

United Nations Development Programme
Country: SURINAME
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Implementing Suriname REDD+ Readiness Plan 2014-2018

Addendum 2: Narrative related to the Chapter III of the Project Document

Pillar 1: Human capacities and stakeholders engagement

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

This output comprises finalising and setting up institutional arrangements, and strengthening the institutions in charge of running the process. Institutional arrangements have been extensively presented in the R-PP, but further discussions and experience sharing have suggested some improvements to the first plan. As it is a critical issue and a highly sensitive one, considering that the respect of principles set for the REDD+ process in Suriname like transparency and participation strongly rely on it, it has been argued that a last round of formal consultations and finalisation would be required. Proposed target is detailed in the Chapter V of the PRODOC, and may be subject to changes, in particular as far as terms of reference of institutions are concerned.

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

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

- First, the principle of self-determination of representatives by group of stakeholders and rightholders is formally approved, but its implementation faces difficulties in a context where legitimacy of representation and coordination platform is often debated. Some time will be given to each partner to the process to discuss and confirm its representation structure and processes, and eventually its representatives in various aspects of the project.
- A second key element of these institutional arrangement deals with grievance redress mechanism. Given the sensitive context of Suriname and past experience, as raised by the FCPF PC14 decision, a specific emphasis must be given to the way conflicts related to the REDD+ process can be handled and managed in an effective, fair and constructive way. An international mission of experts took place in the second semester of 2013 to deepen

discussions with national stakeholders and rightholders, and provide food for thought. The activity focuses on the way to operate the grievance and redress mechanism in an intermediary manner, to allow starting the readiness phase in a secured manner, while a more robust mechanism will be progressively designed and built as part of the third pillar, to take over at the implementation stage.

- At last, beyond setting up institutions, it has been considered critical to closely challenge the way such institutions are running. In fact, as a new process and sometimes new institutions, it can reasonably be assumed that capacity building will need to happen along the way so to progressively make the institutions run in a qualitative and effective way. Situation won't be perfect from day one. However, a specific activity has been added to follow up on this continuous and progressive improvement trend, and ensure that the quality of process management and coordination enhances in time to meet the upcoming and progressively complex challenges and decisions of the process.

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

This output covers various activities related to designing and implementing the overarching awareness, engagement, consultation and participation strategy and plan throughout the REDD+ readiness process. As it was deemed that indigenous and maroon peoples' engagement was specific and needed extra support and attention, the output 1c has been added to specifically deal with IP and tribal peoples. However, the instruments developed under 1c, from and for IP and maroon people, will be captured in the overarching 1b plans and roadmaps.

Overarching awareness and engagement strategy and plan

First, a stakeholders' engagement strategy and awareness plan will be formulated, under the coordination of NIMOS, with technical support from a national consultant and through a transparent and consultative process. The R-PP gives a lot of details on the various forms of engagement, for instance p. 32 and 33 when introducing the three types of dialogues: national, sectoral and local. It is important indeed to recall that this comprehensive plan will capture all relevant actions contributing to the effective engagement of all stakeholders, for instance:

- the type of action: information sharing, dialogue, consultation, participation to decision making...
- the place of action: national, local
- the nature of issues: general, sectoral, technical...
- the stakeholders: IP and maroon peoples, private sector, governmental institutions etc.

An overarching consultation and participation roadmap will be extracted and consolidated from the plan. In reality, it is considered useful, for sake of clarity and transparency, to consolidate a roadmap giving clear indication on how, when and where stakeholders will be consulted and involved into REDD+ readiness process. This plan will allow everyone to see what is being planned and how consultation and participation is deployed in a robust way. However, this roadmap is an integrated part of the overarching engagement and awareness strategy and plan, and that's why the two activities will be done simultaneously under the same effort and output. The budget for this consolidated roadmap is limited to the organisation of a workshop where this specific consolidation will be discussed as an output from the consultants working on the awareness and engagement strategy and plan.

Bottom-up design

Importantly, some parts of this awareness and engagement strategy and plan will be provided by stakeholders themselves, rather than induced in a top-down manner and consulted afterwards. In

clear, questions related to "how IP and maroon peoples capacities will be strengthened, and how they will be consulted" will largely be provided by IP and maroon peoples themselves as part of the output 1c. Similarly, some technical consultation and engagement activities - for instance how to consult on MRV data collection, or the consultation plan to develop the SESA and REDD+ options - will be developed within the frame of their respective activities and outputs, and then added to the overarching plan. So this plan must be seen as an evolving tool. First, an expertise and consultation process will lead to set up the principles, guidelines, framework and activities. There will come the awareness and engagement strategy and plan, including the consultation and participation roadmap. Then, this plan and roadmap will be enriched by sectoral and stakeholders contributions as part of the other activities within the readiness plan, and implemented progressively.

Multi-level and multi-players training efforts

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

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

- First, the action of disseminating information and carrying out early dialogue remains a priority as defined in the R-PP. It covers the period 2014-2015. Beyond 2015, the actions related to disseminating information and strengthening dialogue will be fully integrated to the overarching plan and implemented as part of the dedicated activity 1b7 "implementing the awareness, consultation and participation plans". For the first two years, the action is isolated to ensure greater focus and attention.
- As first considered under 1a in the R-PP, the human capacity building and training of specific REDD+ institutions like NIMOS, REDD+ assistants, MGC and the REDD+ Steering Committee members are now consolidated under the activity 1b4. It is suggested that such a training effort could be centralised and implemented by the University of Suriname or other academia and training partners, with support from NIMOS, or by NIMOS itself. The training material will have much in common with the content of activity 1b5 below, but specific efforts for the period 2014/2015 should be paid to these key target groups. Beyond 2015, such a training efforts could be integrated as a usual service from the University of Suriname or other academia and training partners' executive programme. Also, in the results and resources framework, training actions are specified for each major REDD+ institution, but joined training sessions on shared interests will obviously be fostered whenever possible to limit costs, enrich dialogues and maximise benefits.
- Also, a specific capacity building and training programme at the national level will be designed - as part of the activity 1b1 - and implemented. The preliminary idea consists in supporting the University of Suriname or other academia and training partner to design a training programme under the form of a "summer school". A brief capacity gap analysis and consultations will allow to identify relevant partners, as provisioned in the log frame. Every year, a two or three weeks intensive training programme could be carried out in Paramaribo, opened to all stakeholders with very large audience, potentially several hundreds of participants. The experience has been initiated in Africa and now spreads

across various countries with enthusiastic feedbacks. The interest of designing executive programmes could also be assessed by AdeKUS or other academia and training partners, in addition to this intensive "summer school". Here, Suriname would seize an opportunity to develop sustainable training efforts, fully embedded in the curriculum of the University or other training partners, keeping stock, ensuring regular updates, meeting punctual and regular needs of numerous institutions, students etc. Under this hypothesis, the training effort for REDD+ institutions and other governmental staff on REDD+ after 2016 would be merged with this "executive programmes" offer developed by AdeKUS or other academia and training partners and incentivised by the PRODOC. This programme will also offer an opportunity to assess the general and technical level of understanding of REDD+ in Suriname, as an important part of the assessment of capacity building, improved quality and effective participation process.

- Another specific effort, extracted from the awareness and engagement strategy and plan, consists in supporting the development of local community radios broadcast, network and coverage, as a priority information channel to design and further to implement REDD+ in Suriname. First relevant experiences can be witnessed in Suriname, including with stakeholders like OIS, UNDP and financial support from GEF small-grant programme. A task force will be set up, gathering all relevant and experienced partners on the issue, so to design a support programme as part of the REDD+ readiness process, and to supervise its implementation. A priori the PRODOC will not get involved in delivering broadcasting material or distributing radios, but it could usefully support journalists and local communities training, set up interfaces to better share and value the content and communication material produced locally, at the community level, facilitate lessons learnt and planning activities from communities so to make further investments more coordinated, more effective, and eventually accelerate and strengthen the community radio coverage quality broadcasting in Suriname.
- The government' capacities will also be enhanced regarding indigenous and maroon peoples. It has been identified as a critical action to set the basis for an improved dialogue and more effective action on key issues like land rights, legal recognition of social structures, mapping and titling efforts etc. Conservation International as received a grant to carry out this activity and has demonstrated commitment to implement it in a coordinated manner with the overall readiness process. Some additional activities related to government capacities and the support for dialogue with indigenous and maroon people could also be supported as part of this project from CI. It is important to underscore that this government capacity building activity should be tailored with a strong participation from indigenous and maroon peoples, as noted in the R-PP.
- At last, even though most of the activities encompassed in the awareness and engagement strategy and plan, and the consultation and participation roadmap, will be implemented as specific activities already identified in the log frame - for instance in paragraphs above, and in further output and activity descriptions - it is important to ensure an integrated follow-up and monitoring of its implementation. The last activity will consist in supporting punctual activities that would not be covered somewhere else in the log frame, for instance a last minute need for consultation on general aspect of REDD+... and it will also consist in tracking all relevant activities being carried out, postponed or cancelled, and produce regular reports on the level of implementation of the plan and roadmap, lessons learnt, quality level and perception etc. As part of this activity, NIMOS will also produce its own audio, video and document consolidated reports on key events or processes. As an illustration, the activities related to carrying out national training programmes, or strengthening the community radio coverage for REDD+ dissemination throughout the country, will be implemented under their respective activity log, but as part of the consolidated monitoring activity, a dedicated staff within NIMOS will follow up on these activities implementation, report on what is being done or not, collect feedbacks and report on lesson learnt including through audio or video recording, run and report on internal assessment etc.

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

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

A specific challenge to Suriname's readiness - background

Internationally, the REDD+ mechanism is being designed in a way that secures the rights of indigenous people. Suriname is fully committed to respect such a provision, and the R-PP underscores this commitment. However, the national context requires a specific attention to the situation of Indigenous and Maroon peoples. In spite of the good will of the Government of Suriname, some IP and Maroon peoples' rights are not respected as pointed by the Saramaka judgment, which creates some degrees of uncertainty and possible risks for the readiness process. Moreover, even though a certain degree of participation of IP and Maroon peoples is witnessed in national public life, the human and institutional capacities are generally very low and cannot allow for a full and effective participation into the readiness process. IP and tribal people are also confronted with a lack of means to reach out to remote places, to collect and translate information in local languages and in a way that is relevant for local cultures, social organisations and traditions.

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

The output 1c builds on provisions from the R-PP, completed with the consultations and reviews following the decision from the 14th FCPF Participant Committee. In particular, this output reflects the needs expressed by IP and maroon peoples and recognised by stakeholders during or as a result of UNDP missions on the implications of the Saramaka judgment, on the feedback and grievance redress mechanism, and the consultations to upgrade the readiness log frame and formulate the PRODOC. All the guidelines from UNDP missions are fully considered and translated into concrete actions in the PRODOC. A large share of such actions constitutes the core of this 1c output, completed by additional activities in other parts of the document. For instance legal support to the Commission on Land Rights is provided as part of output 3c, the government's capacity building on IP and Maroon peoples is part of 1b, and recommendations on FGRM are reflected in outputs 1a and 3f.

Self-determination, self-implementation

All the activities under the output 1c will be developed and implemented by IP and maroon people themselves, while other activities of the log frame related directly or indirectly to IP and Maroon peoples are implemented by other stakeholders. The conditions for IP and maroon people direct implementation of the 1c are assessed as part of the UN HACT process, and detailed procedures for budget execution will be developed as part of the chapter V of the PRODOC. Whatever the

procedure, the project will ensure that IP and Maroons are fully driving these activities. Obviously, IP and maroon peoples will comply with the coordination rules and procedures of the REDD+ readiness process, so to ensure that the way they shape and operate their activities and actions is shared and understood by other stakeholders, and that potential for leverages and synergies are fully tapped with existing or future projects and partners.

Starting point: engaging and coordinating

The first activity refers to strengthening indigenous people capacities for coordination and engagement into REDD+. This specific activity is dissociated from the Maroon people, as starting conditions and dynamics are specific. Indigenous peoples will coordinate through a platform to be determined, but considering that some platforms might already have a fair level of legitimacy for coordination, and have proven record in managing funds and projects, with external and independent financial auditing etc. This is an asset on which the REDD+ readiness process can build to strengthen IPs capacities and participation. Through this activity, IPs will be given the opportunity to organise themselves and clarify their coordination and representation structure, design the relevant information and communication channels, the processes for consultations, mobilisation, deployment of activities and training etc. They will also be given the means to actively engage in REDD+ activities thanks to staffing, training, and support to logistics, translations etc.

This capacity strengthening efforts specifically encompasses:

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

While designing the detailed capacity strengthening plan, IP leaders will also develop the detailed work plan for the other activities of this output, so that relevant actions can start as soon as possible, ideally during the second semester of 2014.

The same support is intended to be provided to Maroon people. However, there is no coordination platform at the moment for Maroons. VSG offers a relevant platform for Saramaka people, and could be a leading player to foster the design and implementation of a legitimate and capable national platform for Maroon people as regard REDD+. At this stage, the activity 1c2 will support Maroon peoples coordination and internal dialogue, and provision for more intense support to run effective REDD+ coordination from 2016 on, according to a plan that Maroon peoples will design themselves in interaction with their partners. NIMOS will be in charge of supporting the activity up to the point where a credible Maroon platform can take over the implementation of a specific strengthening plan, tentatively from 2016 on.

Self-determination and leadership for joint actions

Apart from these two first activities, five additional activities will be directly and jointly implemented for IP and Maroon peoples. The idea of having VIDS as the implementing partner, even for activities that will target Maroon villages and tribes, has been supported by the Maroon leaders consulted so far. However, in line with self-determination principle, it still remains to be formally determined what platform will ensure the IP representation, and what of the IP and Maroon platform will ensure their joint representation to implement 1c. Of course, even if the selected

implementing partner for 1c is the IP representation platform, it will work through appropriate Maroon systems and representatives to implement activities at the most effective and consistent way with Maroon social structures and traditions. Once a Maroon coordination platform is fully operational, it can be decided whether a joint IP and Maroon platform can operate the activities, or if the responsibility over Maroon tribes should be handed over from the IP representation platform to the Maroon one. In any case, such actions that lead to sharing and transfer of responsibility shall be taken in full compliance with the UN and UNDP rules and procedures, and so to meet IP and Maroon peoples legitimate expectations and requests.

Five joint IP and Maroon peoples activities

- The first joint activity consists in designing FPIC protocols for each of the ten tribes. The process has been already detailed in the R-PP, under sub-component 1c2, with full consideration of risks and principles. For instance, "the entire process of consultation and participation should be fully rights-based, respecting the rights of the indigenous and tribal peoples as concretized in the UN Declaration on the Rights of Indigenous Peoples and other relevant instruments". The implementation of this activity is critical. Even though IP and Maroon people are not expected to be seized with REDD+ projects requests on the ground during the readiness phase, they will be requested to participate in the design of options and tools that will have potential impacts on their land and livelihoods, and so the process needs to secure the conditions for effective FPIC before important directions and decisions are made to the REDD+ mechanism in Suriname, basically by 2015 and probably more concretely in 2016. IP and Maroon peoples will also be supported with strengthening the recognition and effective use of their rights through activities that will require FPIC, like land and land use mapping, designing local management plans... However, before FPIC can be designed, some clarity will have to be made on the legitimate representation and command process. This clarity will be brought by IP and Maroon representatives as part of the two activities above, under the same output, ideally during the first semester 2014.
- The second joint activity refers to training programmes for IP and Maroon peoples at the local level. Here, the PRODOC will support the design and implementation of an awareness, information and training programme, for IP and Maroon peoples, by IP and Maroon representatives and experts. International, national and local IP, Maroons or non tribal experts will be mobilised as required and requested by the project developers. The project will build on the review of lessons learnt from past experiences, and existing projects to develop synergies with. Multiple efforts allow to reach out peoples from the interior, including from Min. RO and other governmental services, and so to maximise the impact of limited resources, IP and Maroon people will design a training plan that takes advantage of existing channels and opportunities. Obviously, some regular concerns from IP and Maroon people, for instance related to the language of training, to the selection of trainees etc., will be dealt directly by project developers in line with their constituencies guidelines. It is also worth underscoring that several activities, within the scope of REDD+ readiness process, are also meant to reach out at the local level, for instance when designing the national social and environmental standards, or collecting data for national forest inventory etc. Again, IP and Maroon project developers will take these parallel efforts into consideration to also approach the training effort "by the activity", in a concrete manner. It might be useful to consider training local people on concrete aspects of REDD+ as they are being designed or implemented, with specific contribution expected locally, rather than only on abstract concepts and considerations.
- The third and fourth joint activities respond to implications raised by the Saramaka judgement. The REDD+ readiness process will contribute to support joint mapping process as well as the design of local land use, land management and development plans. Here, the PRODOC strictly focuses on supporting design activities, and won't be the relevant framework to fund full-scale implementation of a national titling programme - the project will specifically support mapping - and massive implementation of local land use, land

management and development plans - the project will specifically support with methodology design and facilitation through enabling conditions. Resources required and political and institutional conditions go beyond the reasonable reach of this project. However, these activities will be critical to advance practical readiness, understanding, experience from IP and Maroon peoples on how REDD+ can concretely be designed and implemented to serve their rights and their vision of livelihood and development. It is a way to anticipate possible future options for REDD+ and already start practising, in support to other financial and technical assistance, the effective implementation of REDD+ for IP and Maroon peoples. However, to ensure effective leadership from IP and also from Maroon peoples, who will need more time to coordinate and organise collectively, the activities will start the scoping process by 2015, for implementation by 2016.

- Like other activities of this output, the mapping and design of local land use, management and development plans will be made according to a project proposal developed by IP and Maroon people, in line with REDD+ coordination rules and procedures. These activities will have to contribute to decisive steps forward, so to foster and strengthen the dialogue between IP, Maroon peoples and the government. Mapping protocols, processes to design management plans and their further implementation will have to be made in a transparent and participatory manner so to ensure that the results of the activity - the maps, the plans, the developed capacities, the interest raised from possible donors, the experience of dialogue and cooperation among participants... - are given credit from the government and will directly feed the legal process towards effective right recognition and implementation. Further guidance on the mapping process and the design of local management and development plans can be found in the report from the Saramaka judgment implication for the REDD+ readiness process, so to help project developers from IP and Maroon peoples to write their project proposal on these activities as well.
- At last, IP and Maroon people have raised specific interest in participating in the ground-level monitoring effort, arguing that local people can effectively contribute to the monitoring, evaluation and verification of the REDD+ readiness and implementation. This contribution relates to monitoring carbon and forest activities, but it can also be broadened to other social and environmental dimensions of REDD+, governance control etc. In order to mainstream this specific effort of design and engagement, an additional activity has been proposed to support IP and Maroon peoples with a thorough analysis and design process on the way local communities can be involved in the overall monitoring, reporting, evaluation and verification system for REDD+ integrated implementation beyond 2018. It is suggested that the first work under this activity is initiated in early 2015, and consists in more focused capacity building, sharing international experiences, desk review etc. Throughout 2015, as REDD+ options will start taking shape, as social, environmental and other implications will be assessed and detailed, as carbon and forest target MRV system will start to emerge in design, the period will be optimal for IP and Maroon experts to start mapping their implication in the whole system, and deriving practical capacity building and action plans, with every relevant activities of the readiness process, so to participate in and usefully contribute to the design and implementation of the REDD+ MREV system.

1d. The programme is suitably monitored and evaluated

The R-PP has developed an ad hoc system for monitoring and evaluating REDD+ readiness process in Suriname. However, the REDD+ readiness process monitoring and evaluation can usefully build on the UNDP usual rules and procedures as developed in the Chapter VI of the PRODOC.

Monitoring and evaluating quality

One critical aspect of the project raised by the R-PP and through further consultations relates to the very qualitative nature of the impacts expected from the project. For instance as part of the

institutional arrangement, the project shall not only focus on setting up institutions but it shall pay particular attention to the quality of information sharing, stakeholder's engagement, decision-making processes etc. As a result, it was suggested that the monitoring and evaluation framework of the PRODOC would be fully embedded in the first pillar of the log frame, instead of standing alone as in the R-PP component 6, or as a "project management" line in the overall results and resources framework of the PRODOC.

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

Four major activities

- First, NIMOS will coordinate discussions to finalise the monitoring and evaluation framework and methodologies. In fact, the detailed PRODOC results and resources log frame and related annual work plans and quality management frameworks, including indicators, targets, outputs, activities and actions, offer the core instrument of the monitoring and evaluation framework. Building on that, however, it is suggested to run some consultations to ensure that every stakeholders and rightholders understand the logics of the activity, and that implementing partners in particular are fully aware of their responsibilities related to monitoring and evaluating. On top of that, the ways and timeframe to assess several qualitative indicators as set in the log frame, to collect appreciations on the process and specific activities or outputs, and to rank stakeholders and rightholders perceptions or capacities need to be clarified and standardised as part of a methodology and plan that will ensure transparency and consistency. Some desk review and consultation with possible partners outside the REDD+ traditional sphere, for instance with mobile phone companies to run polls and capacity questionnaires, might need to be developed at this stage, requiring some time from specialised staff within NIMOS, and possibly assistance. This first activity will develop such methodologies and plan to ensure robustness in the way each target and each indicator of the log frame are to be assessed.
- The second activity consists in delivering internal M&E products as referred to in Chapter VI. No additional staff is requested for that, as the needs are already provisioned elsewhere in the results and resources framework under pillar I. For instance two UNDP and six NIMOS staffs will be hired under activity 1a2 with tasks, among others, to carry out the requirement of this M&E programme. The actions encompass interfacing with ATLAS on issue log, risk log, lessons learnt log etc. The management team will also be in charge of delivering mid-year and annual progress reports, including financial execution report, and feedbacks from key stakeholders - see Chapter VI. As part of this activity, each implementing partner will collect data and report on its M&E duties as determined in the final detailed M&E programme. NIMOS will consolidate the information and supervise quality, to facilitate disseminate through RSC, website and other relevant channels. UNDP project support team will also review quality of M&E outputs as delivered by implementing partners, and report on its assessment to the Project Board and RSC.
- Third, some M&E products will be delivered by external entities, under the supervision of the Project Board, specifically:
 - ✓ Annual progress review, by national consultants
 - ✓ Mid-term and final evaluation, by international/national consultants
 - ✓ Yearly NIM audit by external auditors
 - ✓ Mid-term and final audits by UNDP internal services
- At last, special emphasis will be put on disseminating information and facilitating dialogue upon results. Results of polls, questionnaires and other quality assessment of activities and outputs will be organised, set in visual shapes and valued there, along with more quantitative data. A page will be dedicated under NIMOS' website to setting a clear

roadmap of M&E deliverables, and tracking and sharing all relevant reports and information associated. Provisions for international missions to support M&E or facilitate experience sharing or national dialogue are also made. Indeed, and at last, as underscored in the R-PP, stakeholders in general and implementing partners in particular may need some support in delivering on their duties as regard M&E, and UNDP project support staff will provide such backstopping.

Let's also remind that the activity 1a5 already comprises a few relevant actions to ensure communication around the M&E findings, for instance the annual public workshop where key stakeholders present their annual actions, lessons learnt and recommendations, or the special RSC session dedicated to discussing the annual progress report and contributing views to its finalisation. This output 1d must also be seen as an integrated part of systematic efforts throughout the PRODOC to develop qualitative indicators and involve all stakeholders and rightholders into the monitoring and evaluation process, including by supporting indigenous and maroon peoples to participate in the REDD+ coordination bodies as under 1c, or to provision their feedback on all annual and mid-year progress reports etc.

Pillar 2: REDD+ business model and strategy

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

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

- *Strengthening institutional capacities*

First, institutional capacities will be built to manage this process as encompassed in components 2a, b and c. During the PRODOC formulation process, the capacity needs should be assessed within NIMOS and other partner institutions, so that Suriname has a clear idea of the profiles needed and when they should be in place, so to set the appropriate budget and run hiring process smoothly. The capacity needs assessment will be updated regularly so to adjust to work developments. A SESA committee could also be set up in 2014 to supervise and ensure oversight over the whole REDD+ options, SESA and integrated MREV system design. Further consultations should be run by NIMOS to decide on this option. The committee would be a transparent and multistakeholder committee, meeting rather regularly like every two months to check progress and provide guidance to implementing partners. International partners can also be invited to seat in the committee, so to strengthen the relationship and credibility of the Suriname REDD+ process as regard this very central component of the readiness phase.

- *Strengthening human capacities*

By looking at all the preliminary options currently identified in the R-PP, by having a few further discussions, the country can draw a first list of institutions and individuals (as recognised experts or as nominated by their constituencies) that will be involved in the design of the options and SESA. A group of 120 to 150 individuals "friends of REDD+ strategy" are likely to be identified at this point, from all stakeholders and rightholders. A training programme will be designed simultaneously, during the first semester 2014, and deployed until the end of 2016 to ensure that key contributors have full understanding of REDD+ so that they can effectively engage in subsequent work. We suggest that University of Suriname or other academia and training partners could receive the responsibility to design and implement the training programme, so to contribute to institutionalise and sustain training capacities for REDD+ in the country. The content of the training will evolve with time, starting with building strategic understanding of REDD+, to focusing on institutional design and monitoring systems during the year 2016 to match the needs for ESMF and integrated MREV system design. Some sessions should be similar to all members of the "Friends of the REDD+ strategy" group, some sessions should be more cluster-like, sector-based, gathering relevant representatives from private sector, civil society, government, international partners on focused topics.

- *Engaging private sector*

A specific plan will be implemented for the private sector, to allow key experts in all relevant economic sectors to open up to various experiences, including international, and build a clear vision on how REDD+ can be handled to create opportunities. Usually, the private sector shows interest in REDD+, but has little time and motivation to commit its resources to long public strategy design processes. Without specific means to engage private sector, its experts and potential investors are likely to remain out of the process until clear options are on the table, which would certainly waste major opportunities to build a truly collective strategy and tap full opportunities for REDD+ implementation. A legitimate and experienced platform will be determined by the private sector representatives to run this training programme. This targeted support should start during the second semester 2014, before engaging into full-speed consultations, and last throughout the option design

process in 2015. The list of key contributors will be updated early in 2015, when the options framework will also be updated, so to invite potential new relevant experts and representatives if required by enlarged REDD+ scope.

- *Recruiting recognised expertise*

At last, the implementation of the options design and SESA needs to be anticipated, planned and organised. The major task consists in writing the terms of reference of the consulting firm that will be in charge of guiding, backstopping, and injecting the extra expertise as needed. These terms of reference will build on a detailed work plan for the year 2015, so that the exact interventions of the consulting firm can be identified, positioned, quantified, and related skills and selection criteria can be detailed. For credibility purpose, an international firm with strong recognition by major donor institutions should be favoured. International expertise might also be required to ensure full compliance of developed material with all relevant standards and safeguards (national, derived from signed international conventions or from international partners such as UNDP, UN-REDD, World Bank and IDB etc.). However, national expertise can obviously be requested as part of the assistance team. For instance, the team of consultants will need to have various complementary profiles, and ToR can specify when some profiles might rather be international or otherwise. At last, the terms of reference should be made public before final validation as it also offers opportunity for important information sharing and capacity building. Considering the length, nature and overall cost of the assistance, the recruitment process might take several months and should be clearly and transparently monitored. By the end of the year 2014, when contracting with the selected firm, the operational work plan and methodology for options design and SESA should be updated and consolidated with the consultants, integrating their proposals. This plan will also clarify the information and consultation process, beyond the engagement of the "Friends of the REDD+ strategy", for instance planning for public information workshop on progress, or district level consultations on specific intermediary or final outputs.

Nota bene: In order to evaluate progress against indicator 3 of the output 2a, international peer reviews will be organised under output 2c, and deliver appreciations that serve as targets and inform the level of performance of output 2a.

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

Some preliminary studies should be run prior to fully engaging into the mainstreamed options design and SESA activity - step 2. All related terms of reference and recruitment, as necessary, must be handled during the first semester of 2014, so to ensure that first robust outputs are available by the end of the same year to enter the second step, even though most studies will probably run through the first semester of 2015 before fully finalised and approved deliverables.

Two first focused studies on land tenure and rights, and corruption risk assessment

The status of land tenure and land related rights in Suriname will be thoroughly reviewed under NIMOS leadership, and the corruption risk assessment will be formally made by UNDP. Both studies, like the others, will be run in a transparent and participative manner. However, unlike the R-PP provisions, the analysis and formulation of strategies to address identified gaps - in the case of land rights for instance - will be included as part of the REDD+ options and SESA formulation, at a time where the options framework will be updated and national capacities to develop an holistic vision of REDD+ implications will be improved. So bridging gaps strategy will be more consistent with the overall REDD+ readiness process and will avoid appearing as stand-alone elements.

Overarching policy assessment

Their respective results will be added to the overarching assessment of policy, legal and institutional gaps to be run at the general level, i.e. not for specific sector conditions, but for the overall implementation of REDD+ in Suriname. This study should also include the empirical and practical gaps, experienced when comparing the way policies, laws and institutions really function in practise, based on customs and habits, and the way things should be run to allow REDD+ implementation. This broad study will also touch upon governance, public efficiency issues. NIMOS will coordinate this study, implemented by national technical experts with active contribution from various stakeholders and rightholders, and particularly from relevant ministries. The formulation of ToR will be critical to fully capture the necessary issues and elements that the study should feed the REDD+ process with. Hopefully, building on the scoping work carried out during the R-PP formulation, taking advantage of the experience of other REDD+ countries and consulting broadly stakeholders and rightholders will allow to design robust ToR to guide the study and secure quality result.

Building consensus on drivers of deforestation

Another key study relates to the drivers of deforestation and forest degradation. There must be a clear and systematic relation made between direct and underlying drivers on the one hand, and REDD+ options on the other hand. As it's a strategic element, the analysis should be expert-led, but also engage stakeholders and rightholders broadly so to ensure that a national consensus can be fostered on the final results. Building consensus at this point is a serious contribution to building consensus later on when identifying and designing key options, related interest groups and fostering cooperation dynamics. There can be multiple methodologies to assess the drivers of deforestation, some using statistics, empirical observation on the ground, by satellite imagery etc. It is important to design a methodology that allow for everyone to share its experience and contribution to the global assessment, and dialogue with other practitioners and experts so to build understanding and eventually consensus. Again, experience from other REDD+ countries can usefully guide the ToR and implementation of this study that will be coordinated by SBB.

Collecting data and identifying gaps

Data will be instrumental to the design of the REDD+ strategy and its implementation framework and tools. As part of underlying studies, an extensive review of available data and relevant information and monitoring systems in Suriname will be run. The objective consists in identifying:

- all available data, whether national, subnational, sector-based, whether produced regularly or resulting from one-shot analysis and campaign... to feed the REDD+ options and SESA work
- the relative data collection process, players, quality assessment...
- the relative databases, information and monitoring systems, so to feed the design of the ESMF and MREV system for REDD+, and integrate it in a relevant and sustainable way into the national information and statistical framework.

The "Friends of REDD+ strategy" will be mobilised to provide information on data sources and related systems, so to complete the mapping. The consultant will convene a public workshop where methodology and guidance will be provided to Friends of the REDD+ strategy to help them collect and report on relevant data, sources, processes and systems. The consultant will then support individuals and institutions in their collection effort. This work will be consolidated as part of this study and mapping on one hand, but it will also directly support the REDD+ option analysis and strategic thinking of Friends of REDD+ strategy on the other hand.

This work directly contributes to UNDAF outcome 3, and will be coordinated will relevant partners closely involved in this area. REDD+ needs these inputs from external partners, but REDD+ can in

return strongly contribute to rationalising, mainstreaming and also consolidating and completing the national statistics and information system. This study will also contribute to drawing a map of relevant information but also relevant partners and capacities to support further collaborative work on REDD+ MREV system. It remains unclear who should lead the efforts toward the MREV system for REDD+. On the one hand, SBB is certainly the most advanced institution at this stage to provide relevant data. On the other hand, a lot of complementary data needs to be collected in areas that go beyond SBB scope of responsibility, and beyond any other relevant ministry either. Ultimately, it also needs to be considered that this MREV system should be built in an integrated way with the overall national efforts for monitoring its development and policies, including by feeding strategic planning and modelling efforts. Thus, at the stage of designing and running this study, it is suggested that NIMOS leads the work, so that its outputs can be easily connected to additional and more strategic work streams later on.

Updating and framing options

By the end of the year 2014, NIMOS will organise a workshop to revisit the REDD+ options as presented in the R-PP, and upgrade the overall framing of these options. "Friends of REDD+ strategy" will be convened, along with main contributors to the studies under this output. Indeed, the above studies, whether with final or intermediary results and reports, will provide food for thoughts to allow a review of REDD+ options, the way they are grounded into drivers, and consolidate the options framework. This framework will be a necessary input to the consultation process leading in 2015 to defining each option and identifying social and environmental strategic impacts.

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

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

REDD+ options: the backbone towards the strategy

The major activity consists in developing REDD+ strategic options, in a very integrated and participatory manner. Practically, a team of international and national technical assistants with robust experience and methodology in SESA, in strategy formulation, and technical expertise in relevant issues will facilitate series of workshops, where small multi-stakeholders expert groups broken down from the Friends of REDD+ strategy group, each dedicated to a specific REDD+ option, will provide ideas, exchange views, and jointly build the various elements of the option analysis. The activity will start with an inception workshop organised by the team of consultants hired under 2a, so to share methodology and ensure that every individual and institution participating to the Friends of REDD+ strategy groups has all the elements to actively contribute to the activity.

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

A vision and scenarios to guide the strategy development

REDD+ options as designed under activity 2c1 will be the core element of the future national REDD+ strategy. However, simultaneously, Suriname needs to develop a vision about where the country collectively wants to go. How do stakeholders and rightholders see the future of the country? What could be the major development paths and models? What are the major structuring decisions and directions? What are the relative economic, social and environmental implications of such models? How a REDD+ compliant sustainable scenario would look like? What could be expected in terms of deforestation trend, GDP growth, employment situation, governance system, institutional capacity, equity, business environment etc.? Activities 2c2 and 2c3 will allow to answer these questions.

- First, activity 2c2 will allow to design a national vision for REDD+ compliant development in Suriname. A public workshop will help framing different visions, for instance "green development", "extraction-based development", "anarchic development under weak governance"... Visions will be refined with support from Friends of REDD+ strategy group, and formulated by NIMOS dedicated staff.
- In the mean time, NIMOS will anticipate the selection of a modelling partner under activity 2c, and finalise the terms of reference of its modelling exercise. Through a series of workshop, the modelling partner will mobilise and collect views and data so to design the technical elements and driving forces to develop the Suriname REDD+ scenario development model. Data and driving forces interactions will be refined progressively, until delivering a robust and integrated model. The model will allow to visualise possible economic paths related to REDD+ induced decisions, their social consequences, or reversely the impacts on deforestation from given policy decisions. This instrument will contribute to the elaboration of the reference level under pillar 3. Mainly, it will help creating a credible, tangible and hopefully attractive scenario demonstrating REDD+ compliance and effective results on reducing deforestation and degradation while improving livelihoods and fostering economic and social development in Suriname.

It is worth stressing that the model will provide multiple scenarios. Basically, Suriname will be able to formulate as many scenarios as wanted, simply by changing some decisions or targets in the model and highlighting their impacts in the whole development scenario. In particular, the model will allow to refining more traditional development models, and also the development model and scenario based on the current political assumptions and directions. Thus, all sector-based plans and policies, for instance to increase energy capacities, agriculture production and access to land, mining production etc., will also be entered in the model and deliver a baseline scenario, that might be closer to the reference scenario used to define deforestation and carbon emissions reference level than the real REDD+ compliant one.

Assembling the strategy

With REDD+ options, the overarching vision and modelised development scenario associated to REDD+ compliance in Suriname, most of the elements will be gathered to draft the national REDD+ strategy under activity 2c4.

- First, a continuous and underlying process of peer review will be organised with international experts. Here, the idea consists in asking a group of 5 to 8 internationally recognised REDD+ experts and practitioners to review and share their appreciation and suggestions with the Government of Suriname.
- Three review sessions could be organised: by the end of 2014, peers could review the REDD+ options consolidated framework. By the end of 2015, they could review the REDD+ options, and by the end of 2016 they could review the REDD+ draft strategy including the vision and REDD+ compliant development scenario. This process would help gaining valuable external perspective on national work, and challenge the quality of deliverables

against international community standards. It would also allow to assessing the quality of national understanding and outputs.

- Then, a clear roadmap should be designed and shared so that everyone can keep an eye on the consolidation and drafting process. Technical assistance should be hired at this stage to facilitate the consolidation of all the elements, including outputs from the pillar III, and the formulation of detailed strategies to bridge policy, legal, practise and institutional gaps.
- The comprehensive strategy will address gaps at the global and option levels. Depending on the substance developed by then, formulation can take the shape of an additional enabling REDD+ option, or be streamlined through the various REDD+ options as developed above.
- The drafting of the strategy will then enter a long consultation process throughout 2016, that will be part of a larger effort to raise capacity and build institutional and political momentum nationally on REDD+. A first draft will be produced by mid-2016, followed by public consultations through public and national workshops, supported by stakeholders and rightholders internal consultation processes nationally and locally. This public consultation will add on to the already highly open and participative process of formulating the options and vision.
- Eventually, a second draft REDD+ strategy will be formulated by the end of 2016, so to serve as a not definitive but already robust output to feed national and international policy dialogue.

Building public momentum throughout the process

In the mean time, a general information and consultation process will be carried out under activity 2c5. Indeed, once the options are formulated by the end of 2015, information and communication can gain substance and intensify, and the strategic activities under 2c will be regularly reported to the general public. Progress reports, in-depth focus, sector analysis... the process will produce important reports and provide much food for thought, which will be relayed by the media and can support public information events and consultations. For instance, a plan for district level consultation on REDD+ options will be designed and implemented by Min. RO under the responsibility of NIMOS. A large public workshop will also be organised every six months, for comprehensive progress report, debates, and increased ownership and public momentum. The major deliverables will be publicised and disseminated throughout the country, for instance the REDD+ options report, the upcoming consolidate SESA report, the strategy for policy, legal and institutional framework, the REDD+ vision and scenario etc.

At last, once the REDD+ vision, modelised scenario and second draft strategy are produced, a specific communication campaign will be organised. These three key deliverables can usefully provide food for informative and attractive communication supports and visuals, TV reports, radio shows, executive reports... The campaign will be designed in 2016 and fully deployed in early 2017, with the production of materials and dissemination. This campaign will increase the national momentum, and amplify the large but rather technical mobilisation so far to turn it into a popular and hot society topic. This impetus will foster intensification of national and international dialogue from 2017 on.

2d. SESA is completed

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

Designing REDD+ standards

Before even mentioning SESA, REDD+ implementation must be compliant with international REDD+ standards, as agreed in Cancun COP16 for instance. The standards and the SESA will eventually be consistent, and the ESMF will capture the standards in an integrated set of tools and process. The Standard Information System, intended to consolidate data and facilitate international reporting of Suriname on the respect of its standards, will be fully embedded into the ESMF - the ESMF being itself an integrated component of the MREV system. But the process to design standards offers a great opportunity to foster dialogue among stakeholders and rightholders, build confidence, awareness and understanding, as well as technical expertise on the issue, and eventually to design a tool in a kind of "principle-oriented perspective". Indeed, SESA will be constructed by analysing typologies of REDD+ investment and activities, sector-specific contexts etc. It will result mainly in a synthesis of a previous analytical work. With the design of standards, REDD+ players in Suriname are offered the opportunity to start from principles, from top down, to set red lines, ambitions, and translate them into a feasible mechanism. The two exercises are complementary.

Designing the standards: general considerations

- The process can start right away, in 2014, and aim at finalising national standards by the first semester of 2015. It will be coordinated by NIMOS, but with strong implication from all stakeholders and rightholders, and particularly representatives from forest communities. As a consequence, it is suggested to set up an informal technical group to run this activity, instead of relying on ad hoc consultants or on NIMOS staff only. NIMOS could provide its expert staff, as well as VIDS, and maybe an international NGO or another Ministry. Ideally a group of 5 to 8 dedicated experts could jointly implement this activity. It will also take advantage of the SESA committee to report and seek guidance on a regular basis from a committee that is involved and capable on similar issue.
- It is suggested that the work to develop national standards will build on national and international existing standards and regulations, and request a mix of national expertise and local consultations.
- FPIC methodology should be developed simultaneously and as coordinated as possible, since FPIC should probably be respected to develop standards, and in the same time standards should eventually encompass the respect for FPIC - meaning that once developed under 1c3, the FPIC protocols will be embedded in the present standards for securing implementation, control, reporting etc.
- The standards will comprise principles, criteria and indicators, as well as methodology and templates to set targets and thresholds at an activity level, and processes for approving standards as adjusted at each project circumstances, reporting and evaluating.

The way forward

- The design of REDD+ national standards will start with desk review and work: During the first six months, a small multistakeholder group of experts would convene to drive the elaboration of the standards. Key stakeholders and rightholders like indigenous and tribal people, the administration but also the private sector from which project developers will have to apply the standards should work together in a small group of 5 to 8 active technicians.
- The group would start with reviewing all relevant material about standards, like the models and approaches developed by UNDP and UN-REDD, the system of safeguards of the world bank, the CCDA and CCDS, the national legislation, illustrations of standards as developed by other advanced countries like Ecuador, DRC or Vietnam.

- It is then suggested to organise a seminar on several days, including visits and consultations in the interior, and public workshop in Paramaribo with local representatives and a panel of leading international experts or practitioners, so to build capacities and start designing an approach to and a first draft of the standards.
- The draft standards will then be consulted, in particular with the local communities to ensure that they capture all major threats and concerns, and value most social and environmental co-benefit opportunities. Consultations will also take place with the private sector, with particular focus on the relevance of indicators, and feasibility and cost for data collection.
- Eventually, the standards could then be finalised by mid 2015, and then be disseminated and also support a training programme to allow local communities, in particular forest-dependent communities, to participate effectively in data collection.

Assembling elements to consolidate the SESA

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

The Environmental and Social Management Framework

After the SESA is completed the technical assistants will develop an ESMF. This rather technical work will be mainly produced by the internationally recognised firm, but obviously all the deliverables and the overall architecture will be discussed publicly and validated by the SESA committee. This ESMF encompasses various tools and processes to ensure that REDD+ investments will meet international and national requirements. For instance, the ESMF will comprise a process to guide the identification of requirements by a project developer, with various management frameworks to be activated according to the characteristics and stakes of a REDD+ activity, and templates for management plans that project developers will have to contextualise, implement and report on throughout the life of the investment.

Assessing the need of dedicated benefit sharing mechanism

At last, Suriname should then have all the elements to decide on the possible need of a benefit sharing mechanism. The interest of such a mechanism is directly related to the way REDD+ is perceived and implemented in a country. In the case where REDD+ is constructed as a compensation mechanism for restriction of access and use of forest resources and areas, benefit sharing mechanisms are critical to ensure that the people who suffers restrictions, for instance forest dependent communities, are fairly compensated for such restrictions. Such a vision might raise several problems in Suriname. For instance it could lead to double standards between remote communities who could be compensated with very low opportunity costs, and national interests claiming for opening further forested and for gold mining at an unaffordable opportunity cost. The logic of the compensation itself might also be questioned by forest dependent communities, who could associate it more with merchandising forest carbon and creating dependence. Reversely, Suriname might decide, at the end of this transparent and participative process, to construct REDD+ as an investment rather than a compensation tool. In such a case, local forest dependent communities could receive support, beyond annual opportunity cost, to invest in improved and sustainable livelihoods along forest management, valuation and preservation. In such a logic, benefit sharing mechanism becomes useless as REDD+ money is not to compensate restrictions, but to support sustainable investments. Suriname will have plenty of time to think through these logics by then, and in case a benefit sharing mechanism is

eventually required, it could ideally be developed as a specific window or mechanism under the overall financial architecture for REDD+ implementation in Suriname.

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

Mainstreaming REDD+

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

Mobilising at the political level

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

- It will start in early 2015, along with national elections process, with identifying and mapping national political leaders. This map should capture all relevant political figures, whether they bear official responsibilities - President, Prime Minister, related cabinets directors, Ministers, Parliamentarians, leaders at subnational level - or whether they exercise unofficial but direct influence in decision-making processes. Transparency, inclusiveness and political balance should be secured to avoid risks of being instrumentalised or partial. The map will be updated progressively.
- During the year 2015, informal contacts and information sessions will be fostered. By the end of 2015, some strategic leaders will naturally emerge, and as new REDD+ materials will be delivered - REDD+ options and vision -, bilateral meetings and short training sessions will focus and intensify.
- By mid-2016, modelised scenario and draft REDD+ national strategy will add on to the substance of political mobilisation process.
- Then we plan to organise a high-level debate, led by key politician leaders, with presentations from national and local stakeholders and rightholders as well as renowned international experts, and discussions facilitated by CCDU and NIMOS.
- As a follow-up, key politician leaders will be supported in their initiatives to attend international meetings and organise national or local events improving REDD+ visibility, understanding, and credibility.
- Simultaneously, CCDU will formalise lessons learnt from this political process and induced debates, and summarise guidelines for the finalisation of the REDD+ national strategy.

Surfing the national planning wave

Quite simultaneously, national strategy and planning efforts will speed up after the elected government settles in 2015 and the perspective of a new development plan to replace OD 2012-2016 approaches. NIMOS will lead the more technical activity to position REDD+ as a core element of post-2016 development plan and related instruments, with close coordination with

CCDU. By 2014 already, NIMOS will identify key services in charge of designing such strategic tools like national development strategy, investments, budgets, planning. These services will be invited to participate in all REDD+ strategic activities, for instance when designing REDD+ options, the SESA, formulating the vision and modelling the REDD+ compliant development scenario, or drafting the strategy. Close and regular interactions will be fostered by the invitations but also by direct contacts, formal and informal reports, discussions...

More formal opportunities to share experiences, data, results, methodologies will also be organised through technical workshops. These preparatory efforts should ensure that REDD+ leaders are fully informed and engaged into relevant national planning and strategy processes run by various ministries and cabinets. The effective engagement of IMAC will also be instrumental to facilitate cross-sector dialogue and harmonisation, and to offer a vector for REDD+ driven harmonisation perspectives. NIMOS will participate actively in these processes, to ensure that REDD+ is suitably considered and influence the vision of national development path and formulation of future development strategies and plans. Again, NIMOS will formalise lessons learnt, key information and analysis derived from these mixed technical and political processes and summarise guidelines for completing the REDD+ national strategy.

Incorporating feedbacks

2e1 and 2e2, as well as intermediary feedback from the international policy dialogue process under activity 2f, will provide additional guidance and finalise the REDD+ national strategy, and ensure its full endorsement and consideration at the highest political level. By mid-2017, all conditions should be in place for NIMOS to draft a third version of the strategy, run appropriate consultations, and finalise the REDD+ national strategy. The precise formalising process will be clarified by then, certainly requiring a formal endorsement by the Council of Minister, and probably being translated in national legal texts under various possible forms. It is worth stressing that this first official REDD+ national strategy cannot necessarily be considered definitive, as further development, the finalisation of implementation instruments, international dialogue and decisions, and first experiences of REDD+ under demonstration and implementation phases will progressively provide new elements to be considered and to shape upcoming versions of the REDD+ national strategy.

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

Building national and international support hand-in-hand

National political support and international support for REDD+ in Suriname are closely related, and actually work as an incremental and iterative process. They have to be considered and built jointly, supported by an effective collaboration between NIMOS as the technical expert, and CCDU as the political lever. National political support cannot be fully granted unless the country receives clear international signals for diplomatic, technical and financial support. Reversely, international partners of Suriname won't commit to support the REDD+ national process at full scale until the country leaders at the highest level commit to implementing a sound, robust and integrated REDD+ strategy. The activity 2f consists in the international policy dialogue to discuss, shape and validate the business model for REDD+ in Suriname, along with the finalisation of the REDD+ investment plan. It will focus on building international awareness, understanding and confidence, so to support an ambitious REDD+ national agenda and official recognition of the national strategy by mid-2017, and in order to clarify and detail national and international commitments so to build the necessary conditions for effective deployment of REDD+ beyond 2018, as captured in a REDD+ investment plan, running for example from 2019 to 2023.

Six major activities to secure international support beyond 2018

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

- The first activity is a mix of technical and political actions intending to elaborate an international vision allowing REDD+ to work for HFLD countries. It is expected to last from 2014 to 2018 and will set the global context within which more activities focused on Suriname will be developed.
- Indeed, the second activity will focus the international attention to the case of Suriname, through a framework policy dialogue running from 2016 to 2018.
- Then, within the frame of this 2016-2018 policy dialogue, Suriname will work to achieve three more specific results: securing international support for its national business model and strategy, its specific reference level, and financial commitments to the phases 2 and 3 beyond 2018.
- At last, Suriname will have all the elements, including financial visibility, to translate its REDD+ national strategy into a five years REDD+ investment plan. This five-year plan will be focused, practical and fully quantified.

Building the business case for HFLD countries

The activity 2f1 consists in an international technical and political work to define options and mechanisms to allow HFLD countries to engage in REDD+ with credible and attractive business model. As REDD+ has been perceived from the start, it is naturally suiting the situation of countries with high historical emissions, but it needs to be clarified and organised how a low deforestation high forest-cover country can benefit from REDD+ so to avoid future emissions increase. Suriname could take a leading role to mobilise HFLD countries and their international partners.

- Suriname will start with writing a concept note and requesting an international study on options for effective HFLD REDD+ business model.
- In the mean time, Suriname will convene a technical workshop in Paramaribo with other HFLD countries from the three REDD+ continents. The workshop would allow presentations and discussions to further advance the scoping and substance of possible options.
- The workshop will allow to write ToR for the international study that would ideally be funded as a REDD+ Partnership initiative. The recruitment of technical assistance would last until the end of 2014, and the assessment would be run during the first half of 2015.
- Suriname will arrange for another meeting of a leading group of HFLD countries, this time aside an international meeting like a technical session of the UNFCCC, or a FCPF Participant Committee and UN-REDD Policy Board. This meeting would be held during the second semester of 2015 and discuss the conclusions of the international assessment. It would pave the way for an international technical process of discussions, framed by an official technical submission by the leading group of HFLD countries to UNFCCC.
- Then REDD+ Partnership would be invited to take over the process and facilitate the organisation of a series of technical and political meetings. Suriname would take an active and maybe leading role in these discussions and negotiations, until agreement is built at a technical level, and then translated into official decision under UNFCCC, by COP24 in 2018.

Engaging partners through a policy dialogue

Suriname will also engage more specifically its international partners into a REDD+ policy dialogue to support the national process. This policy dialogue will also be facilitated by punctual interventions from Suriname in international technical meetings. For instance, Suriname will share its national experience, progress reports, views on thematic issues, and lessons learnt through various presentations in front of FCPF Participant Committee, UN-REDD Policy Board, REDD+

Partnership meetings. The mid-term review and progress report will also provide food for this kind of international feedback and consultations. This is not exactly part of the policy dialogue per se, but it contributes to the continuous dialogue that needs to be strengthened between NIMOS and its international partners, and particularly its HFLD colleagues and possible donor countries.

- NIMOS will formulate a concept note and a policy dialogue roadmap and plan by the end of 2015, so to fully deploy the dialogue efforts from 2016 until 2018.
- By the first trimester of 2017, at mid-term, the Government of Suriname through CCDU will organise a high-level international political forum on REDD+. This forum will build on several key national REDD+ deliverables, including REDD+ compliant post-2016 development strategy, REDD+ draft national strategy, vision and modelised scenario, SESA report etc. The event will offer an ideal occasion for Suriname to foster international recognition of its technical achievements towards REDD+ readiness, and emerging political willingness and commitment.
- Intensive diplomatic preparation and information campaign will be organised before the event, and diplomatic follow-up afterwards. CCDU will mobilise different channels to build the momentum in the ramp up to the high-level forum, and then to build on the forum to achieve formal international commitment to support Suriname REDD+ process. The channels include the international diplomatic representations in Paramaribo, the national embassies abroad, the diplomatic representations of Suriname at the United Nations in New York and Geneva, or occasional gathering like UN General Assembly or UNFCCC COP meetings. Bilateral meetings, partners dinners, lunch or receptions can be organised punctually to inform on national achievements, positions, and build the dialogue.
- The policy dialogue will culminate in the form of a high level reception, ideally aside the COP by the end of 2018, to celebrate the formal international commitment to support the implementation of an ambitious REDD+ in Suriname.

The technical efforts under 2f1 and diplomatic efforts under 2f2 will open the appropriate channels, organise and mobilise the right communication material, and create the effective conditions to achieve three specific targets.

- *National strategy*
The first target consists in securing international recognition for national REDD+ business model and strategy. This is expected to be achieved during the high-level international forum in Paramaribo, by the end of the first trimester 2017. Some dedicated, clear and attractive materials will be developed for this international purpose and audience, and deployed through the technical and diplomatic channels opened by the dialogue. During the high level forum, a specific occasion can be organised for international representatives to express their support to the work and results of Suriname, and directions set for REDD+ in the country.
- *Reference level*
The second target is international recognition of the national reference level. This technical process has been formally agreed during COP19 in Warsaw, and Suriname will follow international process and requirements with the objective of receiving formal approval under UNFCCC by mid-2018. It is closely related to the way options for HFLD REDD+ business model are designed as part of the international negotiations. The practical steps and requirements until final approval are hard to assess accurately at this stage, but it might take a year or more from formal submission of the RL technical case. In case adjustments are required to national RL, the REDD+ investment plan for 2019-2023 can incorporate such changes, without necessarily having to reopen the national strategy at this stage.
- *Financial support*
The third target is international support, and in particular financial support. The high-level forum in Paramaribo will offer the opportunity to kick-start direct discussions at the highest level, for instance between Ministers of Finance and Foreign Affairs, so to develop a shared understanding of the needs, the gaps, the political commitments made by Suriname for example in terms of policy reforms and structuring REDD+ decisions, and the financial

support that can be mobilised internationally to fund a very concrete investment plan and reforms agenda. In 2017, after the high-level forum, discussions will allow to draw a map of key structural commitments from Suriname and informal financial support from international partners, under the form of expressions of interest that could be formulated aside the COP by the end of the year. Then in 2018, a draft investment plan will serve as a point of entry for finalisation of commitments. A high level diplomatic tour can be organised to secure financial pledges, for instance with a small team of 4 or 5 including an official leader, ideally the Prime Minister or the Minister of Finance for instance, with the Minister in charge of environment, and technical support from CCDU and NIMOS. One or two days visits to major donors capital, with effective agenda of meetings, would certainly reach the goal is preliminary steps delivered in creating the right political conditions. Eventually, the official financial commitments could be made during the high-level reception planned under 2f2, by the end of 2018.

From strategy to action: the REDD+ investment plan

Finally, a technical document has emerged as a core bridge between the technical, political and financial processes: the REDD+ investment plan. It is a very concrete and quantified plan, serving as a practical translation of the national REDD+ strategy for a given period of time, ideally 5 years.

- First draft will be produced by the end of 2017 by consolidating the elements from the REDD+ national strategy, obviously, but also integrating technical achievements from pillar III in a continuous way, and directions from the policy dialogue. Indeed, the dialogue will provide cleared idea of the strategic mechanisms and activities that could be prioritised and funded, the amount of international support that can be expected, the typology of support and how to match the needs of policy, programme and project developers, communities etc.
- Throughout the year 2018, the investment plan will be framed by national and local consultations and refinement on the one side, and international ramp-up negotiations on financial and other forms of support on the other side.
- Final draft will ideally result from overall consensus and trade-offs, and serve as the operational roadmap document to invest in REDD+ in Suriname from January 1st, 2019 on.

Pillar 3: Implementation framework and tools

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

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

Recruiting capacities

At the moment of drafting the PRODOC, based on general assessment during the R-PP formulation and following developments and consultations, tentative general assumptions can already guide the provision of institutional capacity strengthening to support pillar III as follow:

- On reference level, two additional analysts are required to work under SBB. One could specialise on forest and spatial modelling, and the other one also opens up to broader non spatial planning techniques so to liaise smoothly with the modelling efforts under 2c, and probably evolve beyond 2016 to other modelling and planning positions within other institutions, for instance related to the monitoring of national development strategy.
- Specific hardware and support are required at SBB on spatial forms of modelling and planning, as provisioned under component 3.6 of the R-PP
- 28 staffs are expected to be recruited on national forest inventory, according to the R-PP. Deployment might be progressive and not be requested at full speed as early as 2014 until protocols are finalised. It will also be worth clarifying the parallel support expected from additional projects and partners already cooperating with SBB.
- As part of forest and carbon monitoring efforts, a MRV coordination unit will be established in 2014, and systems and structures will be established and run from 2015 on. Six additional staffs are to be recruited on data analyses and remote sensing within SBB
- Additional capacity is required to design and set up the whole monitoring, evaluation, reporting and verification system - MREV - at NIMOS, provisioned to represent four staffs by the R-PP. A further look at the work load suggests to reassess the needs as follow.
 - ✓ In 2014, a core team of three individuals should be in place: one leading expert in monitoring and management system, one expert in data collection and analysis, one expert in information systems.
 - ✓ By 2015, three additional staffs should join the MREV team at NIMOS: one staff with financial expertise who will also be in charge of coordinating the analysis and design of the financial architecture for REDD+, one staff more project-oriented, in charge of designing and connecting the REDD+ national registry to the MREV system, and further developing instruments to engage with private sector, communities and other potential REDD+ programme and project developers.
 - ✓ At last, one staff with organisation and institution expertise will work on the overall design and institutional embedment of the MREV system.
- A legal expert will also be needed by mid-2015 to coordinate and backstop the activity 3e on legal reforms.

Training capacities

In the same way, human capacity efforts to support pillar III can be assessed as follow:

- Large training efforts are already planned on institutional design and monitoring systems during the year 2016 for Friends of REDD+ strategy group members.
- Provisions for indigenous and maroon peoples participation in the MREV system, including local data collection efforts, are already passed under activity 1c7.
- As training related to pillar III are probably more technically focused than pillars I and II, the training sessions will have to be tailor-made, so that training efforts shall be coordinated directly by NIMOS and build on relevant expertise available, case by case. Thus, AdeKUS or other academia and training partners might be appointed to organise targeted training, among other expert institutions and individuals. Importantly however, in order to "institutionalise" the capacities and sustain training efforts, University of Suriname or other academia and training partners will be systematically convened to assist to training programmes, so to collect, archive and hopefully take advantage of developed material for further training efforts in the future.
- Detailed audience, technical needs and timeframe for training to support specific needs of each output and activity of pillar III will be developed as part of the capacity needs and gaps assessment, and the current provision for training will be break down more precisely by then.

At last, provisions are made to foster two complementary approaches to capacity building, particularly suitable for this kind of very specific and hands-on needs.

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

The above provisions will allow to efficiently deploy the five subsequent activities of the pillar III.

3b. A national forest REL/RL is developed

General considerations from the R-PP

The approach to develop a national forest reference level has remained broadly the same since it was first presented in the R-PP. Thus, this part refers mainly to the component 3 of the R-PP. When comparing activities, three marginal differences can be seen:

- First, the institutional and technical capacity building as 3.6 of the R-PP has been moved to the activity 3.a of the PRODOC above, to ensure consistency with the overall organisation of the document.
- Second, it is suggested to refine the terms of reference of the whole output as an introduction to full implementation. Other activities can start simultaneously, but it is considered worth to try to formalise, from the start, the vision and practical approach leading to the reference level definition and international recognition. At this stage, the current roadmap seems relevant, but the formulation of dedicated terms of reference will offer an opportunity to review literature and other countries experiences, consult international experts and probably consolidate the comprehensive planning and effective implementation of the output activities. Indeed, it is worth stressing that the institutional

arrangement for developing this reference level is not ideal from the start. SBB is responsible of this output because it has most of the data related to deforestation history and trends, and most of the capacity for developing spatial planning, which is a tremendous asset. However, designing a reference level, for a HFLD country like Suriname in particular, will also require assessing the national circumstances, and so handle socioeconomic data and models that go beyond the scope of responsibility of SBB. At the moment, the activities clearly demonstrate a certain unbalance between the two components of the future reference level, with clear understanding of technical elements related to historical deforestation trends and modelling, but little elements to integrate practically the national circumstances. It is assumed that this first activity to consolidate and formulate ToR until full development of the output will foster cross-expertise and dialogue, clarify technical and institutional options, consolidate the link with other activities and outputs, and eventually improve the deployment.

- Third, the distinction between spatial and non spatial models has been underscored by reformulating the activity 3b6 "consolidating spatial models to estimate reference level" and adding the activity 3b7 as "consolidating spatial and non spatial models to develop reference level". Additional resources have been provisioned to acquire and refine specific spatial models to support activity 3b6. 3b7 will build on all the previous activities of the output 3b, but will also integrate the elements from non spatial modelling of development scenarios for Suriname under activity 2c3. Having SBB as the implementing partner responsible for this activity makes sense, in particular as it provides technical robustness and credit to the overall consolidation and final design of the reference level, which is a critical element for international assessment and recognition. However, some other institutions could be legitimate in producing this consolidation, for example the planning and modelling services working with the overall development strategy of Suriname under Ministry of Finance or Vice President's cabinet for instance.

Other considerations

- several activities related to assessing and monitoring activity data and emission factors - forest cover, deforestation and degradation, trends... are both feeding the reference level and the carbon MRV system, so will serve as inputs for the output 3c.
- The activities under 3b will also build on complementary activities, for instance on studies run under 2b3 and 2b4, to ensure robustness of the baseline.
- the final step towards international recognition of the reference level will be led by NIMOS under activity 2f4, in close collaboration with SBB and CCDU.
- the reference level output is not a one shot effort for the country: at the end of the activities, a whole set of human and technical capacities, institutional arrangements, methodologies and processes will be formalised to sustain the action, so to refine, upgrade and update the reference level continuously until 2018 and afterwards. A specific action is specified under activities 3b6 and 3b7 to clearly formalise all these elements, to support sustainability.

3c. The national forest and carbon monitoring system is set up in a participatory and right-based manner

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

Activities in line with the R-PP provisions

- It is suggested to start by formulating practical terms of reference for deploying activities and achieving the output. The way specific carbon MRV institutions should be arranged would be captured in this review, analysis and discussion process.

- It is suggested to hire a technical assistance to run this review process as internal resources will be limited in early 2014. Possible options for institutional arrangements can be assessed at that time, but further development in other activities will probably be required before full decisions can be made on a final system.
- After technical and public consultations, the ToR could be finalised by the end of 2014 to serve as a communication and guiding tool to implement the full activity. As introduced above, some options might be documented but not decided at that time.
- By the second half of 2016, as SESA and SIS elements are finalised, as ESMF is being designed and as MREV system design is fully under work, such final decisions will probably be possible, so to update the ToR of the output by the end of 2016.

Otherwise, the activity related to building specific capacities have already been covered under 3a - for NIMOS and SBB capacity strengthening - and 1c - for engaging and training forest dependent communities in data collection.

Assembling and experimenting the monitoring system

The activities that eventually remain refer to formulating and setting up the monitoring system building on the inputs from 3b in terms of remote sensing technology, national forest inventory and emission factors. Unlike 5-year provisions in the R-PP, Suriname might be requested to eventually produce carbon MRV reports every two years or less, which would probably request the system to be strengthened.

- Over the early readiness period up to 2016, the priority will be set on producing methods, capacities and data to support forest and carbon monitoring. The activity is separated in two, underscoring the need to design the monitoring system under 3c2 - data labels, methodologies, institutional arrangements and processes... - and to experiment and deploy it under 3c3. The actions have been updated and detailed compared to the R-PP.
- The establishment of the forest/carbon monitoring system will require to consolidate the elements developed in 2014 under 3b, and run further analysis to complete and institutionalise the system.
- After due consultation process and relevant technical support, the design of the forest/carbon monitoring system, including protocols, methodologies, quality assurance and quality control processes, institutional arrangements etc. should be formulated by the end of 2015. It will however remain a document under construction, since updates will probably be required when fully merged into the carbon MRV and REDD+ MREV system.
- In the meantime, activity 3c3 will experiment and implement the monitoring system, continuing the on-going process of data collection, whether from remote sensing or field measurements.
- It is also anticipated that by 2018 a specific action would allow to upgrade the emission factors, as first assessed under output 3b.
- Eventually, a report will be consolidated on available data by the end of 2016. This report will be informal as the reporting process won't be set up by then, but it will allow to give first public evidence of the work carried out during these three years.

Adding reporting and verification to monitoring

After 2016, the reporting and verification modules of the MRV system will also be designed and set up. It is particularly relevant to wait for broader inputs from REDD+ options, scenarios, social and environmental assessment and tools, and other governance and institutional or legal scoping activities, so that eventually the carbon MRV system can be designed and fully integrated to the overarching REDD+ MREV system.

Close liaison will be made during the second half of 2016 with the MREV system design, so to ensure consistency of discussions and directions. Mobilising support from technical assistance will probably be necessary to formulate a draft reporting and verification system based on national and international desk review, identify clearly the possible options in terms of methodology as well as underlying information system, in coordination with MREV system.

At some point during the year 2017, an expert workshop could ideally gather the relevant expertise, including from international experiences, to held consolidate options and design the full forest/carbon MRV system for Suriname. Some actions will be required to make the MRV system operational, in particular in term of development of information system, and legal provisions. Ideally, the system will be fully designed and set up by the end of 2017, so that Suriname can deliver its first national carbon reporting in 2018, in compliance with UNFCCC requirements.

3d. The national and integrated REDD+ monitoring, reporting, evaluation and verification system is designed, built and fully operational

From numerous parts to an integrated system

As introduced earlier, standards are expected to be monitored through a Standard Information System, SIS, which has a lot in common with the elements monitored by the ESMF. Additionally, in order to ensure transparency and consistency of REDD+ national scheme, avoid double accounting of credits and assist the management of the implementation phase, Suriname has already highlighted in the R-PP the need to develop a national registry of REDD+ finance and activity, comprising registration process, data collection as well as monitoring, reporting and verification procedures and tools. As a conclusion, in order to avoid multiplication of information systems, overlaps, confusion, and wasting time for project developers and administration, it is worth consolidating all the elements for monitoring (activity and financial reports, label indicators and statistics, processes and methodologies, organisation and warehouse...) within the same integrated information system, with various interfaces for easy reporting, for national and international purpose. Beyond standards and ESMF, the system should also organise the data used for the various modelling of the reference level, and can eventually be interconnected to the carbon MRV system beyond 2016.

Consolidating

The activity 3d is a central piece of the readiness process, even though it was not captured and formulated as such in the R-PP. It mainly consists in a consolidation exercise: collecting and bringing together all the requirements from perspectives like activities and investments, standards, SESA, governance, policy, legal and institutional framework, forest and carbon monitoring, under a single information system roof. The information system that will support all the efforts of data collection, organisation and mining, reporting tools, eventually supporting evaluation and verification of data, results, processes in an open and transparent way will be a central piece of the puzzle.

Designing an harmonised approach supported by an integrated information system is a tremendous added value to the implementation framework that will highly facilitate mainstreaming, coordination, management, supervision and all associated activities from all stakeholders and rightholders to the process, from data collection to reporting and verification.

Cornerstone: the REDD+ National Registry

Beyond the consolidation process, the activity also encompasses the specific design and set up of a central element of this system: the national registry of REDD+ finance and activities. The design of this compulsory element of the readiness process as part of a consolidation process of all

guidelines and requirements expressed by the process of strategy and SESA formulation, carbon monitoring and others will ensure robustness of the system. It will also pave the way for further actions related to the operationalisation of the registry, namely formulating procedures and guidelines to develop REDD+ activities, and reaching out to project and programme developed to engage, train and support them.

This Monitoring, Reporting, Evaluation and Verification system (MREV) will be a critical tool within the REDD+ implementation framework, as it will also allow for the evaluation and so support the management of the strategy implementation.

2016: design; 2017: develop; 2018: make operational

- According to this proposal, it can be designed by 2016, but it will still need to be developed and implemented from 2017 on. Indeed, by mid-2016, Suriname is expected to have produced most of the major parts of the future MREV system.
- It will then develop an integrated approach to consolidate all MREV building blocks, i.e. a general architecture of the system, with the typologies and organisation of data, models, methodology and processes.
- Then, confrontation of the requirement from various technical exercises (registry, standards, ESMF, reference level...) will probably see the need for harmonisation in formats, methodologies etc.
- Once we know the content, expected use and functions and the overall architecture, it will be necessary to review relevant information systems already implemented in Suriname, for instance in major administrations, planning and statistic departments, to assess solutions and eventually select one system, brand new or building on an already running one.
- Institutional arrangements will then need to be formalised, particularly who hosts and maintains the system, who provides and who collects data, runs data analysis, consolidates reporting etc.
- The design of the targeted system will then be finalised, and the development of the system can start from 2017 on along the finalisation of the national strategy and the instruction of first pilot activities.

In practise, the activities under this output will start in early 2016 with the formulation, by NIMOS internal staff and with targeted technical review, of a map of expected typologies of investments and activities for REDD+ implementation beyond 2018. In clear, will REDD+ serves to support national policy design and implementation, large programmes, pay for credits, support local development plans, payment for environmental services mechanisms? Should the money be delivered ex ante or ex post, against what kind of performance and results etc.? Should REDD+ money be invested in agriculture or mining activities? A map of all possible ways of delivering REDD+ finance to support types of activities will be organised and synthesised to guide the elaboration of processes and methodologies for REDD+ implementation.

Key preparatory activities

- Quite simultaneously, NIMOS will start working on the design of the national REDD+ registry, in charge of tracking all REDD+ finance and activities to be implemented in Suriname after 2018. After a first desk review and formulating scoping terms of reference for the activity, technical assistance will be hired to run thorough national and international review of relevant experiences, and formulate draft terms of reference of registry itself. Then a technical workshop gathering national and international experts would facilitate identification and assessment of options, experiences, systems... so to eventually build collective understanding of pros and cons of various options. Additional consultations will then be carried out to harmonise the directions emerging after the expert meeting with other critical elements of the future MREV system, for instance the REDD+ options, SESA

and standards IS, carbon and forest MRV, reference level etc. Final ToR will then be formulated for the national REDD+ registry by the end of 2016.

- As a progressive activity throughout 2016, NIMOS will also gather and organise complementary information to support the design of the MREV. First key objective consists in mapping the technical options with related pros and cons of various information systems solutions available in Suriname or abroad. This activity will build on a review of international solutions for similar cases, within the realm of REDD+ or not, and on a first review of national options from various administrations or organisations already carried out under the activity 2b5. The second objective consists in mapping the strategic and technical requirements and outputs from the various components of the future MREV system, for instance the national registry, SIS and ESMF, the reference level and carbon MRV etc. For instance, what kind of major information is requested, to be collected how and by whom, to be reported to whom, in compliance with what kind of guidelines etc. Obviously the idea here is not to review all the technical requirements, but to organise information so to easily capture the major areas of convergence and harmonisation possible that could then be supported by similar or different information technology systems and functions. This target will help focusing the review and mapping.
- Eventually, all the necessary elements will emerge progressively throughout 2016, and will allow by early 2017 to consolidate and draft a first design for the future MREV system. This design will take the shape of a MREV system framework with general requirements. It will be formulated during the first trimester of 2017, with support from a first, rather generalist technical assistance with good understanding and knowledge of the various REDD+ implementation tools and previous analysis. A specific report will also be consolidated on the institutional implications of the MREV system framework. This will help designing the institutional framework for REDD+ implementation beyond 2018, as it will be carried out under the activity 3f4.
- Simultaneously, another technical assistance will be mobilised to work on the technical specifications of the MREV information system. This time, the technical assistant will have strong experience in the functional design of information systems, so to help NIMOS and its partners double-checking its IT decisions, and mainly to translate the MREV framework and general requirements into technical specifications. The technical specifications will look like a book of technical requirements, with the technical and functional architecture of the MREV system, the various modules, the functions to be available, where, when, how... Basically, all the technical details required by the developer of the information system to set it up.
- Precisely, this is the following step as presented in the activity 3d7: hiring the IT assistant who will be able to develop the MREV information system, whether from scratch or starting from a software already available and which will be customised to meet the needs of Suriname REDD+ MREV system. By the end of 2017, it is expected that a first version of the information system will be available, so to offer opportunities for testing the applications on the one hand, and formulating the books of procedures and processes related to each module on the other hand. Let's recall that at this stage, by developing the MREV system, we actually talk about setting up the national REDD+ registry of finance and activities, the ESMF, the SIS, as well as connecting the carbon MRV system and modules to produce and update the national reference level, including underlying models.
- The testing and refinement of the system will probably last the whole year of 2018, so to deliver a fully operational MREV system by the end of the readiness phase. In the mean time, processes and procedures to operate the various modules, for example to collect and enter data in the system, to produce SIS or ESMF reports, to consolidate financial and activities statistics etc. will be formulated and associated to the overall system.

At last, two specific activities will relate to engaging REDD+ developers or entrepreneurs in preparing activities. REDD+ entrepreneurs and activities can encompass a very broad spectrum of players and investments, which will actually be defined as part of the map of typologies under activity 3d1. It can range from a local community of indigenous or Maroon peoples requesting funding for supporting a local development plan to an international NGO sustaining the financial management of a protected area, or an administration preparing a policy reform and related national and local programmes for dissemination and implementation, including for instance the creation of a payment for environmental services mechanism in a given district...

- In order to engage REDD+ entrepreneurs, a guidebook of process and procedures for accreditation will be formulated by NIMOS, with due consultations to ensure the robustness of the substance as much as the clarity and efficiency of the shape. The guidebook will also help writing the legal texts that will serve to officialise the REDD+ accreditation process for developers and give it a legal status.
- Finally, the activity 3d9 consists in producing and disseminating material through a clear and attractive information and training campaign so to fully engage and assist REDD+ stakeholders and rightholders into REDD+ implementation phase, empowering them to become the entrepreneurs of their own REDD+ vision.

3e. Legal reforms are fully planned and progressively implemented

Multiple ramifications and implications

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

Coordinating actions on the legal front

This output aims at backstopping the legal process associated with REDD+ readiness in a coordinated manner. A specific staff has been provisioned at NIMOS under 3a to manage the related activities that will probably start to run fully by mid-2015.

- The first activity consists in building dialogue and specific capacities of the legislative branch of Suriname, mainly the Parliamentarians, and relevant resource individuals in Government offices or among legal advisors and jurists.
 - ✓ By mid-2015, most of these individuals will be aware of the REDD+ process, and some would have attended a few information or training sessions as organised under output 1b or in technical gathering, for example as participants to the Friends of REDD+ strategy.
 - ✓ Then, we will need to focus more on this group of stakeholders to ensure that everyone has a certain degree of awareness and understanding on the issue, and to identify and train a group of key leaders who will need to eventually take over the legal dimension of REDD+ and push for the appropriate agenda of reforms.
 - ✓ During the first semester of 2017, in the ramp up to finalisation, a general Parliamentary information session could be dedicated to the national REDD+ strategy and its legal implications.
- The second activity aims at consolidating the legal implications and prerequisites for effective REDD+ implementation. It works like a kind of observatory, collecting all relevant

information and implications from the various REDD+ work streams, and feeding continuous dialogue among legislative leaders.

- ✓ A newsletter prepared every two months offers a relevant vehicle to disseminate updates to targeted experts and parliamentarians. It will consolidate the new inputs and findings, and also foster the life of the network by bringing lessons learnt from international experiences, reporting on interviews and experts or practitioners' views on some specific issues related to REDD+ in the news.
 - ✓ An annual report will also keep track of all updates and consolidate information on a regular basis.
 - ✓ This work will be facilitated by the organisation of some events and debates, contributing in the same time to the feeling of empowerment by leading legal experts and parliamentarians.
- The Land Rights Commission will be specifically supported in its work to make Suriname compliant with international law. This activity will start in early 2014, unlike the other activities expected to start by mid-2015. As suggested by the mission assessing the implications of the Saramaka judgment on the PRODOC and its core FCPF funding, specific legal support will be mobilised for the Commission, and for organising a seminar on Land Rights with support from Anaya or similar.

This activity will be closely coordinated with Conservation International as the implementing partner - parallel funding - of the action 1b7 to strengthen Government's capacities on dialoguing, understanding and building solutions with IP and Maroon peoples, and in particular on land rights conflicts.

Eventually, different legal issues will be raised by REDD+ design and readiness. Basically, the issues will differ according to their degree of complexity and related feasibility of effective reforms, and to their degree of interest, relevance and opportunity for REDD+ implementation. For instance, dealing with IP and Maroon peoples' land rights in a way that meets their aspirations and is compliant with international law is a complex but critical issue for REDD+ implementation. Passing a legal text on REDD+ accreditation process is also critical for REDD+, but with a much lesser degree of complexity. Conversely, formulating and passing legislation on land use change and agriculture is a rather complex issue with more sector-specific implications for REDD+. At the end, the dialogue and continuous observation of legal aspects of REDD+ readiness will lead to classify issues along these feasibility and opportunity lines. Two last activities will call for action.

Quick-wins vs. long-term reforms

- The activity 3e4 will work on passing high opportunity high feasibility reforms, basically the "win-win" reforms with little opposition and technical complexity. It is also a way to grab "low-hanging fruits", and feed the policy dialogue with international partners with concrete decisions from the Government and Parliamentarians of Suriname in favour of REDD+.
 - Conversely, the activity 3e5 focuses on more complex reforms like the environmental law, land tenure or land use planning reforms for instance, that might not be fully in place by the time of implementing REDD+ but could ideally take advantage of the REDD+ process to gain momentum and support.
- ✓ If the expected results are different from actions 4 and 5, the actions to be carried out are quite similar in substance: basically running awareness raising and training sessions for groups of leaders, technical commissions, supporting with legal experts to help leaders with putting the issue in the collective and public agenda, framing it, building it and pushing it in a relevant and efficient way. Media can also be a relevant lever to operate in pushing for various reforms, whether for fast results or for longer building processes... The observatory under action 2 will help taking stock of the efforts and results from these two types of legal campaigns.

Eventually, these activities cover the needs to prepare the conditions for mobilisation of legislative leaders, to consolidate and keep all legal implications of REDD+ under observation as they emerge from strategic and technical works, and to support early and easy reforms that can be set during the timeframe of the readiness phase, as well as more complex reforms that are necessary for REDD+ and specifically the land rights reform requested for international compliance. Eventually, the last activity will also prepare more complex reforms to be prepared, passed and deployed during the implementation phase, including with support from REDD+ investments.

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

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

Anticipating questions to forge beliefs and convictions gradually

These activities remain quite uncertain at the stage of formulating the PRODOC. It is hard to anticipate by now the final design of FGRM and overarching institutional arrangements for the implementation period. It is also hard to forecast the most suitable financial arrangements to support REDD+ investment plan. Should REDD+ process remain as an articulated arm supported by a centralised task force within NIMOS and governed through an ad hoc steering committee, or should it be fully mainstreamed into national policy and governing processes, with fully dedicated teams spread across Ministries and institutions, with decision-making, monitoring and budgeting processes integrated into the traditional government rules and procedures? Financially, should a specific fund be designed for REDD+, for climate change in general, for broader purpose? Should it be merged with current instruments, require new and dedicated instruments, or even be simply managed under national budget procedures? All these questions cannot be definitely answered without going through the first steps of REDD+ readiness, awareness, stakeholders' engagement and capacity building efforts, participatory processes to design REDD+ options and SESA, technical work to assess legal and institutional framework and assess gaps, to promote reforms, to design a reference level, a national REDD+ registry...

At this stage, we can already set up a process and provision for key activities and actions to be carried out so to eventually answer these questions and design the appropriate institutional and financial solutions for the implementation phase.

Three major themes anticipated

- Regarding the feedback and grievance redress mechanism, an intermediary system will be set up in 2014 under activity 1a4.
 - ✓ In particular, the action 4 will build on consultations to summarise principles and guidelines for the design and plan of the target mechanism.
 - ✓ By the end of 2016, the action 8 will also deliver an assessment of the intermediary mechanism.
 - ✓ The activity 3f1 builds on these elements to design and set up the full and comprehensive FGRM to support REDD+ implementation. Under NIMOS' responsibility and leadership, a task force of 5 to 8 key representatives from stakeholders and rightholders will be assigned the responsibility to carry out the actions. It will start in early 2017 and complete its work by mid-2018.

- ✓ Eventually, an independent assessment will be run during the second semester of 2018, with report expected by the end of 2018 on the consistency of operational FGRM with the collectively-agreed original design.
 - ✓ The actions consist in running consultations, building on national intermediary experience, bringing in international experiences and lessons learnt, so to jointly design the full target FGRM, articulate it with other legal and institutional provisions, and then set it up concretely through targeted capacity building and training, as well as legal and institutional arrangements, and eventually a communication and information campaign.
- Regarding the financial architecture and mechanism, NIMOS will also set up an informal task force of 5 to 8 technical representatives from key partners and institutions.
 - ✓ The task force will formulate terms of reference for a review of existing and relevant mechanisms in Suriname, on other issues, and abroad on REDD+ and climate change.
 - ✓ The review should be run during the second half of 2016, so that the task force can formulate a synthesised option paper before the end of the same year.
 - ✓ The year 2017 will then start with national and local consultations, and probably international review from Suriname partners.
 - ✓ By mid-2017, a technical workshop in Paramaribo will convene all national experts and key institutions, as well as international experts and practitioners in climate and REDD+ finance. It will offer the opportunity to share experiences, build capacities and highlight common grounds to design the architecture and mechanism.
 - ✓ The formulation will be done by the task force as a result of previous assessments and consultations.
 - ✓ Then, deployment will take place according to the ToR of the target financial mechanism, with technical, institutional and capacity dimensions to be implemented, documented and strengthened.
- At last, activities 3 and 4 will focus on upgrading institutional arrangements from the readiness to the implementation phase post 2018.
 - ✓ Early 2017, NIMOS will consolidate various relevant documents, including in particular the international mid-term assessment of the readiness process by the end of 2016, as well as various reports and notes from institutions like RSC, MGC, or from technical activities...
 - ✓ Building on this substance, NIMOS will draft an assessment and summarise lessons learnt from the first three years of operations of the readiness institutional arrangements.
 - ✓ A technical workshop will be organised to share findings, followed by a second workshop to collect views and reactions from stakeholders and rightholders.
 - ✓ The final assessment and lessons learnt report will be formulated afterwards, by mid-2017. It will pave the way for larger consultations and more focused technical work to design the target REDD+ implementation institutional arrangements, based on draft report on possible options formulated by NIMOS during the second half of 2017.
 - ✓ An additional round of consultations with key institutions involved in the tentative arrangements will be held during the first semester of 2018, until final formulation of the post-2018 REDD+ institutional arrangements design. Some preparatory work will probably be deployed to anticipate the full implementation of the arrangements, probably mainly through capacity building.