

*Capacity Development Plan
Corruption Risk Management
for Suriname*

*Final
Deliverable*

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Capacity Development Plan

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Acronyms and Abbreviations

CDP	Capacity Development Plan
CRA	Corruption Risk Assessment
CSOs	Civil Society Organizations
MRV	Measurable, Reportable, Verifiable
NIMOS	National Institute for Environment and Development in Suriname
REDD	Reducing Emissions from Deforestation and Forest Degradation
REDD+	Reducing Emissions from Deforestation and Forest Degradation and Enhancing Carbon Stocks
UNCAC	United Nations Convention Against Corruption
UNDP	United Nations Development Program
UNFCCC	United Nations Framework Convention on Climate Change

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Executive Summary

The corruption risk undermines the political stability, citizen's confidence in political system, rule of law, economic development, and sectoral governance such as forest or mining, and this risk has a negative impact on citizens' quality of life and fulfilment of human rights. Corruption risk not only destroys opportunities and creates inequalities but also destroys natural resources such as forests. It undermines good governance, rule of law, institutional value, and public trust, and moreover it aggravates environmental problems.

In the process of Reducing Emissions from Deforestation and Forest Degradation (REDD+), it was recognized that the implementation of REDD+ could provide environmental and social benefits. At the same time, experts also identified significant corruption risks going forward.

Recognizing the implications of corruption risks in REDD+, United Nations Development Program (UNDP) Suriname has commissioned a corruption risk assessment (CRA) to help identify such risks and develop approaches to address them as part of REDD+. The CRA was based on views provided through interviews involving stakeholders, who include representatives from government, academia, the judiciary, nongovernmental organizations (NGOs), the media, international organizations, as well as the private sector based on their experience in the forestry sector in Suriname.

In Suriname, the quality of governance and service delivery remains weak, aggravating the country's development challenges and leaving it vulnerable to corruption. Most institutions are relatively ineffective, as reflected by the recently conducted corruption risk assessment (CRA). The civil service is uniquely staffed, and adequate management and incentive systems are not linked to service delivery and results.

Corruption risk remains a major issue in REDD+ in Suriname. In particular, one risk involves the misappropriation of funding targeted at REDD+. Corruption risks within and around the REDD+ (forest sector) is considered to undermine the framing, implementation, and subsequent monitoring of policies aimed at conserving forest. The link between deforestation and potential corruption risks (the potential abuse of entrusted power for private gain) is not ruled out in REDD+ in Suriname.

In the course of REDD+ implementation, existing petty and/or grand corruption could work against the conservation and developmental goals of REDD+ schemes. Moreover, financial resources associated with REDD+ could create additional incentives and opportunities for corrupt activities. Such an environment could perversely attract public officials to extract rents from REDD+ resource flows.

Further, the CRA identified potential corruption risks linked to a number of REDD+-related activities including the likelihood that those risks would occur and the impact they might have. The risks of corruption from REDD+ in Suriname would have many consequences that are likely to be exacerbated if not addressed, affecting:

- Adequate access to information;
- Full and effective participation of citizens and community;
- Fair allocation and disbursement of funds;
- Access to justice; and
- Measurement, Reporting, and Verification (MRV) carbon and monitoring systems.

In addition, there are issues and challenges in relation to:

- Land tenure and allegations of “land grabbing” of interior communities and allegation of corruption in the governance of land;
- Forced evictions from forest lands of interior communities has been a source of tensions;
- Criticisms have been made promoting forest conservation without sufficient support to the rights of indigenous and tribal people; and
- The potential space to political and elite control in the benefit-sharing mechanism in the absence of sufficient participatory process in REDD+.

All these risks predict that REDD+ will likely face corruption-related challenges and roadblocks given its existing forestry practices and institutions. There is no doubt that the integrity of REDD+ will depend on its ability to identify and systematically address gaps and institutional weaknesses that enable corruption risks within and outside the forestry sector.

In this regard, a CRA has been acknowledged as a useful tool towards identifying and addressing corruption risks vis-a-vis national REDD+ frameworks. To this end, a CRA for REDD+ in Suriname was produced that includes:

- A prioritized list of corruption risks for REDD+ in Suriname, with a special focus on the National REDD+ strategy;
- Proposed measures to mitigate the risks identified as most likely and most detrimental in the short, medium and long term;
- Development of REDD+ corruption risk mitigation Capacity Development Plan with a budget; and
- Lessons that may be applicable in other countries.

Therefore, this Capacity Development Plan (CDP), as a part of the CRA, provides the action plan to manage corruption risk in the REDD+ activities in Suriname in order to have successful economic, environmental and social outcomes. This CDP focuses entirely on an action plan to respond to these risks by a variety of stakeholders.

On the other hand, Suriname is preparing to implement the Reducing Emissions from Deforestation and Forest Degradation (REDD+) initiative. REDD+ is an incentive mechanism for preserving forests by compensating countries for decreasing emissions caused by deforestation and exploitation. In such efforts, corruption risks arise from two factors: firstly, the very large financial flows REDD+ will generate, and secondly, the technical nature of the carbon finance management skills required. These variables mean that corruption risk can be a major challenge to implementing an effective REDD+ mechanism.

There are significant gaps in capacity both in the governance and monitoring of implementation in relation to corruption risk. Indeed, the recent CRA showed that such risks are weakly addressed, especially in forest governance, leading to challenges in areas relating to REDD+. Hence, it is important that the country resolves, among other issues, “existing problems of corruption risks.” The CRA also identified a number of issues linked to the governance framework for REDD+ whose stakeholders may need further capacity development.

REDD+ related corruption risks in Suriname may range from petty bribes paid to protectors by displaced indigenous people to gain access to forest resources, to REDD+ disbursements misappropriated by forestry companies, to policy created to serve vested interests. Although these corruption risks exist at various levels, they cannot be addressed in detail in the absence of the capacity to provide for a countrywide implementation. The proposed capacity development plan (CDP) will contribute to creating the ability to prepare for REDD+ sector support by strengthening anti-corruption actors in Suriname.

Corruption risks can be reduced by an active civil society that understands anti-corruption tools, provides input into locally appropriate REDD+ schemes, monitors REDD+ mechanisms, and contributes to MRV (measurable, reportable, verifiable) requirements that are likely to be part of REDD+. This is what the capacity development plan (CDP) aims to put in place. The CDP is a REDD+ related, corruption risk focused, capacity-building and citizen empowerment plan designed specifically to ensure that all REDD+ mechanisms are transparent and accountable, and have corruption risk management systems built in. An empowered civil society can drive modifications to forest governance instruments and support policy changes. It will also help citizens influence national monitoring and accounting systems and contribute to policy frameworks.

This CDP intends to: (i) reinforce the capacities of the authorities and civil society to minimize corruption, (ii) enable the improvement of the knowledge and information framework in the context of corruption risks, and (iii) ensure a coherent and coordinated policy of prevention, deterrence, and repression of such risk for transparency, accountability, education, and communication.

Capacity Development Plan

Based on the findings from the CRA, the CDP is designed to strengthen the ability of state and non-state institutions and actors to combat corruption risks while continuing to implement REDD+ at different levels. In particular, this CDP aims to enhance the capacities of civil society within a harmonized approach.

The plan has been developed with the following principles in mind: The CDP’s efforts will support the NIMOS (The National Institute for Environment and Development in Suriname [a key stakeholder and partner in REDD+]), as well as REDD+’s strategic implementation plans and goals. The CDP will also build on Suriname’s multiple existing capacity assets while responding to capacity gaps among various actors, in particular CSOs, and enable citizens to access information for transparency and accountability.

Capacity building will be undertaken on three levels: human, institutional, and environmental. The focus will be on raising the institutional capacity of civil society and creating an enabling environment for individuals to address corruption risks and demand good governance in the area of REDD+.

1. INTRODUCTION

Corruption is defined as the “misuse of entrusted power for private gain¹.” Forms of corruption are: bribery, embezzlement, extortion, fraud, favouritism, etc. It can occur both in public and private sectors. In the forest sector, corruption is currently associated with illegal activities such as²: a) illegal logging, b) movement of timber and wood products, harvested legally, without authorization or in contravention of controls, or c) avoidance of payment of taxes or forestry charges. In other words, illegal practices in the forest sector most often take place when forest wood is harvested, transported, processed, or commercialized in violation of national and/or international law³.

1.1 Corruption Risk

Various international rankings bring focus to the high levels of perceptions of corruption in Suriname, and citizens’ widespread perception of corruption undermines trust in the public institutions. Corruption risk can be considered to lead to an environment for illegal practices to occur, or to potentially stop the perpetrator from being held accountable, or to the enabling of illegal practices. In this context, several situations exist that allow corruption risks associated with REDD+ such as undue influence by political networks, both at the policy and project levels. This situation can affect forest land use, the issuance of permits, the distribution of funds, access to and profit from carbon markets, and even the accounting of emissions reductions from projects. Secondly, various situations also provide opportunities for corruption risks such as regulatory loopholes and inconsistencies, discretionary decision making allowing undue influence, lack of transparency and accountability mechanism, flawed processes, an absence of data and information to support decisions, and insufficient coordination among law enforcement agencies.

1.2 Corruption Risks and REDD+ in Suriname

It is widely acknowledged that the potential corruption in the forestry governance is an underlying driver of deforestation and forest degradation, with the immediate drivers being allocation of resource use concessions and permits, and inconsistent enforcement of environmental laws.

REDD+ is an incentive mechanism for preserving forests by compensating for reducing emissions from deforestation and forest degradation. In REDD+, corruption risks arise from two factors: firstly, the very large financial flows REDD+ will generate; and secondly, the technical nature of the carbon finance management skills required. These factors mean that corruption can be a major challenge to an effective REDD+ mechanism.

¹ K.L. Rosenbaum, Forest Integrity, Corruption, Drawing Lessons from Transparency International, The World Bank (2005), p. 1.

² D. J. Callister, Corrupt and Illegal Activities in the Forestry Sector: Current understandings, and implications for World Bank Forest Policy, Background paper for the 2002 Forest Strategy, (1999), p. 7.

³ FAO, ITTO (2005), Best practices for improving law compliance in the forestry sector, p.14. Forest sector is defined as the ‘chain from licensing/regulations to harvesting through processing and ultimately the sales/export of forest products, including raw logs, processed timber and veneer and pulp and paper.’ See also : A.G Blundell and E.E Harwell, Manual: An analysis of corruption in the forestry sector, Transparency International, Natural Capital Advisors (2009), p. 7.

These risks can be minimized by an active civil society that understands anti-corruption tools and supports locally appropriate REDD+ schemes. In addition, civil society can monitor REDD+ mechanisms and contribute to MRV requirements. For these reasons, building its capacity for mitigating corruption risks in REDD+ is important. The CDP is specifically designed to ensure that all REDD+ mechanisms are transparent and accountable and have corruption risk management systems built in.

REDD+ in Suriname is in the phase of implementation and hence, may encounter many challenges, in particular poor governance in the context of the forest sector. Corruption risk could be one of the major barriers to an effective REDD+ implementation and mechanism. Corruption risk in the forest sector in Suriname exists and concerns all levels of administration (at national, provincial, local, and community levels). Dealing with corruption risks in the context of REDD+ is crucial and challenging to local actors and communities who are expected to forgo their current use of forest resources, gain confidence of potential donors and investors, and ensure long-term sustainability and financing. In the absence of measures to manage corruption risks, REDD+ could become a source of corruption.

2. METHODOLOGY

The main purpose of the CRA was to identify the corruption risks in different decision-making stages of government, including the REDD+, and to rate the corruption risks based on time, such as short-term, medium-term, and long-term.

There were two main phases involved in the CRA, the first being the stocktaking and scoping of the study, and the second being an analysis of the corruption risks and interventions identification. The CRA sought to identify general risks vis-à-vis REDD+, to ultimately facilitate a benchmarking of factors, risks and perceptions with regards to REDD+ corruption risks.

The CRA was conducted using a semi-structured questionnaire methodology for identifying and mitigating corruption risks. The CRA used a desk study, a review of national anti-corruption policies and strategies of the government of Suriname, a study of anti-corruption related policies, strategies and studies, and a collection and analysis of the laws and regulations related to corruption risks in the mining and forestry was conducted. The CRA conducted key consultations with the informants such as authorities of constitutional bodies, government oversight agencies and parliament, government secretaries, government officials, development partners, academics, the judiciary, NGOs, and CSO members. The number of consultations was 56.

3. KEY FINDINGS -

3.1 Stocktaking and Analysis

A comprehensive corruption risk assessment (CRA) was conducted for the UNDP country office in Suriname with a special focus on REDD+. The assessment recommended methods for integrity/corruption risk mitigation that fit the specific context of REDD+ in Suriname. The CRA calls for the institutionalization of all issues related to integrity and governance; the adoption of the major proposals by various actors, including for REDD+ strategy; and actor-focused mitigation measures to address perceived corruption risks.

REDD+ in Suriname has, so far, primarily focused on activities related to the preparation of a REDD+ readiness plan. The NIMOS, with the UNDP's support, has highlighted the need for exploratory REDD+ governance support, particularly on the following inter-related issues:

- Concretely countering corruption risks in REDD+; and
- Working towards a policy framework for carbon rights and benefit sharing around carbon finance and REDD+, and building on the mechanisms, and experiences.

The CRA recognizes the seriousness of corruption risks in REDD+ and that the fight against such risks is an important aspect of realizing the 2030 Agenda for Sustainable Development. Therefore, managing the risk of corruption in REDD+ in Suriname requires parallel efforts to increase transparency, teach citizens about REDD+ and their related rights and responsibilities, educate public authorities on the benefits of REDD+ development, and improve the capacity to manage REDD+ activities and finance.

3.2 Corruption Risk Assessment Findings

The CRA process involved in the identification and prioritization of REDD+ corruption risks in order to properly understand and view the results in the proper context. Some of the useful findings from CRA are as follows:

- In the process of the CRA, it was revealed that Suriname has a relatively legal framework (though not comprehensive) in terms of policies, laws, regulations, and programs on corruption. However, challenges persist in enforcement.
- Basic laws and policies are in place to address specific activities such as bribery, nepotism, red tape in bureaucratic processes, graft, and plunder. However, serious institutional and capacity gaps with regard to enforcement and implementation represent huge challenges to the government.
- The movement of CSOs is not active as necessary in combating corruption risks and, hence, social accountability in Suriname is still not addressed comprehensively. Many CSOs and NGOs have not explored partnerships with relevant government offices to address these risks because of their capacity.
- Government efforts to address potential corruption risk specific to the forestry sector have been limited and unsustainable. In addition, efforts are not in place specifically targeting corruption risks in REDD+ implementation.

- There are no fully operational bodies to address potential corruption issues specific to the forestry sector—this is even more true for REDD+.
- Varying dynamics within the indigenous, tribal, and local communities are vulnerable to issuance of instruments for community tenure and resource utilization, such as community-based forest management agreements, community resource management frameworks, community resource utilization permits, and certificates due to capacity.
- The potentiality to monopolize decision making and prevent meaningful community participation exist due to the local elites.
- Global literature on corruption risks has largely centered on issues such as forestry governance, enforcement, transparency, and institutional change, while national literature has heavily focused on illegal logging, land conversion for plantations and large-scale extractive industries, and violations of human rights in indigenous and local communities. There is limited literature on the role of CSOs in combating potential corruption risks in Suriname.
- The need to ensure access to information throughout REDD+ was identified as a key governance challenge by the CRA.
- Public participation is a major governance challenge included in managing the corruption risks from REDD+.
- The situation of legal title to land (and the lack of legal clarity), and the resources therein is a key governance challenge and recognize the corruption risks from REDD+ due to this situation.
- Transparency is a concern in general in relation to the financial system of the county. As a result, it has raised questions regarding the financial mechanisms for managing REDD+ funds as well as benefit sharing.
- The lack of a grievance mechanism and effective access to justice undermines the accountability of the use and distribution of funds; there is a notable absence or lack of effective whistleblowers and protection for whistleblowers.
- The MRV system is still an issue for REDD+ as a governance challenge.

The CRA also examined the potential corruption risks that could affect the implementation of REDD+ in Suriname. Some of them are as follows:

- Risks arising from poor governance and elite-influenced decisions on transferring public forests into private ownership and the mismanagement of indigenous, tribal, or community-owned tree plantations and forest resources.
- Forced and compromised evictions of local communities from forest lands have been a matter of tension.
- Undue influence by interest groups.
- Risks of influencing the issuance of permits to accommodate friends, receive commissions, or as owners of businesses.
- Manipulation, pressure, and interference by politicians in policy-making and implementation.
- Interpretation of forestry laws and policies to favour vested interests.
- Misleading or fraudulent claims on carbon rights.
- Diversion or misappropriation of funds.
- Influence of local officials.
- Infrequent financial reporting.

- Corrupt deals between community leaders of interior peoples/villagers and intermediaries.
- Risk of influence in rezoning land.
- Under-reporting of forestry revenues.
- Inappropriate allocation and disbursement of forestry revenue to stakeholders.
- Inadequate control mechanisms to guide fund allocation.
- Inadequate access to information on fund application processes.
- Overpricing of equipment and supplies
- Collusion (of politicians, investors and REDD+ implementers) in the bidding for or approval of contracts.
- Fraud associated with MRV systems.

In addition, a number of common governance challenges were identified in relation to REDD+ that could lead to the risks of corruption such as:

- Limited technical and institutional capacities for REDD+ implementation.
- Problems with the demarcation of the forest estate.
- Difficulty in ensuring effective coordination and cooperation across sectors.

The CRA also conducted a rapid capacity gaps analysis, wherein underlying trends and gaps in policy and institutional capacity gaps relevant to corruption risks for REDD+ were identified. This analysis noted that despite numerous formal policies and institutions, and complementary efforts and initiatives, continuing challenges exist. Among those that must be addressed include weak enforcement of laws, a high tolerance for corruption, the role of civil society including a need to strengthen their capacity, as well as a need to strengthen existing institutions and collaborations.

The complete results of the CRA were used as a reference point for developing the CDP, along with the information generated from all the activities that took place during the assessment phase.

3.3 Corruption Risk Mitigation

The CRA has concluded that addressing corruption risks in REDD+ in Suriname requires collaborative actions of the government, CSOs, and donors, among others. This may include actions like guaranteeing access to information, open policy for CSO engagement, watchdog and monitoring mechanisms, developing capacity of whistle blowers, etc.

The CRA identified a broad range of measures. These measures were further classified into short-term, medium-term, and long-term. Short-term measures are those which entail one to two years of implementation, medium-term involve three to five years, and long-term are those which require more than five years.

Finally, the recommendations for mitigating corruption risks in REDD+ are the second important part of the CRA based on the primary research among stakeholders. In this regard, the CRA provides recommendations on activities to manage corruption risks in Suriname. The findings especially focused on improving the knowledge and information base and the national dialogue on key governance issues for

REDD+, particularly those involving anti-corruption, carbon rights, and benefit-sharing arrangements. This will serve to accelerate Suriname's REDD+ readiness phase.

The CRA also found: a) poor governance (an ambiguous and outdated legal framework, a certain degree of tolerance towards antisocial values, and a wide acceptance of corruption risks and practices including a lack of transparency and accountability) and restricted access to information among various agencies, media members, and CSOs; and also b) limited involvement of civil society as a catalyst for fighting corruption risks, mobilizing pressure for reform, and fostering an anti-corruption culture.

The CRA identifies two critical areas for action: a) filling the gaps in complying with governance and anti-corruption policies; and b) instituting more flexible short-term, medium-term, and longer-term arrangements to address systemic weaknesses in corruption risk management. The assessment also recommended a series of interrelated actions. These focus on building capacities to improve transparency, accountability, and access to information.

Finally, based on finding and analysis, the CRA concluded that there is a need for networking and partnerships with stakeholders such as government, civil society, and donors (among others) to help protect REDD+ from corruption risks. The CRA developed many recommendations and some of the important recommendations for the short-term and medium-term are as follows:

- Strengthen REDD+ transparency, improving access to information.
- Promote REDD+ participation by those who are under-represented, identifying and engaging champions in both government and non-government sectors, for instance individuals or groups of stakeholders through which influence for policy reform or implementation could effectively begin or would raise both the effectiveness and immediacy of response measures.
- Strengthen synergies and coordination between relevant policies and initiatives in the forest sector.
- Develop capacity to identify and deal with corruption-related grievances.

3.4 Role of the UNDP in the CDP

The UNDP's broad engagement in governance activities has enabled it to promote accountability initiatives, including REDD+, in many countries. The UNDP has been actively and successfully involved in helping public institutions be more accountable and responsive to citizens and in promoting the principle of good governance, which includes anti-corruption measures. Hence, the UNDP is well placed to provide assistance in this area in Suriname. Indeed, its support is crucial for mitigating corruption risks at the national level.

3.5 Mainstreaming the 2030 Agenda

Given that corruption risk is widespread in the forestry sectors of most countries due to poor governance, it is plausible that it may influence REDD+. The corruption risks that may affect the program are likely to differ depending on what stage of the process is currently in play, such as the readiness or implementation phase. Corruption risk can potentially undermine the very benefits that a well-designed REDD+ mechanism may bring (i.e., mitigating emissions, reducing poverty, and improving livelihoods). Hence,

goal 16 of Agenda 2030 is to “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” Suriname, which is planning to implement REDD+ is aiming to address potential corruption risks through developing the capacities of CSOs. For this reason, this capacity development plan is equally significant in fulfilling Agenda 2030 and in achieving Suriname’s objectives.

3.6 Capacity Challenges and Gaps

The CRA hypothesizes the outcomes of corruption risk management in REDD+ and the results expected. In this context, capacity development is considered an opportunity to improve governance of the forestry sector and REDD+ implementation, including systematically addressing corruption risk in forestry from the perspective of human capital, institutional capability, and an enabling environment. The CRA revealed that corruption risk mitigation initiatives in Suriname must be undertaken simultaneously with reinforcement of systems and processes and be accompanied by an improvement in the working environment with the active participation of non-state actors such as CSOs. This is based on several fundamental issues identified in the process of CRA which need to be addressed in corruption risk mitigation, such as:

- Weak enforcement of anticorruption laws;
- A need to improve coordination among practitioners inclusive of watchdogs and media;
- Low social awareness and high tolerance for corruption;
- A need to institutionalize government-civil society-business collaboration; and
- A need to strengthen integrity and accountability in government-business transactions.

The challenges exist in relation to capacity as well. Examples of existing capacity assets include the human resources in the ministries, CSOs, education and training institutions, the media, and the private sector, who are often working with limited capacity and resources and in difficult and logistically challenging circumstances. They also include the capacity of institutions and the active coordination structures for improved regulation and governance, as well as the development of key policies, strategies, and plans. Limited attention has been paid to building capacities in the area of corruption risk mitigation and anti-corruption activities. Most importantly, many potential actors and champions have not integrated capacity development into their programs.

Therefore, the recommendations from the assessment were based on a synthesis of the needs identified. Most importantly, the report also includes proposals for corresponding capacity development in civil society organizations that are important in future corruption risk mitigation in REDD+ and the forestry sector in Suriname.

Finally, there is a need for support for the development of the capacity requirements of the NIMOS, government agencies, and expert civil-society organisations to advance anti-corruption measures for REDD+. This CDP has been formulated based on a rapid capacity needs assessment and the outcomes of the CRA, consultations, and an institutional analysis.

3.7 The Proposal

Based on findings, the CDP aims to strengthen major pillars as an overall strategy for corruption risk management for REDD+ in Suriname by:

- Undertaking baselining and mapping of corruption hotspots in REDD+ and the forestry sector, and integrating this with the safeguard information system and MRV.
- Developing capacity of REDD+ practitioners, which would include governance bodies, CSOs, watchdogs, media, and other REDD+ champions.
- Developing the capacities of civil society, as well as corruption prevention and law enforcement agencies.
- Enhancing the capacity of systems and mechanisms for transparency, accountability and monitoring, and data management within the public administration (through working in specific sectors) and at all levels, especially in the local and community level.
- Enhancing the demand side for anti-corruption, promoting civil society and local community engagement and capacity building, including through the utilization of innovative tools and social innovation approaches.

4. CAPACITY DEVELOPMENT PLAN

Reducing Emissions from Deforestation and Forest Degradation (REDD) is a mechanism designed under the United Nations Framework Convention on Climate Change (UNFCCC) to enhance the role of forests in curbing climate change (UNFCCC, 2007). The UNFCCC and its bodies have expanded the concept to include forest conservation and human activities that increase carbon stocks, or REDD+ (UNFCCC, 2007, 2009). REDD+ could potentially decrease the incentives for deforestation and land use change and instead encourage sustainable forest management.

REDD+ will take shape in three principal phases. During the readiness phase, tropical countries will build an institutional and policy framework. During the implementation phase, national strategies and measures will be put into effect. In the final phase, performance-based payments will be made for any carbon emission reductions achieved (Bofin et al., 2011; UNDP, 2010). Potential corruption in the readiness phase may occur in the national policy-making process and is therefore likely to involve powerful individuals and groups, such as politicians, logging companies, agribusiness, and possibly the military, that can harness the opportunities presented by REDD+ to “legalize” corruption (UNDP, 2010). Vested interests can influence the design of REDD+ policies and institutions to maintain flaws and opportunities to benefit later via legal, semi-legal, or corrupt means. Therefore, corruption in the readiness phase will influence the level of risk that corruption will occur in later REDD+ phases.

The people most harmed by corrupt REDD+ practices are the indigenous, and tribal communities that depend on forests. The urgency to acquire land for REDD+ may further deprive them of their rights and livelihoods. Other entities affected by corruption are the national economy of the recipient country, the forests themselves, the global climate, and the donors funding REDD+.⁴

Moreover, restrictions on forest conversion generally have implications for mining. Direct or indirect opposition and influence can be expected from this and other sectors traditionally connected with political elites in forestry.⁵ Another condition that creates corruption risk in the policy-making process is a lack of or at least limited transparency.

International experience with climate finance projects indicates that forestry sector governance can offer scope for influence peddling, favouritism, fraud, and embezzlement, which could also plague REDD+. Civil society organizations are key actors in promoting REDD+ integrity, and local government institutions, customary authorities, and CSOs are critical to countering the program’s corruption risks.⁶

⁴ UNDP, March 2013.

⁵ UNDP, 2010.

⁶ UNDP, March 2013.

Citizens all over the world have consistently demonstrated their unwillingness to stand for secretive, closed-door decision making by authorities, particularly in the forestry sector, which is especially relevant for REDD+. Policy inconsistencies and gaps, competing objectives and interests, missing or inaccurate data, unclear titles to areas of land, and other conditions can create major loopholes that allow discretionary decision making and perceived corruption risks. Citizens and non-state actors have limited resources and capacities to address all these challenges and Suriname is not an exception.

Therefore, although transparency and accountability are vital, simply making information accessible will not curtail corruption if other aspects of a country, such as education, civil society, watchdogs, and the media are weak. To address corruption risk, increasing transparency must be accompanied by measures to strengthen the capacity of non-state organizations and citizens to act on the available information. Therefore, this CDP aims to strengthen civil society, the media, citizens, academia, and other non-state actors who can contribute to combating corruption risks in Suriname.

4.1 Vision

We strive for good governance in the REDD+ sector in Suriname, with strong human and institutional capacity, and an environment that enables sector stakeholders working at all levels to effectively manage corruption risks.

4.2 Principles

This capacity development plan has been conceived according to the following guiding principles.

- CDP efforts will support the NIMOS and REDD+'s strategic implementation plans and goals.
- The plan will build on the country's multiple existing capacity assets while responding to the identified capacity gaps of various stakeholders in relation to accessing information, transparency, and accountability.

4.3 Approaches

This plan utilizes the following approaches.

- Capacities will be built on the human, institutional, and enabling environment levels.
- CD interventions will be targeted to the areas of demand relating to REDD+ sector implementation.

- Particular attention will be paid to building the capacity of CSOs and their activities.
- Support will be prioritized for interventions that promote public accountability for improved service delivery for citizens within REDD+.
- The plan will integrate gender throughout the proposed activities.

4.4 Assumptions

This CDP is based on the following assumptions:

- Potential corruption and deforestation are interlinked and reduction of deforestation in the country is a national priority.
- The government and civil society stakeholders, indigenous and tribal people are willing to effectively collaborating in the implementation of the REDD+ mechanism in Suriname.
- Indigenous and tribal people are interested in keeping a constant dialogue with the government and receiving information on the REDD+ mechanism, and they are also interested in getting involved in the process of preparation for the implementation of the REDD+.

4.5 Objectives

The capacity development plan aims to support the UNDP/NIMOS Suriname in enhancing the ability of stakeholders, in particular civil society, to address corruption risks in REDD+. This plan recognises that the UNDP and NIMOS are dedicated to mitigating corruption risks and dealing with REDD+-related governance issues. While the CRA is a step forward in demonstrating the UNDP's commitment, it is not an end in itself. This CDP acknowledges that it is an entry - point to work with NIMOS to more broadly reflect upon and tackle corruption risk challenges in relation to REDD+ that is, to promote public accountability to ensure the effective use of scarce national resources and achieve better development outcomes.

Since corruption risk is a sensitive area, the CDP will provide responsive, demand-driven support for capacity development to existing institutions in the medium and long term. The plan will also strengthen the capacity of non-state actors with a view to improve their ability to prevent, detect, investigate, prosecute, and sanction cases of corruption more effectively. Finally, the plan will seek to advance research, knowledge sharing, peer learning, and the identification and dissemination of good practices within and beyond Suriname to create a platform for innovative, suitable, and sustainable measures to combat corruption risks.

4.5.1 Capacity Development Plan (CDP) for Corruption Risk Mitigation

The capacity development plan is the result of recommendations by a corruption risk assessment (CRA) report to support actors such as the NIMOS, other public institutions, and civil society organizations (CSOs). Recognizing that the citizenry represents a critical constituency and development partner for advancing anti-corruption issues, the CRA advised to fulfill its existing capacity and needs (identifying strengths and weaknesses). In brief, this CDP responds to the recommendations of the CRA to develop a feasible, action-oriented plan to address the capacity challenges delineated by the assessment.

Civil society organizations (CSOs) play an important role as corruption “watchdogs,” can assist in identifying systemic or specific corruption hotspots, and can institute mitigation measures, including bridging the gaps between citizens and public institutions. In this process, it should be recognised that CSOs are often poorly resourced, with little capacity to undertake this type of sensitive work. As part of REDD+, support should be provided to build the capacity of CSOs to respond to corruption risks and to sustain local communities in Suriname. This may include strengthening their ability to raise awareness for transparency and accountability, to develop and implement preventive mechanisms such as system audits, and to investigate and monitor corruption cases in REDD+.

Effective governance requires not only having solid technical expertise, but also building the capacity of relevant actors to engage in anti-corruption activities, including in REDD+, both on the preventive and curative side. This demands capacity building support, especially through:

- Strengthening anti-corruption capacity building in such areas as facilitating civil society, anti-money laundering, disclosure, and asset recovery, as well as improving budget formulation, expenditure standards, and transparency in public procurement.
- Supporting the capacity of civil society and journalists to contribute to institutional reform and expose corruption risks.
- Promoting efforts to build confidence and dialogue between the government and civil society.

This CDP will focus on two governance pillars that the CRA identified in relation to REDD+: useful measures to address corruption risks, and the effective promotion of transparency, accountability, access to information, and equity in benefit sharing. This will serve to start building awareness of good governance using REDD+ as an entry point, to reach a common ground among the government, private-sector investors, and communities, inter alia. The CDP will consist of analytical work, surveys, consultations, lessons learned, and planning. The plan is strongly connected to REDD+ Suriname and to the anticipated REDD+ financing for implementation.

4.5.2 Alignment with UNDP Programmatic Priorities

The UNDP administers anti-corruption projects in over 100 countries, making this one of its fastest-growing service categories.⁷ The UNDP provides technical assistance to countries through national-level programs in five areas:⁸

- Advocating for anti-corruption policies for development effectiveness;
- Strengthening partner countries' anti-corruption capacities;
- Connecting regional networks of anti-corruption experts and practitioners to facilitate the sharing of knowledge and good practices;
- Increasing knowledge and awareness to mainstream anti-corruption measures into sectoral strategies to maximize development impact; and
- Enhancing coordination and cooperation with relevant internal and external partners to better support country efforts to fight corruption.

This capacity development plan clearly aligns with UNDP's corporate priorities as well as with its work on democratic governance.

4.6 Capacity Development Interventions

Limited capacity development interventions have occurred within Suriname to build institutional and human capital, which offer both lessons and opportunities for corruption risk management in the REDD+ sector. Broader governmental initiatives are also limited, affecting REDD+ corruption risk mitigation. Capacity development to date, if any, seems to be somewhat piecemeal; the needs for the sector are still significant and multifaceted.

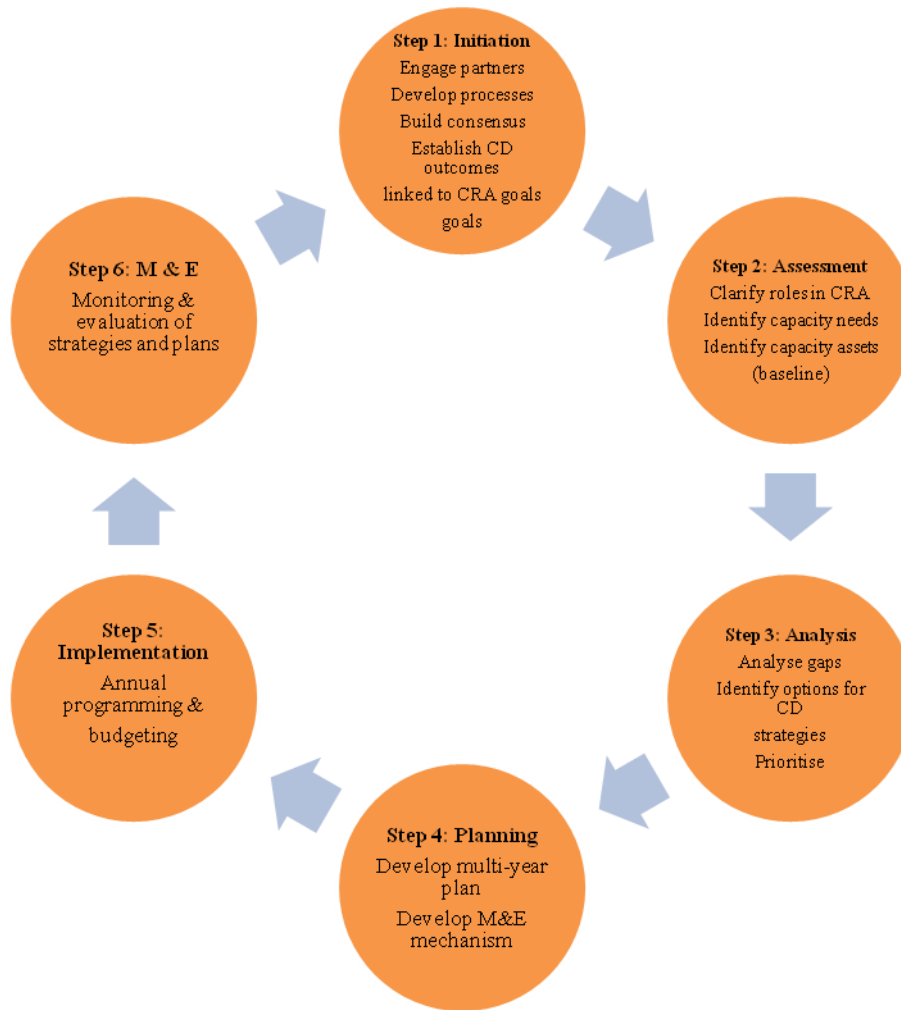
Capacity is the “ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner.”⁹ Capacity development/building is a dynamic process that is part of an effort towards broader developmental change. The following diagram identifies the steps in the capacity development process in relation to corruption risk management in REDD+ in Suriname. This capacity development plan represents *step four* in the process and is based on UNDP best practices.

⁷ UNDP website, Governance.

⁸ Ibid.

⁹ UNDP (2007) Capacity Assessment Methodology.

Figure 1. Capacity Development Process



The CDP for Suriname seeks to ensure that REDD+ meets its intended objectives by making forestry-related government agencies receptive to transparency initiatives and fostering a civil society that can monitor integrity in REDD+ mechanisms. The CDP will also ensure a larger civil society participation in REDD+ because disenfranchised civic groups such as indigenous people will feel more ownership towards the program and will therefore be readier to take part in the required consultations.

The CDP stresses that short-term measures will focus on research, training, and capacity building, while medium- and long-term actions will tend more towards institutional and organizational reinforcement and development, and the identification and scaling up of good practices.

The CDP will be implemented in a phased manner based on the CRA findings. The foundation of the entire plan is REDD+ corruption risk advocacy and awareness, including capacity building and the strengthening of all actors in the medium term. The CDP addresses: i) areas where forest governance is most at risk, ii) a capacity and monitoring tool need that allows civil society to address corruption risks, and iii) areas to strengthen a strong local network of stakeholders.

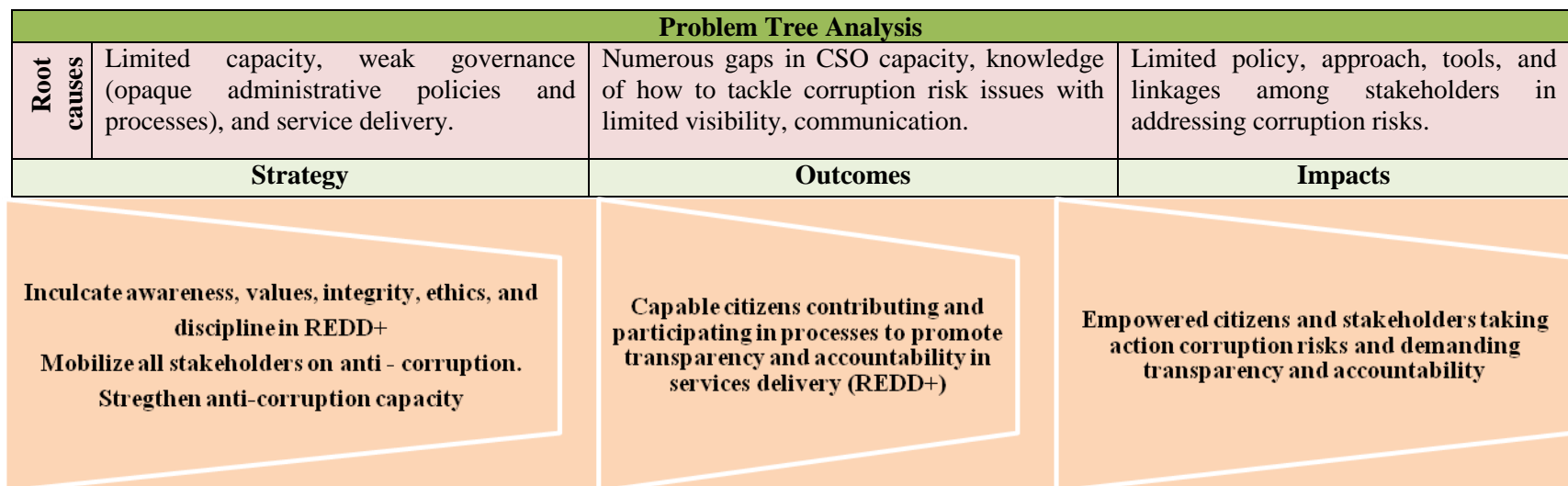
In this regard, the CDP seeks to ensure that REDD+ maintains transparency with forestry-related government agencies and cultivates a civil society that can monitor the program's integrity. The overall aim of the CDP is to strengthen the REDD+ in Suriname and take a positive step in tackling corruption risks in its implementation. This CDP is an entry point to broadly reflect upon and challenge corruption risk issues and determine how to most effectively promote transparency and awareness for public accountability.

The NIMOS is a key institution in achieving REDD+ objectives in Suriname. UNDP Suriname aims to support this initiative for capacity development in REDD+ (forestry and forest governance) in partnership with the NIMOS and other potential national stakeholders.

4.7 Theory of Change

This CDP is reinforced by a theory of change as indicated in Figure 2, which maintains that a number of inter-linked processes can create a pathway for corruption risk mitigation through the capacity development of relevant actors. The CDP works strategically towards the effective achievement of REDD+ outcomes by minimizing corruption. The plan will take a holistic and multi-sectoral approach, engaging at all levels of decision making and implementation and partnering with the government and institutions that span the public, private, and civil society sectors. Its approach is directed towards ensuring CSO empowerment by building human and social capital and strengthening REDD+ as an institution so that it is owned by all stakeholders and is sustainable in the long term, facilitating the exchange of skills, knowledge, and ideas.

Figure 2. Theory of Change



4.8 Capacity Development Plan: Action Matrix

Suriname is relevant because of its significant forest resources. The CDP will consist of four components (see table 2 for details) that will contribute to targeted support, enabling us to extract useful lessons for various actors that will benefit REDD+. This has not been attempted to date. The issues this CDP explores are crucial for effective transparency and accountability. Detailed output indicators are provided in Appendix 1.

Table 2: CDP Action Matrix

Strategic Impact: Empowered citizens and stakeholders taking action against corruption risks and demanding transparency and accountability.				
Medium-Term Outcome: Citizens in Suriname can effectively participate in processes to promote transparency and accountability in service delivery (REDD+).				
Intermediate Outcomes				
Objective 1: Build the capacity of the government and civil society to advocate for, develop, and establish anti-corruption measures in REDD+ and actively engage in related anti-corruption activities.				
Outputs	Timeframe (Years)	Indicators of	Inputs	Responsible

	1	2	2	Success		Parties
Build the capacity of civil society to perform watchdog functions.	✓			Number of training, mentorship, tools etc. developed and conducted		NIMOS/CSOs/UNDP
Promote good conduct, honesty, integrity, and zero tolerance of corruption as common minimum values in REDD+.	✓			Number of training, mentorship, tools etc. developed and conducted		NIMOS/CSOs/UNDP
Map corruption hotspots in REDD+ areas and the forestry sector.	✓			Number of mapping undertaken		NIMOS/UNDP
Develop corruption risk mapping and monitoring tools to form a knowledge base on national and local REDD+ issues.		✓		Number of training, awareness, and mentorship opportunities, structures, systems, guidelines, policies, learning portfolios, tools, etc, developed and established.	Local and international consultants, training, workshops and conferences, publications (audiovisual and print)	UNDP/NIMOS
Offer support to develop capacity & awareness on 1) REDD+-specific corruption risks at the national and sub-national levels, 2) local governance institutions (including indigenous and tribal communities & civil society) to deal with corruption risks, & 3) feasible anti-corruption measures.		✓				
Conduct public perception surveys in hotspots to energize corruption prevention and advocacy activities in REDD+ and other areas.		✓				
Support the production of teaching and information materials on REDD+ and forest governance, including anti-corruption issues.		✓				
Improve the capacity of civil society organizations and local governance institutions to manage investigations, collaborate with national entities, monitor the REDD+ complaints systems, and ensure whistleblower protection.	✓					
Develop the capacity of media personnel to perform investigative reporting and analysis.		✓				
Create intensive media advocacy, capacity building, networking, and social accountability promotion tools like public hearings, public audits, citizen score cards, etc.	✓					
Establish a REDD+ dialogue forum for civil society actors and government representatives.		✓				

Strengthen CSOs/government staff capacity to promote zero tolerance for corruption and launch a media campaign.			✓			
Provide legal advisory services to corruption victims and witnesses through a hotline.			✓			
Establish local anti-corruption networks and anti-corruption enabling centers to increase public awareness of voices against corruption.		✓	✓			
Objective 2: Build capacity to improve transparency, accountability, and integrity in REDD+ implementation (effective forest governance).						
Outputs	Timeframe (Years)			Indicators of Success	Inputs	Responsible parties
	1	2	3			
Develop the capacity of anti-corruption groups, networks, and coalitions from grassroots to mainstream to promote an anti-corruption agenda at the national level.		✓		Number of training, awareness, and mentorship opportunities, structures, systems, guidelines, policies, learning portfolios, tools, etc, developed and established.	Local and international consultants, training, workshops and conferences, publications (audiovisual and print)	UNDP/NIMOS
Build the capacity of REDD+ practitioners.		✓				
Deepen the understanding of REDD+ and related corruption risks among national and local institutions.	✓	✓				
Increase public participation and build coalitions. Engage civil society organizations in anti-corruption programming and policies.		✓	✓			
Raise awareness to reduce the potential for forest-related corruption at the local level.		✓	✓			
Develop citizen-centered advocacy by educating the public to change values that encourage corrupt practices through transparency, accountability, and the right to information.		✓	✓			
Develop and implement “sensitization programs” for law enforcement agencies, the judiciary, politicians, and the public on the role of journalists.		✓	✓			
Publicize and disseminate a <i>periodical anti-corruption booklet</i> for proper documentation and analysis of corruption cases, prevention initiatives, and prosecution.		✓	✓			
Establish anti-corruption tools for timber certification in consultation with timber certification associations and technical body representatives, and train private-sector certification bodies to use these tools and to be open to		✓	✓			

CSO monitoring.						
Objective 3: Improve access to information on anti-corruption initiatives for individuals/communities, including transparency, accountability, and due diligence practices in REDD+.						
Outputs	Timeframe (Years)			Indicators of Success	Inputs	Responsible Parties
	1	2	3			
Strengthen the capacity to create an enabling environment and an annually updated monitoring mechanism for expenditure to ensure the accountability of public funds by the government, CSOs, and development partners.		✓	✓		Local and international consultants, training, workshops and conferences, publications (audiovisual and print)	UNDP/NIMOS
Sensitize stakeholders like the judiciary, prosecutors, etc. to forest offences.		✓	✓			
Support the initiatives of civil society, the media, and investigative journalists to enhance constructive civic engagement in curbing corruption.		✓	✓			
Promote whistleblowers by advocating for laws and practices to ensure that citizens can report misconduct without fear of reprisals.		✓	✓			
Objective 4: Put institutional and stakeholder capacity in place for REDD+ implementation to combat corruption risks.						
Outputs	Timeframe (Years)			Indicators of Success	Inputs	Responsible Parties
	1	2	3			
Analyze the strengthening requirements of key institutions in the REDD+ management structure, including internal governance, communication, and administration.		✓	✓	Number of training, awareness, and mentorship opportunities, structures, systems, guidelines, policies, learning portfolios, tools, etc, developed and established.	Local and international consultants, training, workshops and conferences, publications (audiovisual and print)	UNDP/NIMOS
Undertake a full capacity-building needs assessment for REDD+.		✓	✓			
Enhance the ability of local governance systems to counter the risks of REDD+ corruption		✓	✓			
Design a national REDD+ capacity-building action plan to promote transparency, accountability, and forest governance		✓	✓			
Develop a national REDD+ information management system.		✓	✓			
Strengthen the capacity & integrity of prosecutors and the police as the frontline investigative agencies in REDD+.		✓	✓			
Support the production of courses and educational		✓	✓			

programs on governance and corruption risks in forestry and REDD+ that target university students, local communities, CSOs/NGOs, and officials.						
Enhance the capacity of the prosecutor to expedite environment-related cases.		✓	✓			

4.9 CDP Budget

The UNDP has longstanding development goals that align with the objectives of governance (anti-corruption) and REDD+. It also supports the NIMOS in developing the draft of the National REDD+ Strategy. UNDP assistance is important in a number of areas related to this strategy, including anti-corruption efforts in Suriname. In light of this, the CDP has been designed with the following steps to support its implementation in a three-year period.

Table 3: CDP Cost Breakdown

	Component		Sub-Component	Cost (USD)
1	Enhance government's and civil society's capacity to advocate for, develop, and establish anti-corruption measures in REDD+ and actively engage in anti-corruption activities.	1.1	Build the capacity of civil society to perform watchdog functions.	150,000
		1.2	Promote good conduct, honesty, integrity, and zero tolerance for corruption as common minimum values in REDD+.	50,000
		1.3	Map corruption hotspots in REDD+ areas and the forestry sector.	200,000
		1.4	Conduct public perception surveys in these hotspots to enhance anti-corruption prevention and advocacy activities in REDD+ and other areas.	200,000
		1.5	Develop the capacity and awareness of 1) REDD+-specific corruption risks at the national and sub-national levels, 2) the local governance institutions (including indigenous communities and civil society) best suited to dealing with corruption risks, and 3) feasible anti-corruption measures.	250,000
		1.6	Create corruption risk mapping and monitoring tools to develop a knowledge base on national and local REDD+ issues.	200,000
		1.7	Improve the capacity of civil society organizations and local governance institutions to manage investigations, collaborate with national entities, monitor the REDD+ complaints systems, and ensure whistleblower protection.	300,000
		1.8	Establish a REDD+ dialogue forum for civil society actors and government representatives.	100,000
		1.9	Strengthen CSOs/government staff capacity to promote zero tolerance for corruption and launch a media campaign.	250,000
		1.10	Provide legal advisory services to corruption victims and witnesses through a hotline.	150,000
		1.11	Establish local anti-corruption networks and anti-corruption enabling centers to increase public awareness of voices against corruption.	200,000
		1.12	Develop the capacity of media personnel to perform investigative reporting and analysis.	200,000

	Component		Sub-Component	Cost (USD)
		1.13	Develop intensive media advocacy, capacity building, networking, and social accountability promotion tools like public hearings, public audits, citizen score cards, etc.	200,000
Total for Component 1				2,450,000
2	Build the capacity to improve transparency, accountability, and integrity in REDD+ implementation (effective forest governance).	2.1	Develop the capacity of groups, networks, and coalitions from grassroots to mainstream to promote an anti-corruption agenda at the national level.	150,000
		2.2	Build the capacity of REDD+ practitioners.	200,000
		2.3	Deepen the understanding of REDD+ and related corruption risks among national and local institutions.	50,000
		2.4	Develop capacity to disseminate information on REDD+ governance and mechanisms.	200,000
		2.5	Increase public participation and build coalitions that engage civil society organizations in anti-corruption programming and policies.	200,000
		2.6	Foster the awareness and ability to reduce the potential for forest-related corruption at the local level.	250,000
		2.7	Encourage citizen-centered advocacy by educating the public to change values that encourage corrupt practices through transparency, accountability, and the right to information.	150,000
		2.8	Develop and implement “sensitization programs” for law enforcement agencies, the judiciary, politicians, and the public on the role of journalists.	200,000
Total for Component 2				1,400,000
3	Help more citizens/communities access information on anti-corruption initiatives, including transparency, accountability, and due diligence practices in REDD+.	3.1	Develop the capacity to create an enabling environment and an annually updated expenditure monitoring mechanism to ensure the accountability of public funds by the government, CSOs, and development partners.	250,000
		3.2	Sensitize stakeholders like the judiciary, prosecutors, etc. on forest offences.	250,000
		3.3	Support the initiatives of civil society, the media, and investigative journalists to enhance constructive civic engagement in curbing corruption.	200,000
		3.4	Promote whistleblowers by advocating for laws and practices to ensure citizens can report misconduct without fear of reprisals.	250,000
Total for Component 3				9, 50,000
4	Put institutional and stakeholder capacity for REDD+ implementation in place to combat	4.1	Analyze the strengthening requirements of key institutions in the REDD+ management structure, including internal governance, communication, and administration to combat corruption risk.	325,000
		4.2	Undertake a full capacity-building needs assessment for	250,000

	Component	Sub-Component	Cost (USD)	
	corruption risks.	REDD+.		
		4.3	Enhance the ability of local governance systems to counter the risks of REDD+ corruption.	200,000
		4.4	Design a national REDD+ capacity-building action plan to promote transparency, accountability, and forest governance.	200,000
		4.5	Develop a national REDD+ information management system.	200,000
		4.6	Strengthen the capacity and integrity of the prosecutor and police as the frontline investigative agencies for criminal infractions in REDD+.	150,000
		4.7	Develop courses and educational programs on governance and corruption risks in forestry and REDD+ that target university students, local communities, CSOs/NGOs, and officials.	150,000
		4.8	Develop the capacity of the prosecutor to expedite environment-related cases.	150,000
Total for Component 4			1,625,000	
Total Capacity Development Cost			64,25,000	

5 MONITORING, EVALUATION, AND REPORTING FRAMEWORK AND COST

It is proposed that progress on the capacity development plan should be monitored/evaluated:

- Progress should be assessed annually at the same time as it is monitored on the Strategic Plan, in line with the Annual Review.
- Since capacity development is an ongoing process, the indicators for monitoring should respect its incremental nature.

5.1 Monitoring and Evaluation

CDP implementation will be monitored through the following M&E activities:

- a) Program start:** A Program kick-start Workshop will be held within the first two months. This Workshop is crucial to build ownership for the program results and to plan the first year's work implementation. The workshop report is a key reference document and is shared with participants to formalize the various agreements and plans decided.
- b) Quarterly:** Progress will be monitored using a Results-Based Management Framework Platform.
- c) Annually:** An Annual Review/CDP Implementation Report will be prepared to measure the progress made since the program's start and will focus on areas that include, but are not limited to:
 - Progress made toward CDP objectives and outcomes, each with indicators, baseline data, and targets (cumulative);
 - Project outputs delivered per outcome (annual);
 - Lessons learned/good practices;
 - Expenditure reports.
- d) Mid-term:** The CDP will undergo an independent evaluation at the mid-point of implementation. The Mid-Term Evaluation will determine the progress being made toward achieving outcomes and identify course correction if needed. It will focus on the effectiveness, efficiency, and timeliness of project implementation; highlight issues requiring decisions and actions; and present initial lessons learned about program design, implementation, and management. The findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the program.
- e) End-of-program evaluation:** An independent final evaluation will take place three months before the achievement of the medium-term outcomes. This evaluation will focus on the delivery of the CDP's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at the impact and sustainability of the results.
- f) Learning and knowledge sharing:** The results of the program will be disseminated within and beyond the UNDP using appropriate communication tools.

5.2 Risk Analysis

The CDP has been developed based on the CRA findings and on the conclusions of the assessment report, which was prepared with extensive stakeholder consultations at the public, private, CSO, and individual levels. It is assumed that the stakeholders will continue to dedicate their cooperation and support to achieve the CDP outcomes and outputs, which will remain high throughout the period.

The greatest risks, among others, are: 1) resistance to change from key stakeholders that prefer to conduct business as usual due to the sensitive sector and topic, and 2) the inability to effectively coordinate the many agencies that are directly and indirectly involved.

Additional risk analysis is provided in Appendix 2.

5.3 Cross-Cutting Issues

Engagement with Civil Society (And Other Relevant Non-State Stakeholders)

Civil society plays various important roles in anti-corruption activities in Suriname, such as acting as a watchdog. The CDP and NGOs will solicit their active participation and synergies.

Equal Opportunities and Gender Mainstreaming

The equality of men and women will be guaranteed as an integral part of the CDP implementation. It is expected that gender equity will be fully observed in all capacity-building activities. All research projects and analyses will be conducted using gender-sensitive methodologies, and gender will be mainstreamed in all activities related to the implementation of the CDP and action plans.

Minorities and Vulnerable Groups

Minorities, including indigenous and tribal people from the interior, and vulnerable groups are always the first to suffer from the corruption risks associated with REDD+. A reduction in such risks is expected to lead to a general improvement in the socio-economic environment of Suriname, which will be particularly beneficial for these individuals.

The implementation of the CDP will strengthen good governance. Public awareness campaigns will help to empower minorities and vulnerable communities to participate in and contribute to such efforts. This will, in turn, enhance civic responsibility among these groups, which are often marginalised and socially excluded.

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Appendices

Appendix 1: OUTPUT INDICATORS

OUTCOME	BASELINES	INDICATORS	ANNUAL TARGETS	MEANS OF VERIFICATION	DATE(S) OF ASSESSMENT
Enhance the capacity of citizens in Suriname in effectively contribute and participate in processes to promote transparency and accountability in services delivery (REDD+)	According to baseline survey and year	<ul style="list-style-type: none"> • Number of capacity building, structures, systems, tools, rules, regulations, administrative policies and processes developed and established. • Number of mentorship, training and the mentorship strategy developed and implemented. • Number of guidelines, policy, learning portfolios etc. developed and implemented. • Number of resource mobilization study, tools and new partnerships developed and established and resource mobilized. 	According to Annual Plan results matrix	<ul style="list-style-type: none"> • Progress reports • Review reports • Outputs • Baseline survey reports • Others as relevant 	On a quarterly basis or upon completion of activity
Develop a strong network in promoting awareness of corruption risk.	According to baseline survey and year	<ul style="list-style-type: none"> • Number of strategy and monitoring mechanism, partnership with key think-tanks, policy institutes and academic institutions. best practices amongst experts, policymakers, academics and practitioners, knowledge and guidance to enable CSOs, etc. developed. • Number of visibility and communication activities, tools and instruments developed and implemented. • Number of knowledge generation and management system, tools, instruments, forum, networks, established and implemented. 	According to Annual Plan results matrix	<ul style="list-style-type: none"> • Progress reports • Review reports • Outputs • Baseline survey reports • Others as relevant 	On a quarterly basis or upon completion of activity
Increased contribution of CSOs and other actors to mitigating corruption risks in Suriname	According to baseline survey and year	<ul style="list-style-type: none"> • Number of supports to collaborations, training tools, awareness programs initiated. • Number of tools, policies and knowledge, workshops, plan, standards, stakeholder engagement policy, toolkit etc. developed and supported. • Number of advocacy activities. 	According to Annual Plan results matrix	<ul style="list-style-type: none"> • Progress reports • Review reports • Outputs • Baseline survey reports • Others as relevant 	On a quarterly basis or upon completion of activity
Enhance consciousness among citizens		<ul style="list-style-type: none"> • Number of research, advocacy and public awareness, knowledge systems, 			

in driving corruption risk agenda		partnership for resources (private sector).			
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Appendix 2: RISK ANALYSIS

#	DESCRIPTION	TYPE	IMPACT & PROBABILITY	COUNTERMEASURES / MNGT RESPONSE	OWNER
1	Delays in partner's commitment	Strategic	Medium	Partners commitment to work in corruption risk	UNDP/NIMOS
2	Delays in resource mobilization and approval	Strategic	Medium	Timely resolution /agenda for high level approval	UNDP/NIMOS
3	Timely resource mobilization	Strategic	Medium	Timely funding proposal submission	UNDP/NIMOS
4	Bureaucratic challenges in the implementation of work plan	Operational	Medium	Programme staff are able to take forward programme agenda	UNDP/NIMOS