scientific and technological community, women, workers and trade unions. Over the period over 3 days (Sept 7-9, 2015) a series of 6 meetings were held with individuals and organizations from MGC. Of the nine major groups, six are represented in the REDD+ Project Board.

For purposes of grievance and dispute resolution, the MGC is supposed to act as a two-way channel for stakeholders from these groups to raise concerns and complaints related to REDD+ readiness activities and potential strategies, and for the members of the MGC to address and resolve those concerns where possible. However, there is still no clarity on how the MGC will function as FGRM mechanism, there is no documentation and guidelines on how this will be established. The development of a grievance mechanism is planned for 2017.

In addition, the RAC should form a bridge between national REDD+ readiness and the local communities that will automatically be involved in consultation and (informal) grievance redress by voicing and documenting perspectives, concerns and issues from the communities in different settings. However, the RAC is still not functioning proper to act as a bridge in communicating the concerns and issues from the community.

**1a5. Running REDD+ institutions effectively**

**Project Board (PB):** 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 Coordinator. The current membership of the Project Board consists in approximately thirty (30) members, representatives of: Indigenous and Maroon Peoples selected by their own institutions, UNDP, Major Groups Collective (representatives of Youth, business and industry, famers, Indigenous peoples, local authorities, NGOs, scientific and technological community, women, workers and trade unions), REDD+ assistants (per Maroon and Indigenous tribe 2 representatives), representatives of selected Ministries (Natural Resources, Public Works, Agriculture and fisheries, Regional development, Physical planning and land use, Education Trade and Industry) and representatives from 3 knowledge centers (NIMOS, SBB and the Meteorological center).

The reason for this construction can be found within the process of the R-PP. At that time it was very important to have all the stakeholders, especially the vulnerable groups from the interior, involved at the highest level. However, it's important to acknowledge that in the signed project document, the project board was expected to be a relatively small structure in charge only of the present project. As understood, NIMOS did not find it necessary to have another decision making structure like the Project Steering Committee (PSC), as the representatives of the PSC are already on board in the Project Board.

Consequence of having such a big project board is that it is not working in an effective and efficient way. It happens that during PB meetings the REDD+ Assistants Collective (RAC) members tried to shift the focus of the meeting on issues not related to REDD+, but more on the problems their villages are facing.

In total 4 project boards meetings have been organized.

- July 23th, 2015: The first Project Board meeting was held. This meeting also included REDD+ assistants. The purpose was to receive approval for the 6 month work plan for the PMU. This approval was given by all attendees.
- November 27th, 2015: The second Project Board meeting was organized to introduce the project to the new members, and discuss the progress made so far and the preliminary work plan for 2016.
- February 5<sup>th</sup> 2016: The third Project Board meeting was held for the finalization and approval of the AWP 2016. The strategy to have several one-on-one meetings with various Ministries and groups within the MGC in order to explain the AWP 2016 in advance was successful. The AWP 2016 was accepted unanimously.
- June 10<sup>th</sup>, 2016: The fourth Project Board meeting was held to discuss the achieved progress of the work plan for 2016. The Project Board deliberated the minutes of the previous project board meeting, among other issues, and updated them according to the progress achieved so far.

Among the problems identified with the structure the main issues found are:

Due to the heavy structure it's hard to ensure a meaningful participation considering the diversity of stakeholders in terms of language barriers, needs for adapting communication level, and the need to have also strategic and policy oriented discussions. The Board needs to adapt and evolve to an information/communication platform mode when necessary and through changes in the procedural guidelines to a manageable decision making board.

There is a conflict of interest when the REDD+ Assistants (which are paid and hired by the Project to serve as liaisons between the Project and their communities) participate as formal representatives of IPs and Maroon Communities to the Board. This creates a serious conflict of interest and put at risk the legitimacy of IPs and Maroon participation in the Board. It is wise to

have the liaison role for the RAC clarified and the representative role clearly explained to the Chiefs and Grandmas and included in Board guidelines in order to prevent this situation in board meetings.

**REDD+ Steering Committee (RSC):** This Committee was supposed to be a high-level inter-ministerial policy coordination body responsible for the overall REDD+ strategy formulation. No efforts have been made to install the RSC even though the Prodoc mentioned the RSC was intended to play a significant role in aligning REDD+ with the national development vision. The RSC is not operational due to a number of functionality issues and barriers. The main reason according to the PMU is the already functioning Project Board that consists of the same members that would have been in the RSC, although not at the highest level.

Also there is not a demand or interest at Political high level to participate in such a construction therefore the interest needs to be developed by NIMOS.

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

***1b1. Formulating a stakeholders' engagement strategy and awareness plan***

The development of engagement processes and communication across different stakeholder groups at the national and sub-national levels around the subject of REDD+ is insufficient. The PMU is currently in the process of developing an engagement plan for which the Engagement Expert is in charge.

The engagement plan must be based on a stakeholder assessment which is under development and a clear vision of REDD+. However, a first draft of the plan is developed without the appropriate input cause delays in the consultancies. Up till now no stakeholder's engagement strategy and awareness plan has been finalized.

A vision for REDD+ in Suriname has been drafted by the CTA. However, it has not been discussed internally and insufficient effort has been made to engage with the Cabinet of the President and the key-ministries in order to come to a common REDD+ vision.

In 2015 the PM and the General Director of NIMOS visited several Ministries, Institutions and NGOs in order to look for opportunities in collaborations and engagement in the REDD+ project. No follow-up on those meetings are identified.

In 2016 these visits were less frequent, the involvement of the General Director of NIMOS was very limited and most of the outdoor activities of the PMUC can be characterized as attending workshops and lectures.

All the interviewed stakeholders expressed experiencing a lack of clarity in how REDD+ can be implemented nationally with no clear strategic vision.

The participation of NGOs and technical institutions, besides the Board meetings, in the technical aspects of the REDD+ process is inexistent. A subset of the Board or an expert group needs to be created so the PMU-SBB can benefit from the local technical expertise in the next phase of the REDD+ Project.

***1b2. Consolidating an overarching consultation and participation roadmap***

As of now, no overarching consultation and participation roadmap has been developed. It must be noticed that the PMU is taking steps by having the engagement expert also produce an overarching consultation and participation roadmap.

***1b3. Disseminating information and carry out early dialogue***

Some information related to the Project has been published in local newspapers, on-line media, social networks, television and radio.

***1b4. Training key REDD+ institutions***

There have been some training (study visits, international conferences and meetings) for key REDD+ institutions like NIMOS and SBB. In October 2016 a technical study visit to Costa Rica was held, with Parliamentarians and representatives of various ministries of Suriname. The visit was successful in providing the above mentioned stakeholders more awareness and understanding of the REDD+ project. The participation in the FCPF Board meetings can also constitute in a capacity building activity for PMU personnel.

However, training of the REDD+ institutions can only be effective if the stakeholder engagement and capacity building plan provides the specific role and a prioritization of institutions and the specific capacity building needed for the REDD+ process in Suriname..

***1b5. Deploying training programs at national level***

**REDD+ Assistants Collective (RAC):** During R-PP formulation, preparatory work was done towards the establishment of the REDD+ Assistants Collective (RAC). The RAC should form a bridge between national REDD+ readiness and the local communities, that will automatically be involved in (informal) grievance redress by voicing and documenting concerns and issues from the communities in different settings.

According to the Prodoc, national and general training programs on REDD+ will be developed. Currently, since the establishment of the PMU, the REDD+ Assistants (R+A's) have received in total 2 REDD+ Assistants Collective (RAC) trainings.

In February 2016 the REDD+ Assistants Collective (RAC) was trained on REDD+ and sustainable village development. They were also trained in making financial preparations for field visits and work planning. During the training the REDD+ Assistants expressed their dissatisfaction to the

PMU about compensation for the work they perform for the project. Finally an agreement was reached regarding financial compensation for this assistance.

Four months later, in July 2016, the REDD+ PMU held the second capacity building training and working session for the RAC. 18 R+A's and 2 REDD+ facilitators as representatives of the VIDS participated in the RAC training. During this training the PMU presented a draft contract and the Terms of Reference (ToR) with the aim to reach agreement with the RAC as well as signing of the contract by the respective R+A's. This brought some agitation among the R+A's. Some of them could not sign before consulting with their community; other found missing points in the contract and some were just not satisfied with the contract. Finally 11 REDD+ Assistants signed a contract with the NIMOS.

According to the R+A's and others involved in the R-PP process, the engagement with the R+A's was much stronger during the R-PP process, than currently with the REDD+ PMU. The R+A's experience a lack in guidance and support from the PMU. Up to a certain point it went so far that the R+A's threaten to leave the project. Overall there seem to be many issues with the RAC, for instance, members of the PMU find working with the RAC currently very time consuming and not efficient, especially because the role of the IPs and Maroons in the next phase of the readiness process is not clear, not discussed or defined. When the REDD+ strategy is defined their role will be clearer, and then the RAC needs to be revisited and strengthen.

The R+A's network is a very innovative way to involve and connect with IPs and Maroon communities, the system needs adjustments and also a diversify sources of funding to maintain it and improve it over time, the creation of capacities is a continuous process and NIMOS needs to explore ways the work with R+A's can also be of use of other projects and initiatives from NIMOS in line with the REDD+ strategy.

#### ***1b6. Supporting national community radio coverage***

There is a weekly radio program financed by REDD+, however there is room to improve the structural dispersal of information. Overall there is no sufficient engagement and communication from the project in general, spite the communication officer is on board since 2015 till now, a communication strategy has not been formulated nor implemented. Social media and the Project website are not updated regularly, to reflect the current state of REDD+ Readiness process. . The Project logo and branding are also not finalized. More attention is required to reach the public and key stakeholders to inform and engage them in the REDD+ process.

#### ***1b7.Strengthening government capacities regarding indigenous and maroon peoples***

The PS of the Ministry of Regional Development met with the PMU in October 2015 and expressed his interest of REDD+ training sessions for the District Committee (District Raadsleden) DR and the Resort Committee (Resort Raadsleden) RR members. In the period of October till December 2015, 11 citizen participation sessions took place. The REDD+ PMU supported this activity and was

part of these sessions in presenting about REDD+. The R+A's were also involved during these sessions and got the opportunity to develop their capacities in training skills.

Besides the above mentioned activity, there are no clear activities being conducted to strengthen government capacities regarding the indigenous and maroon peoples.

***1b8. Implementing the awareness, consultation and participation plan***

No implementation of the awareness, consultation and participation plans have been taken place. None of these plans have actually been delivered yet.

***1b9. Building capacity specifically of the private sector to effectively participate through training and dialogue***

No trainings or other activities have been conducted especially to engage the private sector.

**1C: Indigenous and maroon people are specifically supported, engaged and ready for implementing REDD+**

***1c1. Strengthening IP capacities for coordination and engagement into REDD+***

The Readiness Preparation Proposal (or R-PP) received approval by the World Bank in March 2013 and the programme received US\$3.8 million to start working on REDD+. The success of the approval was mainly a result of the stakeholder engagement process, including forest-dependent people (the Indigenous people and the Maroons), in order to come to a joint agreement and understanding of the potential benefits of REDD+ for all people of Suriname.

During R-PP formulation, preparatory work was done towards the establishment of the REDD+ Assistants Collective. The RAC should form a bridge between national REDD+ readiness and the local communities, that will automatically be involved in (informal) grievance redress by voicing and documenting concerns and issues from the communities in different settings.

The RAC was established during the R-PP process all the indigenous tribes and the Maroon tribes were invited by the Cabinet of the President to select and send two persons from each tribe (in total 20 delegates/ 6 maroon tribes and 4 IP tribes) to be trained in REDD+ facilitation by a local facilitation consultant. They all accepted the invitation of the cabinet by sending their delegates to the training. The purpose of the training sessions was to enable the delegates to facilitate the local dialogues and the consultation and participation sessions, which will be held in the various Tribal communities. During that process the Arowak chief decided to withdraw their participation in the RAC due to some issues regarding decision making. Up till now no actions has been taken by the PMU to involve the Arowak people in the REDD+ project.

In total seventeen REDD+ Assistants (R+A's) completed the REDD+ facilitation training and became a supporting collective in facilitation of the local dialogues during the R-PP formulation phase, and during all the coming activities on REDD+. The idea is that they will also be helpful to make climate change and REDD+ understandable in the local communities in between REDD+ activities. But in

order to make that happen, it will require them to strengthen their own and the capacity of other community members in the interior and urban and rural areas. It is worth mentioning that some of the REDD+ assistants may lack some necessary basic education skills, which can hamper effective inventory of data and reporting to the PMU.

Surinamese law does not recognize and protect the traditional land tenure systems of Indigenous and tribal peoples, or their special relationship with the forest. All land and all natural resources are considered to be owned by the State. Notwithstanding that, indigenous peoples in Suriname have a fair level of organization, but doesn't considered completely representative of all IPs tribes, among them VIDS. The RAC was established in a way that the Tribal leaders select the people that will participate as R+A's making the RAC representative of the Tribes that decided to participate.

Tribes leaders can also jointly with the PMU decide if organizations such as Vids can support in capacity building and training since they are also conducting trainings and creating awareness through media and books.

### ***1c2. Strengthening Maroon capacities for coordination and engagement into REDD+***

The VSG, a Maroon platform, is solely the representative of the Samaaka tribal people. The Maroon community doesn't have a legitimate platform that can take over coordination responsibility. The current lack of one legitimate platform to "represent" the Indigenous people as the Maroons is currently a major constraint to REDD+ and political negotiation on land rights.

No clear activities have been taken to strengthen Maroon capacities for coordination and engagement into REDD+. However, there was an opportunity to do so, the following case can illustrate that.

Conservation International Suriname (CI Suriname) finalized the WISE REDD+ project mid-2016. Within this project many dialogues were held to increase understanding and engagement of IP's and tribal communities in REDD+. In the WISE REDD+ project framework the Maroons were in the process of formalizing a national platform (KAMPOS), with VSG as an interim secretariat.

It is understood that KAMPOS has potential to be the legitimate national Maroon platform for REDD+ and for other issues as well and since 'NIMOS will be in charge of supporting IPT activities up to the point where a credible Maroon platform can take over the implementation of a specific strengthening plan' according to the PRODOC. The PMU could explore if KAMPOS can be resuscitated since the WISE REDD+ finalize its activities in May 2016.

### ***1c3. Developing FPIC protocols***

The TORs of the consultancy for a Land Tenure Study includes in its products a roadmap for the development of FPIC Protocols, the consultancy is still in the procurement process.

#### 1c4. Deploying training programs at the local level

One and a half year after establishing the PMU, 5 Krutus (meetings with the whole village/ community) were conducted with the objective to create awareness and build capacity about REDD+ activities and project management. The first Krutu was conducted 3 months after establishment of the PMU.

The table below shows an overview of the five Krutus.

**Table No 3: Krutus**

Period	Place	Objective/ activities
November 2015 (PMU + SBB)	Traditional leaders and family elders of four villages of the Saramacca tribe, in the Upper Suriname area (namely Nieuw Aurora, Tjalliekondre, Guyaba and Pikin Slee)	Introduction of PMU team. Importance of thorough consultation and planning before actually starting the implementation of the REDD+ project.
April 2016 PMU	The Kwinti community at Witagron	NIMOS/REDD+ was invited by the Granman of the Kwinti Tribe to present the REDD+ project. What is REDD+ and the importance for nature, animals and people.
May 2016 REDD+ PMU, interns from UNDP, representative Min Regional Development, SBB and VIDS	The Karína community in Galibi	About REDD+. SBB presented land use/land cover maps. Involvement and participation in the REDD+ project.
August 2016 PMU	The Saamaka Community at Atjoni Pasi and Pokigron	REDD+ Assistants spoke about REDD+ and the effects of Climate Change in relation to the forest. Involvement and participation in the REDD+ program
September 2016 PMU, SBB, UNDP	Kwamalasamutu (Trio community)	About REDD+. SBB presented land use/land cover maps. Involvement and participation in the REDD+ project.

For some of the studies and activities under Pillar 2 and 3 the R+A's have participated in gathering information and development of surveys. The Prodoc states that the R+A's should play a vital role, possibly as ambassadors for mainstreaming the use of FPIC protocols, long-term development

thinking and awareness rising. Still their involvement and engagement in the REDD+ project next phase is not clear. The FPIC protocols discussion has not started.

Even though there were Krutus and other kind of meetings, the R+A's have actually no clue in what the next steps should be. General feedback is that there is a certain level of confusion and demotivation. The latter is the consequence of insufficient incentives. For instance payment is now under discussion or the issue of delayed payments due to lack of knowledge in procurement by the PMU.

A clear plan with meetings and R+A's activities should be developed under the Work Plan for 2017 and then discussed and shared with the communities in the preparatory meetings for the first Board Meeting for 2017.

***1c5. Supporting a joint mapping process***

Discussion with VIDS about supporting the joint mapping process is ongoing but no results yet on this activity.

***1c6. Supporting the design of local management plans***

The REDD+ PMU supported a training to the personnel of the Ministry of RO in the design of local management plans.

***1c7. Designing and implementing a plan for full participation in the NFMS system***

There are no clear activities being conducted to design a plan for full participation in the NFMS system.

**1D: The programme is suitably monitored and evaluated**

***1d1. Finalizing and adopting the detailed M&E programme***

A responsible for M&E was recently added to assist the PMU, the Project Management and Supervision Unit PMSU (Oct-Nov 2016) who is now in charge of monitoring closely the implementation of activities of the Project.

***1d2. Delivering internal M&E products***

There are annual, quarterly and monthly reports of the Project, also minutes from meetings held by the Project Board, the PMU, as well as with other institutions.

***1d3. Delivering external M&E products***

Annual reports have been presented to the FCPF and an audit was also conducted.

***1d4. Disseminating information and supporting partners***

This activity has no progress to date.

**PILLAR 2:****2A: Technical and human conditions to run REDD+ options analysis and SESA are built*****2a1. Setting up institutional capacities***

The procurement process for the National Vision and National Strategy NS is in its final stage. The inputs for the National Strategy (DDFDB+ study, corruption risk assessment and REDD+ strategy options development) have been already hired. The technical officer is still missing at the PMU, nevertheless the main study which is NS, which includes the SESA product, is scheduled to be finalized by the third trimester of 2017, if all goes as planned. A technical team composed by the PMU-NIMOS-SBB has to be created to support and oversee closely the development of the products. Also in the process to established NIMOS and a REDD+ Office will be in charge of implementing SESA for the REDD+ Strategy Implementation. So far that decision is still pending.

***2a2. Developing human capacities***

No information available in Technical Progress Report 2016.

***2a3. Engaging private sector***

There has been no progress regarding the engagement of the private sector.

***2a4. Hiring the expertise to guide the options and SESA development***

This activity is included in the TOR for the National Strategy, and is being related to activity 2a1.

**2B: Background studies for strategic analyses and planning are developed for successful REDD+ strategy implementation*****2b1. Analysis of the status of land tenure rights***

There is not much progress regarding this activity, which is in charge of NIMOS. A land tenure right's proposal has been evaluated, but it is still planned to split the terms of reference (ToR) and to hire a consortium for doing the study. Therefore, contracting for land tenure study has not been finalized yet and needs to be discussed.

**2b2. Running a Corruption risk assessment**

The procurement process has been published and UNDP has hired a consultant to conduct the study.

**2b3. Consolidating a general policy, legal, institutional and practice gap analysis for REDD+ successful implementation**

This activity is being conducted as part of the Drivers of deforestation study (2b4).

**2b4. Building national consensus on the analysis of drivers of deforestation and degradation**

SBB has recruited the consultant UNIQUE to prepare a multi-perspective analysis of Drivers of Deforestation, forest Degradation and the barriers for REDD+ (DDFDB+). SBB team is carrying out the modeling exercise and worked on all spatial data with the support of a UNIQUE consultant. The participation of the RAC in the DDFDB+ study has been assessed, as well as the synergies between the DDFDB+ study and the National Strategy, jointly between SBB and PMU.

The implementation of the DDFDB+ study is dependent on a stakeholder's engagement strategy, a functional REDD+ Assistants Collective and a communications plan. These supporting structures were planned to be put in place within the wider REDD+ readiness project before the start of the DDFDB+ study and were assumed in the Terms of Reference but considering these components have a very poor progress, it has been very challenging for SBB and UNIQUE to implement the study without these assumptions being met.

**2b5. Mapping available data and reviewing relevant information and monitoring systems existing in Suriname**

Under the Geoportal development, some work on information and data mapping was done and also to be included under the CCCD Project.

**2b6. Reviewing and updating the framework of REDD+ options**

No progress has been made to date.

**2b7. Analysis of Innovative Economic Opportunities with REDD+ strategy**

Contract negotiations report for the IEO research has been finalized. NIMOS-SBB team and a representative of the Ministry of Trade and Industry have attended IEO negotiations meeting with consortium CoreStats and reviewed the second part of additional input on the methodology of CoreStats. It is still planned to sign the contract with CoreStats and monitor the IEO research deliverables. The participation of the main Ministries is key in the development of this product to

ensure the national circumstances are properly addressed and strategic elements are adequately considered. Therefore the participation of the Ministry of Trade and Industry will be key to incorporate REDD+ consideration in the scenario planning on Industrial Policy and the alignment with the Low-Carbon Climate Resilient Development Strategy (LCCRDS) of Suriname.

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

***2c1. Developing REDD+ strategy options with all stakeholder groups***

This activity is included in the TOR for the National Strategy, and is being related to activity 2a1.

***2c2. Developing a vision for a REDD+ compliant development in Suriname in a participatory manner***

This activity is included in the TOR for the National Strategy, and is being related to activity 2a1.

***2c3. Modeling social, environmental and economic implications of the vision***

This activity is included in the TOR for the National Strategy, and is being related to activity 2a1.

***2c4. Drafting the REDD+ strategy***

This activity is included in the TOR for the National Strategy, and is being related to activity 2a1.

***2c5. Informing and consulting the general public***

This activity is scheduled for late 2017.

**2D: SESA completed**

***2d1. Formulating REDD+ national SESA and implement process***

This activity is included in the TOR for the National Strategy (SESA is part of the NS), and is being related to activity 2a1. The contract for National Strategy was supposed to be signed in November.

At the national level there is limited experience with execution of SESA's. There is however some capacity in executing ESIA studies. Therefore there is a need for capacity building at the national level to the progress from ESIA analysis to SESA analysis. This capacity building exercise will enable stakeholders to better manage the SESA process and develop the elements of the ESMF.

***2d2. Completing the SESA***

NIMOS is in charge of this activity which is planned for 2017. No progress has been made to date.

**2d3. Developing elements of the ESMF**

NIMOS is in charge of this activity which is planned for 2017. No progress has been made to date.

**2d4. Assessing the need for developing a benefit sharing mechanism**

NIMOS is in charge of this activity which is planned for 2017. No progress has been made to date.

**2E: National safeguard information system is designed****2e1. Create an overview of existing information for the provision of information relevant to the UNFCCC safeguards**

NIMOS is in charge of this activity. No progress has been made to date.

**2e2. Planning a participatory process for indicator development**

NIMOS is in charge of this activity which is planned for 2017. No progress has been made to date.

**2e3. Analysis and selection of methodologies and approaches to collect safeguards-related information**

NIMOS is in charge of this activity which is planned for 2017. No progress has been made to date.

**2e4. Designing a process to manage and provide safeguard information**

NIMOS is in charge of this activity which is planned for 2017 No progress has been made yet.

**2F: REDD+ strategy is finalized and integrated into the post-2016 national development strategy****2f1. Building political awareness and support for REDD+ vision**

No progress has been made to date.

**2f2. Positioning REDD+ as a core element of post 2016 development strategy and related instruments**

A chapter has been written by PMU on REDD+ for the National Development Plan. REDD+ is included in the National Development Plan.

**2f3. Finalizing REDD+ strategy along with national development strategy and securing official endorsement**

NIMOS is in charge of this activity which is planned for 2017.

**2G: International support is secured to assist and fund REDD+ investment strategy in Suriname**

***2g1. Building international vision for HFLD REDD+ and strengthening bilateral relationship with key international partners***

No progress has been made to date.

***2g2. Engaging international partners into a REDD+ policy dialogue***

No progress has been made to date.

***2g3. Building international recognition of national REDD+ strategy***

No progress has been made yet.

***2g4. Achieving international recognition of the national RL***

No progress has been made yet.

***2g5. Securing financial and technical commitments for REDD+ implementation***

No progress has been made to date. A CGF proposal is included in the REDD+ Strategy Consultancy.

***2g6. Finalizing and setting up institutional arrangements***

No progress has been made to date.

**PILLAR 3:**

***3A: Technical and human conditions to set up the implementation framework and tools are built***

***3a1. Setting up institutional capacities***

The ACTO-project “Monitoring the forest cover in the Amazon region” that started in 2012 with first funding from ITTO and DGIS/GIZ and later from BNDES, has helped Suriname to establish a well-functioning Forest Cover Monitoring Unit (FCMU), manned with national Remote Sensing experts, trained in Brazil. This unit, which is established in the head office of the SBB, provides updated information on forest cover change.

To date institutional capacities are currently in place, the problem is that the FCMU at SBB was funded outside of the REDD+ project (therefore is heavily dependent upon ACTO funding (50%) for overhead costs) and is not guaranteed after February 2017. Discussions are ongoing for REDD+

project to cover some FCMU salaries after February, in order to retain the technical expertise for a successful implementation of the REDD+ project.

SBB REDD+ officer was contracted in March 2016 and SBB is planning to fundraise and consolidate the FCMU in 2017.

It is important to mention that there was a technical input and cooperation realized with CATIE (Costa Rica), FAO and IRD (French Guiana).

### ***3a2. Developing human capacities***

SBB has trained new FCMU staff in GIS and remote sensing on the job. The team also attended ACTO training in Radar (in line with AWP, without FCPF funds). The training has also included other institutions to build national capacity.

It is important to mention that ACTO trainings are included in the AWP although they don't require any FCPF funds, because they contribute significantly in capacity building to implement the R-PP, in particular the relevant activities for the SBB.

The following activities are planned for the next weeks: training in Open Foris/Collect Earth with FAO and to attend an ACTO seminar in forest degradation.

### ***3B: A national forest REL/RL is developed***

#### ***3b1. Updating the national forest definition***

SBB is working to finish the pending strategic decisions document from a technical perspective and it is identifying a process to formalize the Forest Definition. SBB has technical mandate to assess consequences of different options, but the formal approval is dependent on political decisions, therefore there is a need to define jointly with the PMU the steps needed to have the GOS formalize the Forest Definition.

#### ***3b2. Gathering and analyzing historical activity data***

To assess the direct drivers of deforestation, sessions were carried out with multi-sectorial governmental institutions, resulting in forest cover maps for 2000, 2009, 2013, 2014 and 2015, . Capacity building of fourteen multi-sectorial governmental institutions on land use, land cover and monitoring took place.

A third party review of existing maps is pending. The approach planned in the AWP has changed, considering that USD 80.000 was budgeted in the AWP for this activity to be performed by an international consultant, but it will now be carried out inside the country. This will cost much less, and capacity will be built in-country by implementing a third party review with trained local experts. The third party review will start after training of CELOS and SBB staff with FAO support.

### ***3b3. Gathering and analyzing available emission factors data***

In collaboration between SBB, CELOS and the ADEKUS (National Zoological Collection of Suriname), a database was established bringing together all historical forest inventory data collected during different types of forest inventories. Also all historical timber production data was centralized in a database. As a spinoff product, the tree species list was reviewed, linking the botanical tree species names to common names. This will serve as the basis for the estimation of the wood density when only the common tree name was collected during the forest inventory. Collaboration with CATIE was initiated to carry out the statistical analysis on these databases. They will serve as the basis for the best estimates of the emission factors EF, as a first input for the FREL/FRL.

The SBB has hired CATIE to work in a report titled: “Best estimates of emission factors and carbon stocks in Suriname”. There has been improvement in the stratification and input maps. SBB has assessed all GIS data for skid trails, log roads, etc., and has submitted new data to CATIE, which was the main reason for the delay in the delivery of the report by CATIE, because it was a joint decision between client and consultant that it was worth waiting for all the information to be able to achieve a better final result. The report is currently under review.

### ***3b4. Assessment of national circumstances***

There is no clear vision on national circumstances yet. However, SBB has researched on what needs to be included in national circumstances, and it will be included in the technical drafting of the FREL/FR. No amount is budgeted for 3b4. Input will come from DDFDB+ study and other sources and be drafted by existing SBB staff, with expert input from other national institutions. Backstopping will be given from international experts.

### ***3b5. Preparing and submitting a first national forest REL/RL***

There is no clear vision on reference levels. SBB has followed webinars and reviewed on FREL/FRL from other countries. SBB team has also held technical discussions with Danae Maniatis and Inge Jonckheere on FREL/FRL, and also linkages between technical and political components of the FREL/FRL. SBB as an institution has a technical mandate, but the FREL/FRL requires both technical work and more political elements and endorsement. While the technical work is on track, a management decision was made to postpone the formal submission of the FREL/FRL to UNFCCC to January 2018 (there is only one deadline per year). This will enable enough time for a stakeholders consultation process to take place in 2017, taking into account the National REDD+ strategy to be designed, for improved national ownership of the FREL/FRL and decisions from the highest level of Government on national circumstances.

The FREL/FRL can also be enriched by the Planning Office work with the economic projections and modeling of different development scenarios for Suriname, is recommended to link both processes to have high quality products.

**3b6. Preparing and submitting an improved national forest REL/RL**

This activity is planned for 2018. No progress has been made to date.

**3C: A National Forest Monitoring System (NFMS) including an MRV function is developed****3c1. Measuring and monitoring forest area change and activity data for REDD+**

SBB has finished a deforestation map for 2014-2015. Work sessions with other Ministries are planned to discuss on post-deforestation LULUC map 2009-2013. This activity has no budget in the AWP 2016, and has been already covered by ACTO. The Official launch of the maps is scheduled for early December in a workshop combined with other activities.

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

In line with the National Plan for Forest Cover Monitoring (developed within the framework of the Monitoring the forest cover of the Amazon Region project, coordinated by ACTO) a protocol has been established to monitor the deforestation in Suriname mainly using open source software, with Landsat images.

SBB has worked on a proposed methodology and design based on the vision of a multiple purpose NFI (3c2.1). They have also worked on a report of the NFI workshop and have adjusted the NFI protocol and field manual for UTSN. SBB team has presented a concept note for Mangrove NFI in a GCCA+ event and has coordinated inputs from private sector on NFI objectives. They have also worked on the terms of reference (ToR) for allometric equations with CELOS.

The NFI proposal will be finalized in 2017, and implementation will start in mangrove stratum followed by logging areas.

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

This activity is planned for 2017. No progress has been made to date.

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

The development of an NFMS roadmap has been moved from 3a1.1 to 3c4. At the beginning SBB hired a NFMS-roadmap consultant, but because the deliverables of the consultant, including the first draft NFMS roadmap were not satisfactory, the consultancy was discontinued, so SBB REDD+ Team took care of the activity, they prepared the NFMS roadmap document and they have been working on improving it. There were two seminars specifically for roadmap and a couple of workshops. It is still planned to include a risk assessment and financial overview, and also to validate the final version with stakeholders. The finalization of the document and its launch is expected for early December 2016.

**3c5. Development of the REDD+ National Registry**

This activity is planned for 2017.

The REDD+ National Registry can be a very useful tool in the early stages of REDD+ implementation because can provide the framework, guidelines or regulations for the private sector when they want to implement REDD+ projects ahead of the REDD+ Strategy Implementation. In this way the Country can still support private sector interventions but at the same time ensure projects follow minimum rules, and through a registry be aware of the REDD+ projects or initiatives in the country.

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

To make sure all information generated through the NFMS is available to the stakeholders for immediate use in the field, high priority is given to the establishment of a NFMS database and a Geoportal. This will allow transparency and support data sharing which is crucial when implementing the REDD+ strategy.

SBB is working in the preparations for the Geoportal FAO mission schedule for November 14<sup>th</sup> to 18<sup>th</sup>. SBB is collecting data, defining data ownership and reach agreements on public data sharing, when possible. The success of the Geoportal is based on the data available and shared by each institution. The launch of the Geoportal has been scheduled for December 13<sup>t</sup>, 2016.

**3c7. Monitor the outcomes of REDD+ activities**

This activity is planned for 2017.

**3D: Legal reforms are fully planned and progressively implemented****3d1. Building capacities and dialogues with the legislative branch**

In October 2016 a technical study visit to Costa Rica was held, with Parliamentarians and representatives of various ministries of Suriname. The results were presented and a clear positive outcome since the government representatives reached a clear understanding in what REDD+ is and can be in the development strategy of a country like Surinam. This is allowing a more coordinated work with the ministries that participated of the trip.

**3d2. Consolidating the legal implications and prerequisites for effective REDD+ implementation**

No progress has been made in this activity.

***3d3. Supporting the Lands Rights Commission with making Suriname compliant with international law***

Since the bureau of Land Rights has been dismantled it is needed to reassess the contribution of the Project to the discussion on land rights and the connection with international law if possible, taking into consideration the implications of the Saramaka judgment in REDD+, as described in the report: "Key Findings and Implications of the Saramaka Judgment for the RPP Document" (2013).

***3d4. Passing the 'low-hanging' and 'win-win' legal reforms***

No progress has been made in this activity.

***3d5. Paving the way for more complex reforms (environmental law, land tenure, land use planning and land rights)***

This activity is planned for 2017. No progress has been made to date. This activity has been assigned to NIMOS. The revision on the Mining Law from 1986 is scheduled for 2017, there is a clear intention to include environmental impact assessment in the revision of the Law and since the major responsible for the deforestation is the Mining Sector, the links to the REDD+ process are clear so therefore the Project should participate fully in this process.

***3E: Institutional and financial arrangements are made for full and effective REDD+ implementation***

This activity is planned for 2017.

***3e1. Setting up a FGRM for the implementation phase***

This activity is planned for 2017. No progress has been made to date. This activity has been assigned to NIMOS and UNDP. It has been informed that a proposal has been written in 2014 which can constitute the basis for this reflection.

***3e2. Designing and setting up an architecture and mechanism to raise leverage and coordinate funds to support REDD+ implementation***

This activity is planned for 2017. No progress has been made to date. This activity has been assigned to NIMOS and UNDP.

***3e3. Assessing the institutional arrangements for the readiness phase and presenting lessons for future arrangements***

This activity is planned for 2017.

***3e4. Designing and setting up the upgraded institutional arrangements for REDD+ implementation phase***

This activity is planned for 2017. No progress has been made to date.

#### 4.4. FACTORS AFFECTING PROGRESS

After more than two years of the Project, very low progress has been made, especially considering that the Project is supposed to end in June 2017. After the present assessment, the following general problems/challenges have been identified:

- Low political engagement
- Lack of ownership, especially at high level
- No clear vision of the project target
- No sufficient strategic and technical guidance/ leadership from the Project Coordinator to PMU team, and from NIMOS Director to the Project Coordinator
- The PMU technical team does not have the required experience and technical capacity to develop the work without guidance.
- The PMU is not fully staffed
- Not the right person on the right place (some ToR's are not quite matching staff profile)
- The communication component is weak, resulting in challenging issues in other areas
- Lack of transparency and coordination in some processes
- Insufficient knowledge and experience in terms of management, decision-making and procurement

After conducting a field visit to two communities, Kwamalasamutu and Pokigron, the following problems have been identified:

- Low communication / Engagement (tools are lacking)
- No clear message/goal related to what REDD+ will be for them
- No clear role of IPS and Maroon in the project implementation
- Missing overview and guidance
- Perception of 'Privileges for' R+A's creates conflicts in the villages/communities
- Lack of incentives and support for communities/villages is perceived
- Lack in support from the villagers itself (sometimes)

## 5. REVIEW OF THE PROJECT COMPLIANCE WITH THE COMMON APPROACH

With regard to the FCPF Common Approach to Environmental and Social Safeguards, there is no much progress on:

- **environmental and social safeguards, including the SESA/ESMF**

- **stakeholder engagement:** A stakeholder engagement plan is developed, yet to be implemented and the efforts to maintain a continue engagement with IPs and Maroon communities through the RAC network is ongoing.
- **grievance and accountability:** The RAC network worked as a grievance interim mechanism, maintaining close connection with the Project activities.
- **disclosure of information:** The project has make efforts to disclose the information through reports, minutes and board meetings, also with IPs and Maroon Communities

These activities will be improved and further develop in 2017, and some of them, like the SESA, are part of the Terms of Reference prepared for the National Strategy consultancy that will be developed during 2017.

## 6. ASSESSMENT OF PROJECT PERFORMANCE

The following assessment is based in relevance, effectiveness, efficiency, sustainability and impact indicators.

Criteria	Assessment
Relevance	<p>The Project is very relevant from the perspective of national development priorities, climate change and forest agenda, considering that REDD+ activities are not only related to forest management, but also to other activities that are fundamental for the country's economy, like mining. Suriname is looking to diversify its economy in order to reach a more sustainable development path; the project can support this process by proposing the role that forests can play in the Suriname future.</p> <p>The Project design has been sound but the implementation could have consider better preparation to address the risks identified, among those a closer support in the initial 6 months of the project implementation in order to provide the corrective measures necessary to avoid delays and prevent from problems to be carried into almost the end of the project implementation time. The main issues with the implementation were the lack of procurement and administrative skills and the technical and management support from NIMOS and the Project Coordinator, the PMU has never worked with the complete team that was designed to. And the corrective measures could have come earlier,</p> <p>Structural changes are needed, and once implemented, they will show if the Project is capable to adapt to changing conditions in order to fulfill its goals.</p>
Effectiveness	<p>There is very low progress towards the achievement of Project outputs and outcomes. This can be explained by the factors developed in point 4.4. The work from the SBB should be highlighted from the progress perspective.</p> <p>Regarding gender, the project when discussing the REDD+ strategy, can include gender considerations in the design and forward implementation. At the time, the project is not there yet.</p>
Efficiency	<p>Until October 2016, only 23% of the funds were executed. This very poor execution of resources resulted in very few outcomes and outputs achieved by the Project, which is very concerning considering that the Project is supposed to end in June 2017.</p> <p>The main factors influencing the poor efficiency of project implementation are:</p> <ul style="list-style-type: none"> <li>• Lack of capacities inside the PMU team for planning, budgeting,</li> </ul>

	<p>procurement, execution and financial administration</p> <ul style="list-style-type: none"> <li>• The staff that was thought to be part of the PMU is not yet complete, and the gaps are being covered by external staff which is not sustainable. Lack of clarity for procurement procedures, guidelines, rules, resulting in long procurement processes (6 months in average)</li> <li>• Strategic and technical Leadership from NIMOS needs to be strengthen</li> </ul> <p>The activities that show progress are the ones executed by the SBB Forest Cover Monitoring Unit (FCMU) team, but the problem is that the FCMU, which is established in the head office of the SBB, is heavily dependent upon ACTO funding (50% for overhead costs) and this project will end in February 2017. Discussions are ongoing for REDD+ project to cover some FCMU salaries after February, in order to retain the technical expertise for a further successful implementation of the REDD+ project.</p>
Sustainability	<p>To date the project has not been able to build sufficient institutional and human capacities to secure its sustainability, nor implement the institutional arrangements needed to ensure a successful REDD+ implementation process. There is also a lack of political ownership and stakeholder engagement that puts in risk the readiness process sustainability.</p> <p>Local technical capacities are placed in SBB – FCMU team, therefore it needs to be institutionalized to ensure its continuity.</p>
Impact	<p>It is still too early to know if the project will have the desired impact in the country's development, however, it could be seen that the RAC network that is in place provides a continuous connection which enables dialogue with indigenous peoples and maroon communities.</p>

## 7. RECOMMENDATIONS

The following recommendations are developed based on the key issues arise in the evaluation and will consider strategic and policy, administrative- finance and technical elements.

RESPONSIBLE	ISSUE	ANALYSIS	RECOMENDATION
<b>NIMOS</b>	Low Political Engagement	NIMOS will require to consider strengthening its capacities to support its Director engaging in high political level discussion on the REDD+ alternatives, identified as part of a national development strategy for Suriname, to focus on as soon as a strategic vision of REDD+ is agreed and the technical studies and information are there to support a technical and a policy wise discussion.	This can be done in many ways: <ol style="list-style-type: none"> <li>1. Hiring a senior person to focus on the discussion on the REDD+ strategy elements at a high political level at NIMOS</li> <li>2. Hiring a senior person to lead the PMU (now vacant) to support also NIMOS coordinator with the High level engagement as part of its responsibilities.</li> </ol>
<b>NIMOS-UNDP</b>	Low Management Skills  UNDP Implementation Modalities	<i>The experience shows low IP's ability to execute the project in accordance with the work plan, having problems specially in contracting process to equip the personnel to run the REDD+ project.</i>	The IP capabilities needs to be strengthen and UNDP needs to revise and precise better the implementation modality for future projects with this IP. The Project should consider moving to full support to NIM or should require UNDP assistance in Identification and recruitment of project personnel needed to complete the PMU team under the present modality. HACT assessment should be redone to consider the current situation.

		<p>The full support to NIM, could have better worked for this project in line with the IP capabilities showed so far.</p>	
<b>NIMOS- UNDP- PMU</b>	Increase political high level engagement, Steering Committee	<p>High level engagement is specially needed in the next phase of the project implementation to discuss the main products that will conform the REDD+ strategy.</p> <p>NIMOS, with the support of relevant Ministers, UNDP and the Project team, needs to start the engagement at higher level.</p> <p>The Steering Committee structure envisaged in the PRODOC and RPP can be revisited and implemented if there is enough political support.</p>	<p>Nimos, with the support of UNDP and the Project, with the support of relevant Ministers needs to start the engagement at higher level. This can start through meetings and presentations to create the interest and the demand to have a formal space to discuss the role of the Forest in the development of Suriname, the REDD+ project outcomes and key strategic issues such as Green Economy, Sustainable Development Plan, among others. If the political context allows it, the Steering Committee could be that formal space, the structure of the SC outlined in the PRODOC can then be revisited, to serve as a complementary structure to the Project Board.</p> <p>The SC can formed by the key Ministers with the mandate to approved the REDD+ strategy, and the elements that conform it which will have to go through the Project Board first and then to the SC as a final instance of approval.</p>
<b>NIMOS- PMU</b>	Lack of technical guidance and	The current organizational structure	<b>The PMU Coordinator needs to be appointed as soon as possible and no later than march 2017.</b>

administrative management	of the PMU needs to be rebuilt, ToR's revised matching experience, technical and professional background of the personnel; changes in key personnel are needed and the PMU needs to have the new staff on board no later than March 2017, in line with the activities to be supported in 2017 and considering a possible extension to 2018.	<p>The Technical Coordinator and the technical team that will oversee the work of the key consultancies until end of the project needs to be defined and appointed as soon as possible and no later than march 2017.</p> <p>The financial and administrative support given by the PMU needs to change to a permanent state (with the Financial/ Administrator position filled or alternative arrangements in place)</p> <p>The actual organizational structure can be reduced to a more efficient and effective structure, and populated with experienced personnel and focus on the activities needed to be finalized in the next phase. Assistants for core PMU functions should only be considered if urgently required.</p>	
<b>NIMOS-PMU-SBB</b>	Lack of local REDD+ capabilities /strengthen local REDD+ capabilities	<p>It is important to consider when, major technical and strategic work will be done by external consultant firms, how the technical capabilities will remain in the country, so the country can adjust and carry on the work without costly external support in next phase of readiness.</p> <p>The approach of the PMU-SBB FCMU team</p>	<p>The PMU-SBB requires to hire key personnel that can oversee the work done by the external consultancies and jointly work with them as much as possible.</p> <p>The key personnel recommended are:</p> <ol style="list-style-type: none"> <li>1. An Economist/ Industrial Engineer to the team to provide the support the strategy, economic options, studies, the Development Plan for Suriname modeling work that will be needed. The person can also be a liaison with the Planning Office.</li> <li>2. To add a Lawyer to support the discussion and revision of the Mining Law in elements associated with REDD+ and other relevant legal barriers the country is facing, or deal with issues such as ownership of emission reduction, land rights, among others (NIMOS can provide the support with in-house capacity available to PMU when is needed, if available).</li> </ol>

		towards the development of the technical products under its responsibility must be focused on using the team capacity to develop part of the work jointly with the external consultant firms to ensure the capacities are transferred to the unit and therefore strengthen the capacity of the country.	
<b>NIMOS-UNDP</b>	Long procurement processes Effective procurement	Selecting the right people is a difficult task and doing so in a short period of time even more	In order to have all personnel in place before March 2017 NIMOS and UNDP Country Office should agree in a procurement process as short and efficient as possible. UNDP should support NIMOS on this particular procurement process.
<b>SBB-PMU</b>	Developing and maintaining Technical Local Capabilities	The SBB-FCMU technical capacities are not institutionalized and the FCMU funded by ACTO project until February 2016, therefore arrangements need to be made to ensure the continuity of the FCMU personnel to finalize the Project and to support	<p>The FCMU and the PMU team need to work closer together with better coordination on all subjects from engagement plans to technical elements.</p> <p><b>The REDD+ project needs to finance the FCMU personnel to keep them on the team until the end of the project at least.</b></p> <p><b>MOU between NIMOS and PMU for REDD+ needs to be signed to provide formality to the process and joint work</b></p> <p><b>FCMU Unit needs to be institutionalized in SBB, especially since it is already supporting other processes with effective information. (Mining activities MAP)</b></p> <p>The FCMU as part of the PMU could work together with the Planning Office (stichting</p>

the institutionalization of this unit in the SBB.

The approach of the SBB-FCMU team towards the development of the technical outputs under its responsibility must be focused on using the team capacity to develop part of the work jointly with the external consultant firms to ensure the capacities are transferred to the unit and therefore strengthen the capacity of the country.

***Additional specific studies that can be consider by PMU-SBB if time and funds are available.***

Planburo Suriname) and sector-experts on the country development scenario's and build models to predict or determine the impact on the forest and land use. This will create strong liaisons and national capacity that might be the basis for land use planning.

The FCMU was working on Business As Usual scenarios within the DDFDB+ study and can share the capacity built with the other partners involved.

***An economic assessment of the key development scenarios and can be supported by local or international expert together with the Planning Office team***

***It is also recommended to develop a mining marginal production costs map and model next interventions by Gold/Bauxite international price projections in order to understand the deforestation trends spatially.***

**PMU-SBB** Project Management / AWP 2017-18

The Project requires to review the project work plan from now to the project closure, make

AWP 2017-2018 needs to be developed by NIMOS-PMU-SBB-UNDP

		<p>corrections, if some activities are no longer needed or the approach has changed in line with political and local circumstances.</p> <p>Provide a detailed work plan which includes specific budget for each activity.</p> <p>A detailed work plan can support a request for the extension of the project implementation time providing the amount of time needed based on the amount of funding left to be executed.</p>	
<b>PMU</b>	<p>Institutional arrangements and conditions for REDD+ implementation in place</p> <p>National Registry</p>	<p>Under National Registry activity is recommended to include a pilot REDD+ project/programs implementation guidelines.</p> <p>CI has develop a proposal for the GCF for a REDD+ pilot project in Suriname, it is still early to know if the proposal will be successful but this only highlight the need to count with a framework</p>	<p>It would be also recommendable to establish guidelines for pilot REDD+ projects and Programs:</p> <ul style="list-style-type: none"> <li>a) Build a platform to develop these guidelines</li> <li>b) Develop the Guidelines for Pilot REDD+ projects/programs <ul style="list-style-type: none"> <li>How will the REDD+ activity link to the national strategy</li> <li>Subnational baseline and the linkage to the FREL/FRL</li> <li>Displacement of emissions (leakage)</li> <li>Subnational MRV (within private concessions/ communities- MRV)</li> </ul> </li> <li>c) Develop a National Registry System for REDD+ (pilot) projects and programs to be register at NIMOS REDD+ Office/PMU before implementation starts.</li> </ul>

		for pilot projects activities. The actual CI project can support the government with the development of the guidelines, if approved.	
<b>PMU</b>	Project Board operation, issues of representativeness of stakeholders, strategic level discussion among members	<p>The Project Board is too large and it requires a streamline. So far the Project Board is acting more as an Information platform and not as a decision making body.</p> <p>To ensure a participation of high level officials in the Board meetings, the Project Board needs to provide an environment for strategic level discussion.</p> <p>The participation of the IPs and Maroon communities in the board, presents</p>	<p>It is recommended when revising the Project Board guidelines evaluate the FCPF readiness Board structure and guidelines as an example to have a small decision making body inside a large Project Board. (Refer to the Charter of the FCPF Governance for an example). <a href="https://www.forestcarbonpartnership.org/sites/fcp/files/2015/FCPF%20Charter%20-%2011-23-15%20clean.pdf">https://www.forestcarbonpartnership.org/sites/fcp/files/2015/FCPF%20Charter%20-%2011-23-15%20clean.pdf</a></p> <p><i>at the Annual Meeting, each Constituency may hold its own or joint Constituency Meeting to discuss matters identified by the relevant Constituency and elect their representatives to the Participants Committee in accordance with the following:</i></p> <p><i>(i) REDD Country Participants shall elect their representatives as members of the Participants Committee and shall determine their own criteria and mechanism for such elections;</i></p> <p><i>(ii) Donor Participants and Carbon Fund Participants shall jointly elect their representatives as members of the Participants Committee and shall jointly determine their own criteria and mechanism for such elections, taking into account the amount of the Contribution to the Readiness Fund or the Carbon Fund by such individual Participant.</i></p> <p>Guidelines for Board membership participation should be clearer and communicated better to IPs and Maroon communities and R+A's, to avoid situations where conflict of interest ay arise.</p>

several conflicts of interest that require to be corrected, among them:

- R+A's participating as representatives of IPs and Maroon Communities in board meetings
- Some R+A's are tribal leaders themselves, creating conflicts of interest in their participation in the Project Board

**PMU-SBB** Broad engagement efforts

NGOs, Universities, technical institute's constituency can participate and support the technical discussions and their experience and

In the next phase (from now to the end of the project) the PMU team needs to engage better with this constituency through technical small sessions to discuss specific products, or the establishment of a (technical committee) especially the ones related to, but not only, to drivers of deforestation, innovative strategic options and REDD+ strategy.

The Mining and Timber Sectors needs to be invited to the REDD+ discussion as

	<p>capacities better used in the readiness process.</p> <p>The Mining and Timber Sectors need to be engaged in the discussion of REDD+.</p>	<p>soon as a REDD+ Strategy study is finalized and the options are also proposed to engage in an open discussion.</p>
<p><b>NIMOS-PMU-SBB</b> R+A's Network Sustainability</p>	<p>The network is in place and working which is a very good result of the Project, but when the Project ends is not clear how the network will survive.</p> <p>The R+A's payment delays are creating unnecessary frictions in the relation with the project.</p> <p>The individual payment for R+A's creates problems inside their communities cause benefits for the community as a whole are not</p>	<p><i>NIMOS could institutionalize the <b>REDD+ Assistance Network</b> by placing an Engagement Officer in charge of developing the Engagement Guidelines (payments/compensation for Assistants, community support, capacity building activities, among others) that could apply to all projects/programs under NIMOS that require engaging with IPs and Maroons Communities. This could provide a long term source for funding to maintain the network, invest in capacity building as well as community development. The REDD+ process could start up this initiative by supporting to establish and test up the guidelines providing as a concrete product. This should be discussed and validated by the tribal leaders who designated the REDD+ assistants.</i></p> <p>In order to address the continuity of the network and the funding, the Project should consider the possibility to develop guidelines to address, payments related to benefit sharing, participation with adequate capacity building in technical activities of the project (SBB) and gender considerations.</p> <p>The Project also needs to evaluate alternatives to support the communities as a whole in addition to the work with the R+ A's, (Conservation International CI has implemented a Community Fund, as a mechanism that can mobilize funding for community priorities).</p>

perceived.

Uncertainties in the continuity of the R+A's also creates stress in the people as well as the lack of long term planning of their participation in the project activities

In the AWP 2017 a clear chapter on R+As's activities for the year needs to be included and approved in the next Board Meeting.

**UNDP-  
NIMOS**

PMU-SBB technical and management strengthening

In the next trimester (from January to March 2017), measures should be taken to accompany and support NIMOS-PMU to oversee changes are in place and until a clear improvement is reached.

- The CTA support needs to be strengthened especially the next trimester as well as the support from UNDP Regional Hub in Panama.
- All PMU/SBB personnel and new personnel are required to use the REDD+ Academy tools to level the knowledge and the understanding of the regional REDD+ process. Among the topics each person need to go through by participating in the following online courses as well as tailored programs, the following are important:

1. Forest, Carbon Sequestration and Climate Change.
2. Understanding REDD+ and the UNFCCC
3. Drivers of Deforestation and Forest Degradation
4. National Strategies and Action Plans
5. National Forest Monitoring Systems
6. Forest Reference Emission Levels
7. Policies and Measures (PAMs) for REDD+ Implementation
8. REDD+ Safeguards under the UNFCCC
9. REDD+ Finance
10. Approaches for Allocation of Incentives
11. Introduction to Stakeholder Engagement
12. Good Governance

Issues such as the diversification of the Surinamese Economy, concepts such as Green Economy, Sustainable Development in line with the Development Plan 2035 and the REDD+ strategy can be further strengthened by UNDP work and experiences in other HFLDR countries, Economies based of one or two single commodities.

UNDP can promote international workshops inviting key economists and experts to support the internal Discussion in Suriname.

In the local context this can be done by vision brainstorming meetings inviting key Ministers, local specialists, international experts via skype (economists), reviewing REDD+ strategies, and development strategies for countries similar to Suriname.

## 8. CONCLUSIONS AND LESSONS LEARNED

The analysis and conclusions will be presented under the key Management & Administrative, Technical, Strategic and Political Aspects.

### ***Management and administrative aspects***

The REDD+ Project encounter several management problems from the beginning of its execution, the Implementing Partner, NIMOS, showed difficulties in developing contracting processes for the PMU personnel, as a result the PMU never operated with the complete personnel that was envisaged.

The personnel that was selected were mostly assistants with very low experience that did not have personnel to assist., and the PMU Coordinator selected, did not have experience in managing projects this size, much less projects as complex as a REDD+ Project.

The PMU coordinator had to operate with the key personnel not in place, this situation combined with her lack of experience, added to the very low execution and poor management, in an already difficult context.

NIMOS did not provide support in contracting processes for consultants, consultancies nor to the PMU or SBB, so most of the contracting process took more time than needed relying only in UNDP local office administrative guidance and managed by technical people with no much experience in this processes.

The situation continued for a year and half with no correcting measures taken, in the last trimester of 2016 measures were taken but those are not definitive but transient, therefore definitive measures are still to be decided.

The initial organizational structure is considered to be heavy, considering that most of the technical products are being developed by SBB FCMU team. The current structure needs to be adapted to the needs of the next phase of the project implementation and hire the key technical personnel that is needed.

The Project could have benefited from a **full Country Office support to NIM**, where UNDP could have assist in the Identification and/or recruitment of project personnel. In this case the project is developed under support to NIM, and it is clear that NIMOS requires assistance in contracting processes. In order to expedite the implementation of the Project is recommendable that UNDP assist in the recruitment of the PMU personnel that are still not hired.

### ***Technical Aspects***

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The readiness REDD+ process is a particular one because it requires to combine very technical elements with strategic and development vision, it moves from a local perspective to national and international scope; the readiness process is a complex one because it not only encounters the structural problems of an economy, where political and legal contexts play an important role but at the same time it is related to the process needed to make it as participative as possible.

The REDD+ readiness process in Suriname requires more time to be able to convene all key aspects into a viable strategy and the role forests will play in the future development for Suriname.

The PMU-SBB team has not yet created all the technical capacities in its personnel or in the respective institutions, therefore the next year and a half is key to ensure Suriname will benefit completely from the FCPF funding.

The main products that will initiate the discussion of the REDD+ strategy are not going to be ready for another 8 to 12 months, so the Project will require to extend its implementation time, but considering the funds available a more specific organizational structure is needed and also more attention to support the studies development to ensure the products high quality.

The PMU-SBB team requires strengthen its capabilities to engage in technical and strategic discussions.

### ***Strategic and Political Aspects***

A high political engagement in the REDD+ readiness process is still missing, the Project needs to focus to reach all branches of government and engage them in the discussion of the REDD+ strategy in line with the Development Strategy 2035. Also the discussion of the Mining Law of 1986 for 2017, provides a perfect context to include the climate change variable in the discussion, since Mining is the most important driver of deforestation.

Other structural barriers such as Land Planning, land rights continue to be key subjects to monitor and inform when possible.

**Correcting measures within the PMU-SBB organizational structure are needed to be in place by March 2017, so the PMU will count with all the personnel on board and the technical and administrative support ready to continue the project implementation. (Refer to the Recommendation Matrix above and the recommendation in red).**

**The Project will require an extension of not less than 12 months to finalize the main expected outputs, but only if the recommendations in this review are implemented in due time.**

**If the situation does not change, the Project with the current level of execution per year of 24% even with an extension of time would not be able to use all the resources nor deliver the expected outcomes and outputs.**

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## LESSONS LEARNED

Many developing countries don't have the adequate local capacity to implement REDD+ projects, and there is a clear need for a strong technical and administrative support from the beginning in order to prevent unnecessary delays and slow execution. This is especially true for the REDD+ readiness process in the region.

The Suriname case shows clearly that the project should have had technical international support from the beginning, it is also understandable why counterparts would prefer to rely on local capacity and strengthen it than use international consultants but a mid-point can be achieved if the transfer of capacities from international consultants to the local team is ensured and included in ToRs, another necessary element is that the local team have the technical background to make use of the experience and capacity provided by an international senior consultant.

### Implementation Modalities

In the case of Suriname the project is implemented under support to NIM modality, where NIMOS-PMU is responsible to develop all the contracting processes, the development of the TORs, selection process, bidding documents with the Procurement assistance from UNDP of 5% of the time of the UNDP specialist.

*According to the Prodoc, 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.*

During the Implementation the Project was relying on an Administrative Assistant (her technical background is on International Relations) to develop all the administrative processes because the Financial-administrative Coordinator was never hired. And for the development of TORs for key consultancies also a Technical Officer Assistant was in charge because the Technical Coordinator was never hired.

During 2016 NIMOS-PMU did not try to hire both positions spite there was a clear need and demand from the PMU coordinator and UNDP to complete the team.

The NIMOS-PMU did not switch to a direct cash advances modality due to the problems in the implementation of the project.

The UNDP country office may provide, at the request of the designated institution, the Identification and/or recruitment of the project personnel.

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In the case of the REDD+ Project in the initial 6 months of implementation UNDP could have support NIMOS in the Project recruitment of the PMU personnel, with NIMOS being part of the selection committee, this could have avoid the problems we are seeing now in the project implementation.

Therefore to start from full support to NIM then with capacity building to NIMOS move to Support to NIM could have result in a better Project Implementation arrangement.

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## ANNEXES

### A. TERMS OF REFERENCE

#### **International consultant to undertake the Mid-Term Review of Suriname FCPF REDD+ readiness project**

<b>Location:</b>	Paramaribo, SURINAME and home-based
<b>Vacancy Type:</b>	External
<b>Type of Contract:</b>	Individual Consultant (contracted by UNDP)
<b>Languages Required:</b>	English
<b>Starting Date:</b> (date when the selected candidate is expected to start)	October, 1 <sup>st</sup>
<b>Duration of Initial Contract:</b>	25 days over 7 weeks, with a mission of at least 2 weeks in Suriname

#### **1. Background and context**

Suriname is a country with high forest cover (about 93% of the land surface) and historically low deforestation (less than 0.1% per year). Recent trends show increasing pressures on the forest that could potentially change this situation in the future. The Government of Suriname has expressed the intention to keep the country's High-Forest cover and Low-Deforestation (HFLD) status, while not compromising the needs for economic and social prosperity. In this context, as a signatory to the United Nations Framework Convention on Climate Change (UNFCCC), the Government of Suriname has decided to prepare the country to enter the REDD+ mechanism. The objective of REDD+ is to reduce emissions from deforestation and forest degradation and the conservation, sustainable management of forests and enhancement of forest carbon stocks.

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Before REDD+ participant countries can be eligible for results based payments for verifiable reduced emissions and/or enhanced carbon stocks, they need to develop an implementation framework for REDD+ including a national REDD+ strategy, a national forest reference emission level, a national forest monitoring system, a safeguards information system, as well as the necessary institutional arrangements for REDD+ implementation.

The Government of Suriname made a first attempt to enter the REDD+ readiness phase in 2009-2010, but it was not until 2013 that the government presented its Readiness Preparation Proposal (R-PP) to the World Bank's Forest Carbon Partnership Facility (FCPF) and received a US\$ 3.8M grant to support some preparatory activities towards REDD+. This funding has resulted in the development of the project *"Strengthening national capacities of Suriname for the elaboration of the National REDD+ strategy and the design of its implementation framework"*<sup>3</sup>, structured around three pillars: (i) human capacities and stakeholders engagement, (ii) REDD+ strategy, (iii) implementation framework and tools. It is implemented by the Government of Suriname (GoS) with the United Nations Development Program (UNDP) as delivery partner. The National Institute for Environment and Development in Suriname (NIMOS) serves as the GoS technical focal point for implementation of the project while the Foundation for Forest Management and Production Control (SBB) is also responsible for specific outputs.

This 3-years project was signed in May 2014. Implementation has started relatively slowly with the project coordinator recruited in mid-2015, and the required staff progressively put in place in the Project Management Unit (PMU). Trainings and consultations have been carried out, as well as works on national forests and carbon monitoring systems. Many consultancies have already been launched or planned for the next months. Beyond the objective to achieve REDD+ readiness, this process can also be seen as an opportunity to support and foster national dialogue with indigenous and maroon peoples, strengthen democratic practices, improve public governance, accelerate decentralization, and enhance diplomatic positioning.

As stated in the project document signed between UNDP and Suriname, the project will undergo an independent mid-term review at the mid-point of project implementation.

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<sup>3</sup> Project document available at: [https://info.undp.org/docs/pdc/Documents/SUR/PRODOC%20V6\\_Friday\\_GoS%20without%20track%20changes.pdf](https://info.undp.org/docs/pdc/Documents/SUR/PRODOC%20V6_Friday_GoS%20without%20track%20changes.pdf)

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This mid Term review was originally scheduled to take place in early 2016 but due to the delay during the inception phase, it has been agreed by the Project Board to postpone this mid-term review until end of 2016. The mid-term review will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation while also considering relevance, sustainability and impact; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The final MTR report will be available in English. A management response will be prepared by the institutions involved in the project, explaining how the recommendations of this mid-term review are being addressed and which actions are taken, when needed.

This MTR will be carried out by a Review Team (RT) composed of an international consultant (team leader) and a national consultant (team member). They will work as a team, agree on work repartition and produce together the requested deliverables.

## **2. Objectives and scope of work**

The objective of this Mid Term Review is to evaluate the project's performance and the factors affecting it and propose recommendations to improve it. While project's performance evaluation will have a strong focus on the effectiveness of the project implementation (progress towards project targets), it will also have to include efficiency, sustainability, relevance and impact criteria.

In addition, the review will have to assess the project's compliance with the various aspects of the Common Approach to Social and Environmental Safeguards for Multiple Delivery Partners under the Forest Carbon Partnership Facility (FCPF) Readiness Fund<sup>4</sup>: Strategic Environmental and Social Assessments (SESAs) and Environmental and Social Management Frameworks (ESMFs), stakeholder engagement, grievance and redress mechanism, and disclosure of information.

## **3. Evaluation questions**

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<sup>4</sup>[https://www.forestcarbonpartnership.org/sites/forestcarbonpartnership.org/files/Documents/PDF/Nov2011/FCPF%20Readiness%20Fund%20Common%20Approach%20 Final %2010-Aug-2011 Revised.pdf](https://www.forestcarbonpartnership.org/sites/forestcarbonpartnership.org/files/Documents/PDF/Nov2011/FCPF%20Readiness%20Fund%20Common%20Approach%20Final%2010-Aug-2011%20Revised.pdf)

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It is expected that the main evaluation questions for each criteria will include at least the ones below.

#### Relevance

- What is the relevance of the Project's design from the perspective of national development priorities, climate change and forest agenda, and the national REDD+ process in general?
- What is the relevance of the Project's design from the perspective of the UN and UNDP support to GoS?
- Is the project design sound and realistic?
- Has the project been able to adapt successfully to changing circumstances?
- Does the project logical framework allow for good project management?

#### Effectiveness

- To which extent progresses towards outputs or outcomes have been achieved or are on-track to do so? What has been the quality of the main outputs?
- To what extent gender has been sufficiently mainstreamed in project implementation?
- What factors have contributed to achieving or not achieving intended outputs and outcomes?

#### Efficiency

- How efficient are resources (funds, expertise and time) converted to achieve outcomes and outputs?
- Has the project rate of delivery been satisfactory? How timely (cf project document and annual work plans) have the main outputs been achieved?
- What are the main factors influencing the efficiency of project implementation? In particular, what has been the efficiency of (i) the project management (including in terms of planification, budgeting, procurement and fund management), the coordination (ii) between UNDP and the GoS, (iii) within the governments, and (iv) between the project and other relevant initiatives?
- To which extent project implementation will be affected by the end of the ACTO project sustaining SBB Forest Covert Monitoring Unit, and what should be the resources dedicated by the project to the staffing of this unit to be able to achieve the project's objectives ?

#### Sustainability

- What are the prospects for sustaining the REDD+ process after the termination of the project?
- What are the major factors influencing the achievement or non-achievement of sustainability of the programme?

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- To which extent the project has been able to build sufficient institutional and human capacity and implement the institutional arrangement needed to ensure a successful REDD+ process?
  - To which extent the project has been able to secure sufficient national ownership of the REDD+ process and the participation of the different stakeholders in particular indigenous people and maroons?
  - To which extent progress has been made in securing on the long term the achievements of this project (through for example fundraising for R-PP Implementation, REDD+ investment and results-based payment, or building up REDD+ potential for High-Forest Low-Deforestation countries) ?

#### Impact

- To which extent the project's intervention is able to achieve (some level of) REDD+ readiness without additional funding for R-PP implementation?
- To which extent the project has been successful in positioning REDD+ as a strategic priority for the development of the country?
- To which extent the project has been able to improve national dialogue with indigenous and maroon peoples?

#### **4. Methodology**

The Review should develop and adopt the most effective method to carry out the above tasks and reach the above objectives, whilst ensuring constant and high level quality standards throughout. Overall guidance and adherence to the UNEG Norms & Standards<sup>5</sup> or UNDP handbook on planning, monitoring and evaluating for development results<sup>6</sup> are used as a reference.

Findings should be based on facts, sound evidence and analysis, they should be crosschecked and the evidence should be clearly documented in the final report. Analysis leading to judgments should always be clearly reasoned. The limitations of conclusions based on methods applied shall be addressed in the final report. In attempting to attribute any outcomes and impacts to the programme, the evaluators should consider the difference between what has happened with and what would have happened without the programme.

The methodology for this work will be based on the following elements:

- Desk review of all relevant background documentation, including:
  - o The project document,

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<sup>5</sup> <http://uneval.org/normsandstandards>

<sup>6</sup> <http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf>

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- The monthly, quarterly and annual reports,
  - Annual work plans, procurement plans and budgets,
  - HACT assessment,
  - Audits,
  - Main deliverables produced by the project,
  - Minutes of Project Board meetings and of the meeting of the Project Management Unit,
  - Back To Office Reports,
  - Minutes of workshops and events,
  - Laws or policies relevant to the project,
  - National REDD+ website<sup>7</sup>,
  - FCPF and UNDP websites<sup>8</sup>...
- Semi-structured interviews (face-to-face or through any other appropriate means of communications) or focus groups meetings with key informants, stakeholders and participants, including in particular representatives from:
    - Government, in particular from the Project Monitoring Unit, NIMOS, SBB, the cabinet of the President, and the Foundation Planning Suriname;
    - UNDP Suriname, regional and global;
    - Civil Society Organizations, in particular indigenous and tribal people and maroons organizations;
    - Business and Industry;
    - Other representatives from the Major Group Collective (official stakeholders representation platform: children and youth, farmers, local authorities, NGOs, scientific and technological community, women, workers and trade unions...
    - Other relevant bi-lateral or multi-lateral initiatives and donors.
  - Field visits to villages in two areas where consultations have been carried out.
  - Meeting with project board representatives to present and discuss preliminary findings.
  - Participation by skype to project board meeting to present the report.

## **5. Deliverables and payments**

The review will produce the following deliverables:

- An inception report outlining :

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<sup>7</sup> <http://www.surinameredd.org/nl/home-nl/9-frontpage/30-redd>

<sup>8</sup> <https://www.forestcarbonpartnership.org/suriname>, <http://www.sr.undp.org/>

- Context
  - Objective
  - Evaluation methodology through a detailed evaluation matrix that displays for each of the evaluation criteria, the questions and subquestions that the evaluation will answer, and for each question, the data that will be collected to inform that question and the methods that will be used to collect that data;
  - Working modalities stakeholders participation and institutional arrangements;
  - Work plan and timeline including work repartition among the team;
  - Deliverables, including an outline of the final report.
- A draft Mid Term Review Report
  - A final Mid Term Review Report of 50 pages maximum, with the following indicative outline :
    - Executive summary
    - Introduction : objective of the review, approach and methodology used
    - Progress - Findings
    - Factors affecting progress
    - Recommendations
    - Conclusion

Annexes to the evaluation report will include, though not limited to, the following as relevant:

- Terms of reference for the evaluation;
- Additional methodology-related documentation;
- List of documents reviewed;
- List of institutions and stakeholders interviewed by the evaluation team;
- List of programme outputs/Programme results framework;

NIMOS, SBB, PMU and UNDP are expected to provide written comments on the deliverables of the review team within 5 working days. The review team is expected to explain how these comments have been taken into account, using for instance responses matrix.

The consultant will be paid on a lump sum basis under the following installments.

<b>Upon acceptance of Deliverables</b>	<b>Each Team member receives</b>
Inception report	20% of contract value
Draft Mid-Term Review report	40% of contract value
Final Mid-Term Review report	40% of contract value

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## 6. Institutional Arrangements

The Team should work under the supervision of UNDP Specialist Energy and Environment, assisted by the UNDP REDD programme Regional Technical Advisor and the Chief Technical Advisor for the project.

The project coordinator within the Project Management Unit, assisted by the M&E specialist, will be the main operational counterpart.

In addition to these, NIMOS director and representative from SBB will be also closely associated to the review.

## 7. Evaluation team

The evaluation team will be composed of one international and one national consultant, contracted for the same period.

## 8. Duration of the work and tentative timeline

The work is expected to be carried out between October 3<sup>rd</sup>, 2016 and November, 15th, 2016 for a total of 25 working days.

The table below presents a tentative timeline.

<b>Tentative Dates</b>	<b>Activity</b>	<b>Expected working days</b>	<b>Responsibility</b>
October, 7th	Preparation of inception report	5	Review Team (consultants). Work Plan reviewed by UNDP, PMU and NIMOS
October, 10th – October 28th	Desk review and mission to Suriname, including presentation of preliminary findings during the wrap up debriefing (October 21 <sup>st</sup> )	13	Review Team (consultants). Logistical support provided by the PMU and UNDP 0.5 days debriefing workshop with project board members
October, 31st – November 4th	Preparation of draft Mid Term Review Reports	5	Review Team (consultants) reviewed by UNDP, PMU, NIMOS and SBB
November 7 <sup>th</sup> – November 15th	Finalization of Mid Term Review Report	2	Review Team (consultants) reviewed by UNDP, PMU, NIMOS

			and SBB
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## 9. Duty Station

The duty stations for this assignment are Paramaribo, Suriname and home country. During the assignment the consultant is required to be in Suriname for a minimum of two weeks. Up to two field visits to villages will be required.

## 10. Minimum qualifications of the Individual Contractor

Education:

- Master's degree or equivalent in natural resource management, forestry, or a related field

Experience:

- A minimum of 10 years of relevant experience (natural resource management, climate change, REDD+, environmental policy...)
- Prior work experience and sound understanding of REDD+
- Demonstrated experience in Mid Term Review or other types of evaluations of similar types of programmes

Competencies:

- Outstanding analytical, writing and communication skills, dutch an asset
- Prior experience in Suriname/Latin America an asset

## 11. Technical evaluation criteria

Technical evaluation criteria	Score
Master's degree or equivalent in natural resource management, forestry, or a related field	20
A minimum of 10 years of relevant experience – natural resource management, climate change, REDD+, environmental policy	20
Prior work experience and sound understanding of REDD+	20
Demonstrated experience in Mid Term Review or other types of evaluations of similar types of programmes	30
Outstanding analytical, writing and communication skills, dutch an asset and Prior experience in Suriname/Latin America an asset	10
Total Obtainable Score	100

## 12. Evaluation ethics

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In order to ensure evaluation ethics, the evaluation team will be requested to read carefully, understand and sign the “Code of Conduct for Evaluators in the UN System”<sup>9</sup>. This will ensure the review will be conducted in accordance with principles such as avoiding conflict of interest, ensuring the rights and confidentiality of information providers or adopting a transparent approach with internal and external stakeholders.

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<sup>9</sup> <http://www.unevaluation.org/document/detail/100>

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## B. INCEPTION REPORT

### CONTEXT

Suriname is a country with high forest cover (about 93% of the land surface) and historically low deforestation (less than 0.1% per year). Recent trends show increasing pressures on the forest that could potentially change this situation in the future. The Government of Suriname has expressed the intention to keep the country's High-Forest cover and Low-Deforestation (HFLD) status, while not compromising the needs for economic and social prosperity. In this context, as a signatory to the United Nations Framework Convention on Climate Change (UNFCCC), the Government of Suriname has decided to prepare the country to enter the REDD+ mechanism. The objective of REDD+ is to reduce emissions from deforestation and forest degradation, and the conservation, sustainable management of forests and enhancement of forest carbon stocks.

Environmental issues are further impacted by land tenure issues. About 60% of the population lives in the urban areas, 30% in rural areas and the remaining 10% lives in the interior. The physical and geographic make up of Surinamese society brings with it an array of complex issues related to land rights. The government, particularly since 2000, has been taking steps to ensure inclusion of indigenous groups in the conversation on land rights. Thus, any effective policy changes that seek to meet international environmental commitments, which in so doing meet Suriname's sustainable development goals, will have to engage marginalized and minority communities in a meaningful way.

Suriname is negatively affected and threatened by global climate change effects. Making the situation more challenging, the institutional framework is not strong enough; mandates in the public administration roles are unclear, even though there is a National Climate Change Policy, Strategy and Action Plan for Suriname 2014-2021. The INDC presented by the government of Suriname in 2015 includes Forest as a main sector for mitigation, and mentions the REDD+ Project as part of the country's conditional contribution. To this end, coordination of project activities is vital in order to achieve successful project results from start to finish, as whilst there are good climate change initiatives under implementation by a variety of stakeholders, a coordinated approach is lacking.

Before REDD+ participant countries can be eligible for results based payments for verifiable reduced emissions and/or enhanced carbon stocks, they need to develop an implementation framework for REDD+ including a national REDD+ strategy, a national forest reference emission level, a national forest monitoring system, a safeguards

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information system, as well as the necessary institutional arrangements for REDD+ implementation.

The Government of Suriname made a first attempt to enter the REDD+ readiness phase in 2009-2010, but it was not until 2013 that the government presented its Readiness Preparation Proposal (R-PP) to the World Bank's Forest Carbon Partnership Facility (FCPF) and received a US\$ 3.8M grant to support some preparatory activities towards REDD+.

This funding has resulted in the development of the **project "Strengthening national capacities of Suriname for the elaboration of the National REDD+ strategy and the design of its implementation framework"**, structured around three pillars: (i) human capacities and stakeholders engagement, (ii) REDD+ strategy, (iii) implementation framework and tools. The project, it is implemented by the Government of Suriname (GoS) with the United Nations Development Program (UNDP) as delivery partner. The National Institute for Environment and Development in Suriname (NIMOS) serves as the GoS technical focal point for implementation of the project while the Foundation for Forest Management and Production Control (SBB) is also responsible for specific outputs.

This 3-years project was signed in May 2014. Implementation has started relatively slowly with the project coordinator recruited in mid-2015, and the required staff progressively put in place in the Project Management Unit (PMU). Trainings and consultations have been carried out, as well as work on national forests and carbon monitoring systems, many consultancies have already been launched or planned for the next months.

One key element in the REDD+ readiness process is to have the full and real participation of IPs, therefore the project efforts to foster national dialogue with indigenous and maroon peoples, strengthen their capacities and organizational structure.

Another key element is to build the technical, organizational and financial capacity in the public sector to implement the REDD+ strategy, programs and projects.

The project will end in June 2017 therefore the review can also inform the reorientation of the project and provide inputs for next steps in the readiness process.

#### **OBJECTIVES OF THE CONSULTANCY**

The objectives of the consultancy are:

- iii. Evaluate the project’s performance (efficiency, effectiveness, sustainability, relevance and impact criteria) and the factors affecting it and propose recommendations to improve it.
- iv. Assess the project’s compliance with the various aspects of the Common Approach to Social and Environmental Safeguards for Multiple Delivery Partners under the Forest Carbon Partnership Facility (FCPF) Readiness Fund : Strategic Environmental and Social Assessments (SESAs) and Environmental and Social Management Frameworks (ESMFs), stakeholder engagement, grievance and redress mechanism, and disclosure of information.

**METHODOLOGY AND IMPLEMENTATION ARRANGEMENTS**

The methodology for the mid-term assessment will be based on the FCPF Preparation Guidelines for the Assessment Framework, complemented with UNEG Norms & Standards and UNDP handbook on planning, monitoring and evaluating for development results.

The combined methodologies provide a more structured assessment framework which will allow the reviewers to deliver specific recommendations to the project implementation and to direct efforts to correct identified problems and barriers.

Therefore, it will consist in two types of assessments:

- iv. A general evaluation of the Project performance, focused in the following criteria suggested in the terms of reference:

**Table 1. Criteria and Evaluation Questions under UNDP methodology**

Criteria	Evaluation questions
Relevance	<ul style="list-style-type: none"> <li>- What is the relevance of the Project’s design from the perspective of national development priorities, climate change and forest agenda, and the national REDD+ process in general?</li> <li>- What is the relevance of the Project’s design from the perspective of the UN and UNDP support to GoS?</li> <li>- Is the project design sound and realistic?</li> <li>- Has the project been able to adapt successfully to changing circumstances?</li> <li>- Does the project logical framework allow for good project management?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>- To which extent progresses towards outputs or outcomes have been achieved or are on-track to do so?</li> </ul>

	<ul style="list-style-type: none"> <li>- What has been the quality of the main outputs?</li> <li>- To what extent gender has been sufficiently mainstreamed in project implementation?</li> <li>- What factors have contributed to achieving or not achieving intended outputs and outcomes?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>- How efficient are resources (funds, expertise and time) converted to achieve outcomes and outputs?</li> <li>- Has the project rate of delivery been satisfactory? How timely (of project document and annual work plans) have the main outputs been achieved?</li> <li>- What are the main factors influencing the efficiency of project implementation? In particular, what has been the efficiency of <ul style="list-style-type: none"> <li>(i) the project management (including in terms of planning, budgeting, procurement and fund management), the coordination between UNDP and the GoS,</li> <li>(ii) within the governments, and</li> <li>(iii) between the project and other relevant initiatives?</li> </ul> </li> <li>- To which extent project implementation will be affected by the end of the ACTO project sustaining SBB Forest Covert Monitoring Unit, and what should be the resources dedicated by the project to the staffing of this unit to be able to achieve the project's objectives?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>- What are the prospects for sustaining the REDD+ process after the termination of the project?</li> <li>- What are the major factors influencing the achievement or non-achievement of sustainability of the programme?</li> <li>- To which extent the project has been able to build sufficient institutional and human capacity and implement the institutional arrangement needed to ensure a successful REDD+ process?</li> <li>- To which extent the project has been able to secure sufficient national ownership of the REDD+ process and the participation of the different stakeholders in particular indigenous people and maroons?</li> <li>- To which extent progress has been made in securing on the long term the achievements of this project (through for example fundraising for R-PP Implementation, REDD+ investment and results-based payment, or building up REDD+ potential for High-Forest Low-Deforestation countries)?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>- To which extent the project's intervention is able to achieve (some level of) REDD+ readiness without additional funding for</li> </ul>

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	<p>R-PP implementation?</p> <ul style="list-style-type: none"><li>- To which extent the project has been successful in positioning REDD+ as a strategic priority for the development of the country?</li><li>- To which extent the project has been able to improve national dialogue with indigenous and maroon peoples?</li></ul>
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- v. A detailed assessment on the progress of each component and subcomponent of the Project using the FCPF Preparation Guidelines for the Assessment Framework. Under this methodological framework, the following questions will be answered based on availability of information:

**Table 2. Evaluation Questions under FCPF methodology**

Component/ Subcomponent	Evaluation questions	Means of verification
<b>Component 1: Organization and Consultation</b>		
<p><b>1.a National Readiness Management Arrangements</b></p> <p><i>Activities from R-PP:</i></p> <ul style="list-style-type: none"> <li>• Implement proposed institutional arrangements</li> <li>• Implement capacity building activities</li> <li>• Establish a Grievance Redress Mechanism</li> </ul> <p><i>Activities from Prodoc:</i></p> <ul style="list-style-type: none"> <li>• 1a1. Finalizing and setting up institutional arrangements</li> <li>• 1a2. Building institutional capacities</li> <li>• 1a3. Determining representatives</li> <li>• 1a4. Operating a grievance redress mechanism</li> <li>• 1a5. Running REDD+ institutions effectively</li> </ul>	<p><i>Accountability and transparency:</i></p> <ul style="list-style-type: none"> <li>• How are national REDD+ institutions and management arrangements demonstrating they are operating in an open, accountable and transparent manner?</li> </ul> <p><i>Operating mandate and budget:</i></p> <ul style="list-style-type: none"> <li>• How is it shown that national REDD+ institutions operate under clear mutually supportive mandates with adequate, predictable and sustainable budgets?</li> </ul> <p><i>Multi-sector coordination mechanisms and cross-sector collaboration:</i></p> <ul style="list-style-type: none"> <li>• How are national REDD+ institutions and management arrangements ensuring REDD+ activities are coordinated, integrated into and influencing the broader national or sector policy frameworks (e.g., agriculture, environment, natural resources management, infrastructure development and land-use planning)?</li> </ul> <p><i>Technical supervision capacity:</i></p> <ul style="list-style-type: none"> <li>• How effectively and efficiently are national REDD+ institutions and management arrangements leading and supervising multi-sector readiness activities, including the regular supervision of technical preparations?</li> </ul> <p><i>Funds management capacity:</i></p> <ul style="list-style-type: none"> <li>• How are institutions and arrangements demonstrating effective, efficient and transparent fiscal management, including coordination with other development partner-funded activities?</li> </ul> <p><i>Feedback and grievance redress mechanism:</i></p> <ul style="list-style-type: none"> <li>• What evidence is there to demonstrate the mechanism is operating at the national, subnational and local levels, is transparent, impartial, has a clearly defined mandate, and adequate expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation produced during the formulation and implementation of the R-PP</li> <li>• National law, regulation and policy</li> <li>• REDD+ strategy documents</li> <li>• IMAC; RSC, MGC meeting reports and collective assessment</li> <li>• Feedback and grievance redress mechanism document; Independent assessment report of the intermediary FGRM</li> </ul>

	<p>and resources?</p> <ul style="list-style-type: none"> <li>• What evidence is there that potentially impacted communities are aware of, have access to, and the mechanism is responsive to feedback and grievances?</li> </ul>	
<p><b>1.b Information sharing and early dialogue with key stakeholders</b></p> <p><b>Activities from R-PP:</b></p> <ul style="list-style-type: none"> <li>• Conduct information sessions with key stakeholder groups</li> <li>• Conduct awareness activities</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 1b1. Formulating a stakeholders' engagement strategy and awareness plan</li> <li>• 1b2. Consolidating an overarching consultation and participation roadmap</li> <li>• 1b3. Disseminating, translating information and carrying out early dialogue</li> <li>• 1b4. Training key REDD+ institutions</li> <li>• 1b5. Deploying training programs at the national level</li> <li>• 1b6. Supporting national community radio coverage</li> <li>• 1b7. Strengthening government capacities regarding indigenous and maroon peoples</li> <li>• 1b8. Implementing the awareness, consultation and participation plans</li> <li>• 1b9. Building capacity specifically of the private sector to effectively participate through training and dialogue</li> </ul>	<p><b>Information sharing and accessibility of information:</b></p> <ul style="list-style-type: none"> <li>• How have national REDD+ institutions and management arrangements demonstrated transparent, consistent, comprehensive and timely sharing and disclosure of information (related to all readiness activities, including the development of REDD+ strategy, reference levels, and monitoring systems) in a culturally appropriate form?</li> <li>• What evidence is there that information is accessible to stakeholders (e.g., in a format and language understandable to them) and is being received?</li> <li>• What channels of communications are being used to ensure that stakeholders are well informed especially those that have limited or no access to relevant information?</li> </ul> <p><b>Implementation and public disclosure of consultation outcomes:</b></p> <ul style="list-style-type: none"> <li>• How are the outcomes of consultations integrated (fed into, disseminated, publicly disclosed and taken into account) in management arrangements, strategy development and technical activities related to reference level and monitoring and information systems development?</li> </ul>	<ul style="list-style-type: none"> <li>• General REDD+ roadmap and activity mapping</li> <li>• Outcomes of dialogues with key stakeholders and the documentation produced during the readiness preparation phase, including the Consultation and Participation Plan and communication tools</li> <li>• SESA</li> <li>• ESMF</li> <li>• Enabling plan</li> <li>• FPIC protocols</li> <li>• Joint mapping methodology and plan</li> <li>• IP and Maroon map and plan for full participation in the NFMS</li> </ul>

<p><b>1.c Consultation and participation process</b></p> <p><b>Activities from R-PP:</b></p> <ul style="list-style-type: none"> <li>• Develop and implement Consultation and Participation Plan</li> <li>• Consultation and participation of stakeholders and indigenous and tribal peoples</li> <li>• Government capacity strengthening</li> <li>• Strengthen Grievance Redress Mechanism</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 1c1. Strengthening IP capacities for coordination and engagement into REDD+</li> <li>• 1c2. Strengthening Maroon capacities for coordination and engagement into REDD+</li> <li>• 1c3. Developing FPIC protocols</li> <li>• 1c4. Deploying training programs at the local level</li> <li>• 1c5. Supporting a joint mapping process</li> <li>• 1c6. Establishing a common platform for IP and Maroon communities</li> <li>• 1c7. Supporting the design of local management plans</li> <li>• 1c8. Designing and implementing a plan for full participation in the NFMS system</li> </ul>	<p><b>Participation and engagement of key stakeholders:</b></p> <ul style="list-style-type: none"> <li>• How is the full, effective and on-going participation of key stakeholders demonstrated through institutional mechanisms (including extra efforts to engage marginalized groups such as forest-dependent women, youth, Indigenous Peoples and local communities)?</li> <li>• What are the participatory mechanisms being used to ensure that Indigenous Peoples and forest-dependent communities have the capacity to effectively participate in REDD+ readiness and implementation?</li> </ul> <p><b>Consultation processes:</b></p> <ul style="list-style-type: none"> <li>• What evidence demonstrates that consultation processes at the national and local levels are clear, inclusive, transparent, and facilitate timely access to information in a culturally appropriate form?</li> <li>• What evidence is there that the country has used a self-selection process to identify rights holders and stakeholders during consultations?</li> <li>• What evidence is there that Indigenous Peoples institutions and decision-making processes are utilized to enhance consultations and engagement?</li> <li>• What evidence is there that consultation processes are gender sensitive and inclusive?</li> </ul>	<ul style="list-style-type: none"> <li>• Outcomes of dialogues with key stakeholders and the documentation produced during the readiness preparation phase, including the Consultation and Participation Plan and communication tools</li> <li>• SESA</li> <li>• ESMF</li> <li>• Enabling plan</li> <li>• FPIC protocols</li> <li>• Joint mapping methodology and plan</li> <li>• IP and Maroon map and plan for full participation in the NFMS</li> </ul>
<p><b>Component 2: Preparation of REDD+ Strategy</b></p>		
<p><b>2a. Assessment of Land use, Land Use Change Drivers, Forest Law, Policy and Governance</b></p>	<p><b>Assessment and analysis:</b></p> <ul style="list-style-type: none"> <li>vi. Does the work conducted as part of project evaluation includes an analysis of recent historical land-use trends (including</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of land use, land-use change drivers</li> <li>• Forest law, policy and</li> </ul>

<p><b>Activities from R-PP:</b></p> <ul style="list-style-type: none"> <li>• Conduct assessments on land use, land use change drivers, forest law, policy and governance</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 2b1. Analyzing the status of land tenure rights and land rights</li> <li>• 2b2. Running a corruption risk assessment</li> <li>• 2b3. Consolidating a general policy, legal, institutional and practice gap analysis for REDD+ successful implementation</li> <li>• 2b4. Building national consensus on the analysis of drivers of deforestation and degradation</li> <li>• 2b5. Mapping available data and reviewing relevant information and monitoring systems existing in Suriname</li> <li>• 2b6. Reviewing and updating the framework of REDD+ options</li> </ul>	<p>traditional) and assessment of relevant land tenure and titling, natural resource rights, livelihoods (including traditional/customary), forest law, policy and governance issues?</p> <p><b>Prioritization of direct and indirect drivers/barriers to forest carbon stock enhancement:</b></p> <ul style="list-style-type: none"> <li>vii. How was the analysis used to prioritize key direct and indirect drivers to be addressed by the programs and policies included in the REDD+ strategy?</li> <li>viii. Did the analysis consider the major barriers to forest carbon stock enhancement activities (if appropriate) to be addressed by the programs and policies included in the REDD+ strategy?</li> </ul> <p><b>Links between drivers/barriers and REDD+ activities:</b></p> <ul style="list-style-type: none"> <li>• What evidence demonstrates that systematic links between key drivers, and/or barriers to forest carbon stock enhancement activities (as appropriate), and REDD+ activities were identified?</li> </ul> <p><b>Action plans to address natural resource rights, land tenure, governance:</b></p> <ul style="list-style-type: none"> <li>• Do action plans to make progress in the short-, medium- and long-term towards addressing relevant, land-use, land tenure and titling, natural resource rights, livelihoods, and</li> </ul>	<p>governance undertaken as part of the R-PP</p> <ul style="list-style-type: none"> <li>• REDD+ strategy</li> <li>• Corruption risk assessment</li> <li>• Report on policy, legal, institutional and practice gaps</li> <li>• Consolidated expert review of the drivers of deforestation</li> <li>• Consensus report on drivers of deforestation and degradation</li> <li>• Updated REDD+ options framework</li> </ul>
<p><b>2b. REDD+ Strategy Options</b></p> <p><b>Activities from R-PP:</b></p> <ul style="list-style-type: none"> <li>• Select best strategic options for REDD+ Strategy</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 2c1. Developing REDD+ strategy options in a fully participatory manner</li> <li>• 2c2. Developing a vision for a REDD+ compliant development in Suriname</li> </ul>	<p><b>Selection and prioritization of REDD+ strategy options:</b></p> <ul style="list-style-type: none"> <li>• Were REDD+ strategy options (prioritized based on comprehensive assessment of direct and indirect drivers of deforestation, barriers to forest enhancement activities and/or informed by other factors, as appropriate) selected via a transparent and participatory process?</li> <li>• Were the expected emissions reduction potentials of interventions estimated, where possible, and how did they inform the design of the REDD+ strategy?</li> </ul> <p><b>Feasibility assessment:</b></p> <ul style="list-style-type: none"> <li>• Were REDD+ strategy options assessed and prioritized for their</li> </ul>	<ul style="list-style-type: none"> <li>• REDD+ strategy options presented as part of project evaluation.</li> <li>• Assessment of land use, land use change drivers</li> <li>• Forest law, policy and governance undertaken and resulting policies and programs developed to implement the national</li> </ul>

<ul style="list-style-type: none"> <li>• 2c3. Modelling the social, environmental and economic implications of the vision</li> <li>• 2c4. Drafting the REDD+ strategy</li> <li>• 2c5. Informing and consulting the general public</li> </ul>	<p>social, environmental and political feasibility, risks and opportunities, and analysis of costs and benefits?</p> <p><b>Implications of strategy options on existing sectorial policies:</b></p> <ul style="list-style-type: none"> <li>• Have major inconsistencies between the priority REDD+ strategy options and policies or programs in other sectors related to the forest sector (e.g., transport, agriculture) been identified?</li> <li>• Is an agreed timeline and process in place to resolve inconsistencies and integrate REDD+ strategy options with relevant development policies?</li> <li>• Are they supportive of broader development objectives and have broad community support?</li> </ul>	<p>REDD+ strategy.</p> <ul style="list-style-type: none"> <li>• REDD+ draft strategy</li> <li>• RSC assessment</li> <li>• Debates reports</li> <li>• REDD+ compliant development scenario</li> </ul>
<p><b>2c. REDD+ Implementation Framework</b></p> <p><b>Activities from R-PP:</b></p> <ul style="list-style-type: none"> <li>• Implement proposed institutional strengthening activities</li> <li>• Establish benefit sharing mechanism</li> <li>• Conducting REDD+ Corruption Risk Assessment (CRA)</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 3a1. Setting up institutional capacities</li> <li>• 3a2. Developing human capacities</li> <li>• 3d1. Building capacities and dialogue with the legislative branch</li> <li>• 3d2. Consolidating the legal implications and prerequisites for effective REDD implementation</li> <li>• 3d3. Supporting the Land Rights Commission with making Suriname compliant with international law</li> </ul>	<p><b>Adoption and implementation of legislation/ regulations:</b></p> <ul style="list-style-type: none"> <li>• Have legislation and/or regulations related to REDD+ programs and activities been adopted?</li> <li>• What evidence is there that these relevant REDD+ laws and policies are being implemented?</li> </ul> <p><b>Guidelines for implementation:</b></p> <ul style="list-style-type: none"> <li>• What evidence is there that the implementation framework defines carbon rights, benefit sharing mechanisms, REDD+ financing modalities, procedures for official approvals (e.g., for pilots or REDD+ projects), and grievance mechanisms?</li> </ul> <p><b>Benefit sharing mechanism:</b></p> <ul style="list-style-type: none"> <li>• What evidence is there to demonstrate benefit sharing mechanisms are transparent?</li> </ul> <p><b>National REDD+ registry and system monitoring REDD+ activities:</b></p> <ul style="list-style-type: none"> <li>• Is a national geo-referenced REDD+ information system or registry operational, comprehensive of all relevant information (e.g., information on the location, ownership, carbon accounting and financial flows for sub-national and national REDD+ programs and projects), and does it ensure public access to REDD+ information?</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant institutional, economic, legal, regulatory and governance arrangements specific to implement REDD+ strategy options</li> <li>• Annual reports and assessments from RSC, SBB and partners</li> <li>• Capacity building plan for legislative branch</li> <li>• REDD+ legal newsletter</li> <li>• Legal REDD+ report</li> <li>• Periodic reports and capacity assessments</li> <li>• Legal texts approved; periodic reports and capacity assessments</li> </ul>

<ul style="list-style-type: none"> <li>• 3d4. Passing the "low-hanging" and "win-win" legal reforms</li> <li>• 3d5. Paving the way for more complex reforms (environmental law, land tenure, land use planning and land rights)</li> <li>• 3e1. Setting up a FGRM for the implementation phase</li> <li>• 3e2. Designing and setting up an architecture and mechanisms to raise, leverage and coordinate funds to support REDD+ implementation</li> <li>• 3e3. Assessing the institutional arrangements for the readiness phase and presenting lessons for future arrangements</li> <li>• 3e4. Designing and setting up the upgraded institutional arrangements for REDD+ implementation phase</li> </ul>		
<p><b>2d. Social and Environmental Impacts during Readiness Preparation and REDD+ Implementation</b></p> <p><b>Activities from R-PP:</b></p> <ul style="list-style-type: none"> <li>• Conduct SESA</li> <li>• Implement capacity building activities for ESMF</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 2d1. Formulating REDD+ national social and environmental standards, and implementation process</li> <li>• 2d2. Completing the SESA</li> </ul>	<p><b>Analysis of social and environmental safeguard issues:</b></p> <ul style="list-style-type: none"> <li>• What evidence is there that applicable social and environmental safeguard issues relevant to the country context have been fully identified/ analyzed via relevant studies or diagnostics and in consultation processes?</li> </ul> <p><b>REDD+ strategy design with respect to impacts:</b></p> <ul style="list-style-type: none"> <li>• How were SESA results and the identification of social and environmental impacts (both positive and negative) used for prioritizing and designing REDD+ strategy options?</li> </ul> <p><b>Environmental and Social Management Framework:</b></p> <ul style="list-style-type: none"> <li>• What evidence is there that the ESMF is in place and managing environmental and social risks/potential impacts related to REDD+ activities?</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogues with key stakeholders and the documentation produced during the readiness preparation phase</li> <li>• SESA report</li> <li>• ESMF</li> </ul>

<ul style="list-style-type: none"> <li>• 2d3. Developing the elements of the ESMF</li> <li>• 2d4. Assessing the need for developing a benefit sharing mechanism</li> </ul>		
<p><b>Component 3: Develop a National Forest Reference</b></p> <p><b>Activities from R-PP:</b></p> <ul style="list-style-type: none"> <li>• Develop National Forest Reference Level</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 3b1. Updating the national forest definition</li> <li>• 3b2. Gathering and analyzing historical activity data</li> <li>• 3b3. Gathering and analyzing available emission factors data</li> <li>• 3b4. Assessment of national circumstances</li> <li>• 3b5. Preparing and submitting a first national FREL/FRL</li> <li>• 3b6. Preparing and submitting an improved national FREL/FRL</li> </ul>	<p><b>Demonstration of methodology:</b></p> <ul style="list-style-type: none"> <li>• Is the preliminary sub-national or national forest REL or RL presented (as part of the R-Package) using a clearly documented methodology, based on a step-wise approach, as appropriate?</li> <li>• Are plans for additional steps and data needs provided, and is the relationship between the sub-national and the evolving national reference level demonstrated (as appropriate)?</li> </ul> <p><b>Use of historical data, and adjusted for national circumstances:</b></p> <ul style="list-style-type: none"> <li>• How does the establishment of the REL/RL take into account historical data, and if adjusted for national circumstance, what is the rationale and supportive data that demonstrate that proposed adjustments are credible and defensible?</li> <li>• Is sufficient data and documentation provided in a transparent fashion to allow for the reconstruction or independent cross-checking of the REL/RL?</li> </ul> <p><b>Technical feasibility of the methodological approach, and consistency with UNFCCC/IPCC guidance and guidelines:</b></p> <ul style="list-style-type: none"> <li>• Is the REL/RL (presented as part of the R-Package) based on transparent, complete and accurate information, consistent with UNFCCC guidance and the most recent IPCC guidance and guidelines, and allowing for technical assessment of the data sets, approaches, methods, models (if applicable) and assumptions used in the construction of the REL/RL?</li> </ul>	<ul style="list-style-type: none"> <li>• Updated definition of forest</li> <li>• Maps of historical deforestation</li> <li>• Assessment of emission factors.</li> <li>• Assessment report of the national circumstances</li> </ul>
<p><b>Component 4: Design Systems for National Forest Monitoring and Information on Safeguards</b></p>		
<p><b>4a. National Forest Monitoring System</b></p> <p><b>Activities from R-PP:</b></p>	<p><b>Documentation of monitoring approach:</b></p> <ul style="list-style-type: none"> <li>• Is there clear rationale or analytic evidence supporting the selection of the used or proposed methodology (combination of remote</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation produced during the readiness preparation</li> </ul>

<ul style="list-style-type: none"> <li>• Design and implement a forest monitoring system</li> <li>• Implement capacity building activities for MRV</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 3c1. Measuring and monitoring forest area change and activity data for REDD+</li> <li>• 3c2. Measuring and monitoring forest carbon stocks and emission factors for REDD+</li> <li>• 3c3. Estimating and reporting on forest related greenhouse gas emissions and removals</li> <li>• 3c4. Identify the type of information to be included in the NFMS</li> <li>• 3c5. Development of the REDD+ National Registry</li> <li>• 3c6. Establish and maintain an online NFMS platform for data sharing and transparency</li> <li>• 3c7. Monitor the outcomes of REDD+ activities</li> </ul>	<p>sensing and ground-based forest carbon inventory approaches, systems resolution, coverage, accuracy, inclusions of carbon pools and gases) and improvement over time?</p> <ul style="list-style-type: none"> <li>• Has the system been technically reviewed and nationally approved, and is it consistent with national and international existing and emerging guidance?</li> <li>• Are potential sources of uncertainties identified to the extent possible?</li> </ul> <p><b>Demonstration of early system implementation:</b></p> <ul style="list-style-type: none"> <li>• What evidence is there that the system has the capacity to monitor the specific REDD+ activities prioritized in the country's REDD+ strategy?</li> <li>• How does the system identify and assess displacement of emissions (leakage), and what are the early results (if any)?</li> <li>• How are key stakeholders involved (participating/ consulted) in the development and/or early implementation of the system, including data collection and any potential verification of its results?</li> <li>• What evidence is there that the system allows for comparison of changes in forest area and carbon content (and associated GHG emissions) relative to the baseline estimates used for the REL/RL?</li> </ul> <p><b>Institutional arrangements and capacities:</b></p> <ul style="list-style-type: none"> <li>• Are mandates to perform tasks related to forest monitoring clearly defined (e.g., satellite data processing, forest inventory, information sharing)?</li> <li>• What evidence is there that a transparent means of publicly sharing forest and emissions data are presented and are in at least an early operational stage?</li> <li>• Have associated resource needs been identified and estimated (e.g., required capacities, training, hardware/software, and budget)?</li> </ul>	<p>phase that describes the approach used to design and develop a national forest monitoring system</p> <ul style="list-style-type: none"> <li>• Annual reports and assessments from RSC, SBB and partners</li> </ul>
<p><b>4b. Designing an Information System for Multiple Benefits, Other Impacts, Governance</b></p>	<p><b>Identification of relevant non-carbon aspects, and social and environmental issues:</b></p>	<ul style="list-style-type: none"> <li>• Outcomes of dialogues with key stakeholders</li> </ul>

<p><b>and Safeguards</b></p> <p><b>Activities from R-PP:</b></p> <ul style="list-style-type: none"> <li>• Design and implement Monitoring System for multiple benefits, other impacts, governance and safeguards</li> <li>• Implement capacity building activities for MRV</li> </ul> <p><b>Activities from Prodoc:</b></p> <ul style="list-style-type: none"> <li>• 2e1. Assessing existing information sources and systems for the provision of information relevant to the UNFCCC safeguards</li> <li>• 2e2. Planning a participatory process for indicator development</li> <li>• 2e3: Analysis and selection of methodologies and approaches to collect safeguards-related information</li> <li>• 2e4. Designing a process to manage and provide safeguard information</li> </ul>	<ul style="list-style-type: none"> <li>• How have relevant non-carbon aspects, and social and environmental safeguard issues of REDD+ preparations been identified? Are there any capacity building recommendations associated with these?</li> </ul> <p><b>Monitoring, reporting and information sharing:</b></p> <ul style="list-style-type: none"> <li>• What evidence is there that a transparent system for periodically sharing consistent information on non-carbon aspects and safeguards has been presented and is in at least an early operational stage?</li> <li>• How is the following information being made available: key quantitative and qualitative variables about impacts on rural livelihoods, conservation of biodiversity, ecosystem services provision, key governance factors directly pertinent to REDD+ preparations, and the implementation of safeguards, paying attention to the specific provisions included in the ESMF?</li> </ul> <p><b>Institutional arrangements and capacities:</b></p> <ul style="list-style-type: none"> <li>• Are mandates to perform tasks related to non-carbon aspects and safeguards clearly defined?</li> <li>• Have associated resource needs been identified and estimated (e.g., required capacities, training, hardware/software, and budget)?</li> </ul>	<p>and the documentation produced as part of project evaluation</p> <ul style="list-style-type: none"> <li>• SESA report</li> <li>• ESMF</li> <li>• Safeguards reports and consensus</li> <li>• SIS manual of procedure,</li> <li>• SIS report included into the report of Suriname to the UNFCCC</li> </ul>
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This methodology will also help establishing the level of progress to date in the components of the R-PP and its subcomponents, and their equivalence regarding the Project Document. A visual matrix of achievements will be prepared for each subcomponent using progress indicators:

- Green = considerable progress;
- Yellow= progressing well but more development is needed;
- Orange = more development is needed;
- Red = it does not show progress.

The mentioned matrix will also include general and specific recommendations for each component/subcomponent, as it is shown in the following table:

**Table 3. Example Progress and Recommendation Matrix**

Component/ Subcomponent	Progress assessment	Recommendations
Component 1....		
Subcomponent 1a...		

The analysis of the progress will consider among others barriers financial, technical and administrative to inform and structured better the recommendations.

The evaluation will be developed following the engagement and participation process of multi-stakeholders already established.

The methodology for this work will be based on the following activities:

- a) Desk review of all relevant background documentation, detailed in Table N.4 bellow.

**Table 4. Specific Documents**

Document	Responsible parties
Project document	
Suriname R-PP	
HACT assessment	
Laws or policies relevant to the project	
Mapping and characterization of REDD+ stakeholders	
REDD+ stakeholder’s participation and involvement plan	
FCPF Preparation Guidelines for the Assessment Framework	
National REDD+ website, FCPF and UNDP websites	

Main deliverables produced by the project:	
• Annual work plans and related quality management tables	NIMOS
• Consolidated support documentation as provided by participants for REDD+ Steering Committee (RSC)	NIMOS
• Monthly reports from REDD+ Steering Committee, including the validation by the RSC of REDD+ readiness main outputs	NIMOS
• Monthly report on cases of complains and grievances raised by stakeholders and right holders	NIMOS
• Support documentation to IMAC meetings	NIMOS
• Report from IMAC meetings	NIMOS
• Mid-year project progress and Annual Report	NIMOS
• Mid-year and Annual project reviews on behalf of the RSC	NIMOS
• Mid-term and final evaluation reports (2016)	NIMOS
• Reports of relevant local, national and international activities, missions and events related to REDD+ organized or attended by NIMOS	NIMOS
• Minutes of weekly meetings of the Project Management Unit	NIMOS
• Outputs of REDD+ project related consultancies	NIMOS, Implementing partners,
• Support documentation for project Board meetings	UNDP
• Reports from project Board meetings	UNDP
• ATLAS updates according to the monitoring framework and evaluation chapter	UNDP
• Reports of relevant local, national and international activities, missions and events related to REDD+ organized or attended by UNDP	UNDP
• Mid-term and final internal audit reports (2016)	UNDP
• Annual NIM external audit Reports based on projected yearly delivery	UNDP
• Reports of relevant local, national and international activities, missions and events related to REDD+ organized or attended by implementing partners, major groups or REDD+ assistants	Implementing partners, Major groups, REDD+ Assistants
• Assessment of the status of land tenure rights	NIMOS, Implementing partners
• Corruption risk assessment	UNDP
• Consolidation of a general policy, legal, institutional and practice gap analysis for REDD+ successful implementation	NIMOS, Implementing partners
• Mapping of available data and relevant information on monitoring systems existing in Suriname	NIMOS, Implementing partners
• Framework of REDD+ strategy options	NIMOS, Implementing partners
• Modeling of social, environmental and economic implications of the vision for a REDD+ compliant development in Suriname	NIMOS, Implementing partners

• REDD+ strategy draft	NIMOS and all
• FRL document	NIMOS, Implementing partners
• SESA and ESMF	NIMOS, Implementing partners
• National Forest Monitoring System (NFMS)	SBB, NIMOS
• Advisory notes delivered to NIMO	Major groups
• Minutes of coordination meetings	Major groups
• Risk logs • Combined Delivery Reports (CDRs) • Expenses summaries ( until October 31st 2016)	UNDP

- b) Semi-structured interviews (face-to-face or through any other appropriate means of communications) or focus groups meetings with key informants, stakeholders and participants, including in particular representatives from:
- Government, in particular from the Project Monitoring Unit, NIMOS, SBB, the cabinet of the President, the Planning office and the Ministry of Physical Planning, land and forest management;
  - UNDP Suriname, regional and global;
  - Civil Society Organizations, in particular indigenous and tribal people and maroons organizations (VIDS, VSG, OIS and Conservation International)
  - Business and Industry (to be defined);
  - Other representatives from the Major Group Collective (official stakeholders' representation platform: children and youth, farmers, local authorities, NGOs, scientific and technological community, women, workers and trade unions, among others.
  - Other relevant bi-lateral or multi-lateral initiatives and donors.
- c) Field visits to villages in two areas where consultations have been carried out.
- d) Meeting with project board representatives to present and discuss preliminary findings.
- e) Analyze the information collected, fully describing the key aspects of the assessment, ensuring the validity and reliability of results through substantiated evidence (using triangulation) and validate the findings and recommendations arising from the evaluation process.
- f) Develop the draft MTR assessment report, present it to the Organizing Team for review, and include comments and contributions made while preparing the

final report. The draft report will be first submitted to the Organizing Team and then to the rest of the involved parties.

- g) Presentation of the final MTR assessment report.

## WORKING MODALITIES STAKEHOLDERS PARTICIPATION AND INSTITUTIONAL ARRANGEMENTS

The work will be performed in two months by two consultants: Gisela Ulloa (international consultant and team leader) and Ria Jharap (local consultant). Both consultants will be in permanent contact by email and Skype, and both will participate in the mission to Surinam scheduled for November 14<sup>th</sup> to 24<sup>th</sup>.

During the mission, several meetings and interviews will take place with the main stakeholders, based in the project progress and the stakeholder's participation:

**Table 5. Mapping of Stakeholders to be interviewed**

Stakeholder	Relation to the REDD + process
Government: Cabinet of the President	Project management decision-making
Parliament Commission on Climate Change	Decision-making
Government: Ministry RO	Information dissemination in the interior Logistics in the interior
Government Sectoral Ministries: Ministry LVV, NIMOS, Ministry ROGB- SBB, GLIS Ministry OW	Technical expertise
NGOs: Tropenbos Suriname, ACT, CI, WWF	Technical expertise Inter-cultural communication with stakeholders
Tribes: Wayana, Trio, Arowak, Caraib, Matawai, Kwinti, Aluku, Ndyuka, Saramaka and Paamaka; including specific interest groups such as women, youth <b>(to be chosen)</b>	Directly impacted by REDD+ Monitoring
Umbrella organizations: VIDS, OIS (indigenous peoples), VSG (Saramaka), Talawa (Trio and Wayana) <b>(to be chosen)</b>	Facilitator Inter-cultural communication with stakeholders
Small-scale gold miners	Field presence (pot. Monitoring)
Companies that are engaged in large scale development projects in the interior- roads,	Information dissemination

dams etc.	
Logging companies	Field presence (pot. Monitoring)
Academia: University of Suriname and CELOS (Narena)	Technical expertise
Tourism operators	Field presence (pot. Monitoring)

The team will work under the supervision of UNDP Specialist Energy and Environment, assisted by the UNDP REDD programme Regional Technical Advisor and the Chief Technical Advisor for the project.

The project coordinator within the Project Management Unit, assisted by the M&E specialist, will be the main operational counterpart.

In addition to these, NIMOS director and representative from SBB will be also closely associated to the review.

#### WORK PLAN AND TIMELINE INCLUDING WORK REPARTITION AMONG THE TEAM

The following graph shows the scheduled work plan and timeline:

WORKPLAN		WEEKS									
Activities	Responsible	24-Oct	Nov-31	7-Nov	14-Nov	21-Nov	28-Nov	Dic 5	Dic 12	Dic 19	Dic 21
Preparation of Inception report	GU										
Initial Meetings to collect information	GU/RJ										
Documents revision and further meetings	GU/RJ										
Preparation of the mission	RJ										
Preparation of field trip	RJ										
Mission to Paramaribo and field Trip	GU/RJ										
Draf of MTR Report	GU/RJ										
Presentation of Draft Report	GU/RJ										
Comments for the Draft Report	NIMBOS, UNDP										
MTR Report revised	GU/RJ										
Presentation of the final MTR Report	RJ/GU										

The following table contains information about the work repartition among the team members:

**Table 6. Work repartition among team members**

<b>Activity</b>	<b>Date</b>	<b>Responsible</b>
Inception report	Oct/24/2016 – Nov/1/2016	Gisela Ulloa
Initial meetings with the team to collect information	Oct/26/2016 – Nov/4/2016	Ria Jharap
Meetings with REDD+ Assistants to coordinate field trips to communities in collaboration with UNDP	Oct/31/2016 – Nov/11/2016	Ria Jharap
Mission coordination	Nov/4/2016 – Nov/13/2016	Ria Jharap Gisela Ulloa
Mission to Surinam	Nov/13/2016 – Nov/24/2016	
Elaboration of MTR draft report	Nov/24/2016 – Dec/5/2016	
Elaboration of MTR final report	Dec/5/2016 – Dec/15/2016	
Final presentation of MTR report	Dec/16/2016	

#### **DELIVERABLES, INCLUDING AN OUTLINE OF THE FINAL REPORT**

The review will produce the following deliverables:

- An inception report
- A draft Mid Term Review Report
- A final Mid Term Review Report of 50 pages maximum, with the following indicative outline:
  - Executive summary
  - Introduction : objective of the review, approach and methodology used
  - Progress – Findings:
    - Matrix of Findings
    - Matrix of Progress – Recommendations
    - Factors affecting progress
    - Financial assessment

- 
- Effectiveness and other indicators
  - Recommendations
  - Conclusion

Annexes to the evaluation report will include, though not limited to, the following as relevant:

- Terms of reference for the evaluation;
- Additional methodology-related documentation;
- List of documents reviewed;
- List of institutions and stakeholders interviewed by the evaluation team;
- List of programme outputs/Programme results framework;

#### **REFERENCES**

- A Guide to the FCPF Readiness Assessment Framework, Forest Carbon Partnership Facility, June 2013
- Handbook on planning, monitoring and evaluating for development results, United Nations Development Programme (UNDP), 2009

## C. LIST OF REVIEWED DOCUMENTS

Document	Responsible parties
Project document	
Suriname R-PP	
HACT assessment	
Laws or policies relevant to the project	
Mapping and characterization of REDD+ stakeholders	
REDD+ stakeholder's participation and involvement plan	
FCPF Preparation Guidelines for the Assessment Framework	
National REDD+ website, FCPF and UNDP websites	
Main deliverables produced by the project:	
<ul style="list-style-type: none"> <li>• Annual work plans and related quality management tables</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Consolidated support documentation as provided by participants for REDD+ Steering Committee (RSC)</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Monthly reports from REDD+ Steering Committee, including the validation by the RSC of REDD+ readiness main outputs</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Monthly report on cases of complains and grievances raised by stakeholders and right holders</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Support documentation to IMAC meetings</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Report from IMAC meetings</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Mid-year project progress and Annual Report</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Mid-year and Annual project reviews on behalf of the RSC</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Mid-term and final evaluation reports (2016)</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Reports of relevant local, national and international activities, missions and events related to REDD+ organized or attended by NIMOS</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Minutes of weekly meetings of the Project Management Unit</li> </ul>	NIMOS
<ul style="list-style-type: none"> <li>• Outputs of REDD+ project related consultancies</li> </ul>	NIMOS, Implementing partners,
<ul style="list-style-type: none"> <li>• Support documentation for project Board meetings</li> </ul>	UNDP
<ul style="list-style-type: none"> <li>• Reports from project Board meetings</li> </ul>	UNDP
<ul style="list-style-type: none"> <li>• ATLAS updates according to the monitoring framework and evaluation chapter</li> </ul>	UNDP
<ul style="list-style-type: none"> <li>• Reports of relevant local, national and international activities, missions and events related to REDD+ organized or attended by UNDP</li> </ul>	UNDP
<ul style="list-style-type: none"> <li>• Mid-term and final internal audit reports (2016)</li> </ul>	UNDP
<ul style="list-style-type: none"> <li>• Annual NIM external audit Reports based on projected yearly delivery</li> </ul>	UNDP
<ul style="list-style-type: none"> <li>• Reports of relevant local, national and international activities, missions and events related to REDD+ organized or attended by implementing partners, major groups or REDD+ assistants</li> </ul>	Implementing partners, Major groups, REDD+ Assistants

<ul style="list-style-type: none"> <li>• Assessment of the status of land tenure rights</li> </ul>	NIMOS, Implementing partners
<ul style="list-style-type: none"> <li>• Corruption risk assessment</li> </ul>	UNDP
<ul style="list-style-type: none"> <li>• Consolidation of a general policy, legal, institutional and practice gap analysis for REDD+ successful implementation</li> </ul>	NIMOS, Implementing partners
<ul style="list-style-type: none"> <li>• Mapping of available data and relevant information on monitoring systems existing in Suriname</li> </ul>	NIMOS, Implementing partners
<ul style="list-style-type: none"> <li>• Framework of REDD+ strategy options</li> </ul>	NIMOS, Implementing partners
<ul style="list-style-type: none"> <li>• Modeling of social, environmental and economic implications of the vision for a REDD+ compliant development in Suriname</li> </ul>	NIMOS, Implementing partners
<ul style="list-style-type: none"> <li>• REDD+ strategy draft</li> </ul>	NIMOS and all
<ul style="list-style-type: none"> <li>• FRL document</li> </ul>	NIMOS, Implementing partners
<ul style="list-style-type: none"> <li>• SESA and ESMF</li> </ul>	NIMOS, Implementing partners
<ul style="list-style-type: none"> <li>• National Forest Monitoring System (NFMS)</li> </ul>	SBB, NIMOS
<ul style="list-style-type: none"> <li>• Advisory notes delivered to NIMO</li> </ul>	Major groups
<ul style="list-style-type: none"> <li>• Minutes of coordination meetings</li> </ul>	Major groups
<ul style="list-style-type: none"> <li>• Risk logs</li> <li>• Combined Delivery Reports (CDRs)</li> <li>• Expenses summaries ( until October 31st 2016)</li> </ul>	UNDP

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## D. MISSION REPORT

*Gisela Ulloa and Ria Jharap*

*13 nov – 24 nov, Paramaribo, Suriname*

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**Objective:** Mission In Suriname for the Mid Term Review of the REDD+ Suriname project.

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

**Key objectives:**

- Orientation
- Review of project priorities, activities and progress
- Semi-structured interviews with key informants, stakeholders and participants
- Field visits to villages in two areas where consultations have been carried out
- Meetings with project board representatives to present and discuss preliminary findings

The mission of the international consultant, Ms Giisela Ulloa, was supported by a national consultant, Ms Ria Jharap. The mission took place in November 13 – 24, 2016.

**Expected results**

- Baseline information (info on the management structure) and a thorough assessment of current gaps and needs
- A strong, common understanding of project strategy, priorities, key partners, barriers to success and budget.

*Overview of the planned interviews*

<b>Date</b>	<b>Time</b>	<b>Actor</b>	<b>Note</b>
<b>Sunday 13 nov</b>	18.00- 20.00	Ria Jharap & Gisela Ulloa	Meeting at Jacana
<b>Monday 14 nov</b>	08.15	Bryan Drakenstein Environment specialist UNDP	REDD+ project view UNDP
	10.00 - 12.00h	NIMOS	Debriefing Costa Rica trip
	15.00h	Armstrong Alexis UNDP Suriname Deputy Resident Representative	postponed due to sickness

	20.00h	Madhawi Ramdin PM REDD+	at Marriott. About project
<b>Tuesday 15-nov</b>	09.00h	Cedric Nelom Director NIMOS	Management progress
	15.00h	John Goedschalk Director CI - Suriname	Collaboration. engagement
<b>Wednesday 16-nov</b>	09.00 - 11.30	Anil Pershad (Senior Program advisor) Tanja Lieu (M&E officer)	Work environment/ progress
	11.30 - 12.30	Santusha Mahabier (Technical assistant)	
	12.30 - 13.30	Marlon Hoogdorp - Communications Officer	
	14.30 - 15.30	Sirito Aloema (REDD+ Assistant Liaison Officer)	
<b>Thursday 17-nov</b>	09.00h	Rudi van Kanten (Director TBI) & Lisa Best (Officer TBI)	Collaboration, engagement
	13.00h	Rene Somopawiro (Director Research and Development SBB) and team	Progress, collaboration, engagement
<b>Friday 18-nov</b>	10.00	Bryan Drakenstein	More in-depth Info
	12.00	Anuradha Khoenkhoen	Finance, procurement etc
	16.00h	Madhawi (CY Coffee)	More in depth info
<b>Saturday 19-nov</b>	08.00-18.00h	Field visit Village Kwamalasamutu	Engagement, work R+A
<b>Sunday 20-nov</b>	08.00 - 18.00h	Fieldvisit Village Pokigron	Engagement, work R+A
<b>Monday 21-nov</b>	10.00h	Dave Abeleven (PS Ministry Natural Resources)	Engagement, Strategy REDD+
	12.00h	Armstrong Alexis, DRR UNDP	Management, UNDP- REDD+
	14.00h	Ms. Moejinga Linga-Aboikoni, Officer Min of Regional development	Engagement, Pilot project
	15,30h	Mevr. Haydi Berrenstein, Environmental Coordinator, Cabinet of the President	Engagement, REDD+ Strategy, National development
<b>Tuesday 22-nov</b>	08.30-10.00h	Mr. Bouterse, Dept, Director Planning Office (Cabinet of the Vice-President)	Engagement, REDD+ Strategy, National development
	13.00h	Ms. Loreen Jubitana, Bureau VIDS (IP)	Engagement, R+A
	21:00-22:00	Gwedolyn Smith, Engagement Consultant	Engagement Strategy Consultant
<b>Wednesday</b>	09.00-12.00h	Findings Mission, NIMOS /PMU	Presentation main findings

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<b>23-nov</b>			mission
	19.00-22.30	Findings mission, directors NIMOS, SBB, UNDP, CoP	Main findings and way forward

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## E. LIST OF INTERVIEWS

### *Government*

1. Cabinet of the president
2. Planning Office, cabinet of the Vice-President
3. NIMOS, director, Cabinet of the President
4. SBB, Ministry of RGB, Director of research and development
5. Ministry of Regional Development), policy officer
6. Ministry of Natural Resources, PS

### NGO's/ PMU

1. UNDP Suriname, DRR + staff members
2. Tropenbos International Suriname
3. Conservation International Suriname
4. Bureau VIDS
5. PMU, every member

## F. FIELD VISITS IP AND MAROON VILLAGES

*Objective: About their understanding and engagement in the REDD+ project. About the work of the REDD+ Assistants*

1. Kwamalasamutu, Trio IP. Interview with Granman and two REDD+ Assistants. Also with two woman of the village.
2. Pokigron, Maroon village. Interview with the Kapitein, the REDD+ Assistant and one village