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Back to Office Report
Submitted by: Pierre Yves GUEDEZ
Title: RTA REDD+
Date submitted: 12/12/2014

1. Practice area : REDD+	
2. Mission period (incl. of travel days): 8/12/2014 – 12/12/2014	
3. Type of mission : UNDP-FCPF Inception workshop	4. Clients: NIMOS, SBB, VIDS, VSG,
5. Purpose of mission <ul style="list-style-type: none"> Participate to the inception workshop of UNDP-FCPF project in Suriname, Explore possible solutions to speed up implementation with the counterparts and agree on actions to be taken, responsible and deadlines, Update risk log with CO 	6. Documents, materials, resources <ul style="list-style-type: none"> Agenda of the inception workshop Pwpt delivered.
7. Mission members: Richard Blewitt (RC T&T), Patrick Chesney (UNDP Guyana), PY Guedez	8. Costs

9. Brief summary of the mission

The UNDP-FCPF project document of Suriname has been signed in May 31st 2014 and funds have been transferred to UNDP CO on June. The main activities of the inception phase include: 1) finalization of the organigram of the project, 2) recruitment of the PMU including staffing of NIMOS and SBB, 3) appointment of the members of the project board, 4) finalization of the detailed AWP and procurement plan, 5) induction of the PMU staff and project board members, 5) organisation of the inception workshop, and 7) organisation of the 1st meeting of the Project Board.

Since the signature of the project document, UNDP CO have had very regular and frequent meetings with NIMOS, aiming at speeding up the implementation of these activities. Agreements with clear actions and deadlines have been agreed upon in different opportunities, but never respected, despite all the guidance and support provided by the CO. Several calls have also been organized by the CO to involve the RTA, with limited results. The PTA even raised UNDP's concerns re delays in implementation, in an email sent to NIMOS and to the Cabinet of the President on Nov 4th. No response have been received to date.

The delays in implementing this project have started to generate tensions with the responsible parties (SBB, VIDS, VSG), and the stakeholders and right-holders involved.

The present mission has been organised in this context. The organisation of the inception workshop was aiming at showing some level of activities to the responsible parties and other stakeholders, and discussing with the Cabinet of the President on measures to speed up inception. Mr Blewitt and Mr Chesney participated to this inception workshop. The induction of the PMU and project board members, and the organisation of the 1st project board meeting will have to take place in early 2015.

9.a Findings

- The presentations delivered during the inception workshop allowed the participants to get a better understanding of what is REDD+ and the purpose of the readiness phase. However, their level of understanding on these topics is still insufficient and will request specific capacity building. And projects working at the local level with local, IP and maroons communities, might be contributing to generate false expectations and misunderstandings. A very robust induction week will have to be organized as soon as the PMU is recruited. PMU staff will have to participate, as well as the project board members, the REDD+ assistants and the any other key stakeholder.
- Ms Naarendorp explained that the delay related to the implementation of the project are caused by the transfer of NIMOS from ATM to the Cabinet of the President. The Cabinet is therefore becoming the authority charge of ensuring that issues of environment are managed as a cross/sectorial issues amongst ministries and sectors. This process of transferring NIMOS to CoP started several months ago. A resolution to be signed by 17 ministries should be issued "soon", officialising this transfer. The permanent institutional reshuffling has been identified during the REDD+ scoping mission in April 2012, as one of the main challenges to implement any project in Surinam. This scoping mission itself took place during one of these reshuffling. Originally, CCDA was in charge of REDD+, under the Cabinet of the President. Since the scoping mission, NIMOS has been displaced under ATM; CCDA disappeared and REDD+ has been transferred to NIMOS; which is now being transferred back under CoP, 5

months prior to presidential elections. There is little reason to believe that this tendency of frequent reorganisation will change once a new gvt of coalition is elected in 2015, and it will likely continue to affect the implementation of this present project.

- The level of authority, autonomy and decision power of NIMOS is unclear. This will have to be clarified, probably after the upcoming elections.
- In this context, several mitigation measures have been identified and some of them discussed with NIMOS and CoP. They include i) the modification of the implementation modality (from “transfer of funds” to “support to NIM”) for specific activities to be identified, ii) the involvement of new non gvt entities as sub/contractors or responsible parties; iii) the definition of a very clear organigram, with detailed roles, responsibilities, lines of communication, reporting and decision making, insisting on the need for ensuring a sufficient level of autonomy and flexibility for the PMU to implement the approved AWP; iv) the update of the risk log and mitigation measures. They will have to be discussed and validated during the first meeting of the project board.
- Next steps to speed up the implementation of the project have been discussed and agreed upon, and detailed below.

9.b Results achieved (key outputs)

- Inception workshop organized, with approx 100 participants, mainly IP and marrons representatives. The workshop itself went well and gave place to useful and frank discussions. The tone was constructive. The efforts made by the GoS vis a vis the Marron and indigenous tribes are starting to show results. Trust between stakeholders has increased notably in the last 2-3 years, but remain fragile for obvious reasons. It is important to note the absence of some key ministries and sectors during this inception workshop, which raises the question of convening power of NIMOS, and the interest from these other actors to participate to REDD+ readiness. A report of the inception workshop is going to be prepared and publicly released.
- Next steps have been agreed with NIMOS. They include:
 - Finalization of the organigram of the project, TOR of project staff and recruitment, as soon as the resolution oficializing the transfer of NIMOS to the Cabinet of the President is issued;
 - Preparation of the AWP and procurement plans with NIMOS, SBB, VSG, VIDS,
 - Identification of the outputs that UNDP could lead, to alleviate the workload on NIMOS and contribute to a smooth implementation of the project during the presidential campaign,
 - Appointment of the project board members,
 - Organisation of the project board meeting in January 2015,
 - Organization of the induction week to brief all the persons involved in REDD+: staff of the PMU and project board, Wise project, REDD+ assistants, and other key actors.

10. Key counterparts

SBB, NIMOS, Cabinet of the President

ANNEX 1: SURINAME R-PP INCEPTION WORKSHOP ANNOTATED DRAFT AGENDA 9 AND 10 DECEMBER 2014

DRAFT PROGRAMME Suriname Readiness Preparation Proposal (REDD+) Inception workshop		Datum: Wednesday 10 December 2014	
Venue: Ballroom, Royal Torarica Date: Tuesday 9 December 2014		08.30 u - 09.00 u	Registration
08.30 u - 09.00 u	Registration	09.00 u - 09.35 u	Presentation: Suriname REDD+ Project, NIMOS C. Nelom
09.00 u - 09.05 u	Welcome- MC	09.35 u - 09.45 u	Questions
09.05 u - 09.10u	Suriname National Anthem	09.45 u – 10:20 u	Presentation: Best Practice REDD+ Programme Implementation, UNDP P. Guedez
09.10 u - 09. 20 u	Remarks of the Resident Representative of the United Nations Development Programme (UNDP), Mr. R. Blewitt	10.20 u – 10:30 u	Questions
09.20 u - 09.35 u	Remarks of the Director National Security Office of the President, Mr. M. Linscheer	10.30 u – 10.45 u	Break
09.35 u – 09.50 u	Images of the R-PP and the Journey	10.45 u - 11.20 u	Presentation: REDD+ National Governance Arrangements: the National REDD+ Steering Committee, Office of the President
09.50 u - 10. 05 u	Break	11.20 u – 12:00 u	Panel Discussion
10.05 u - 10.35 u	Presentation: Introduction of REDD+, UNDP P. Guedez	12.00 u - 13.30 u	Lunch
10.35 u - 11.05u	Presentation: Suriname REDD+ Journey, NIMOS C. Nelom	13.30 u – 14:00 u	Presentation: The R-PP project Board, NIMOS C. Nelom
11.05 u- 12.00u	Panel Discussion	14:00 u -14:30 u	Presentation: The Implementing Partner, responsible partners and PMU roles and responsibilities, TBD
12.00 u - 13.30 u	Lunch	14:30 u – 15:00 u	Panel Discussion with Office of the President, NIMOS and UNDP
13.30 u – 16.00	REDD+ Information Sessions Location- Royal Torarica, Banquet Hall Torarica*	15:00	Closure



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Introduction to REDD+

Pierre-Yves GUEDEZ
Paramaribo, Dec 9th 2014

• 1

Definition of REDD+

- A voluntary climate change mitigation mechanism,
- Negotiation under the UNFCCC since 2005,
- Aims at Reducing Emissions of green house gases from Deforestation and forest Degradation, and the role of conservation, sustainable management of forests, and enhancement of forest carbon stocks

• 3

Content

- Definition of REDD+
- Climate Change and Forests
- REDD+ in CC International Agenda
- Guidance, rules and modalities for the REDD+
- REDD+ in Suriname

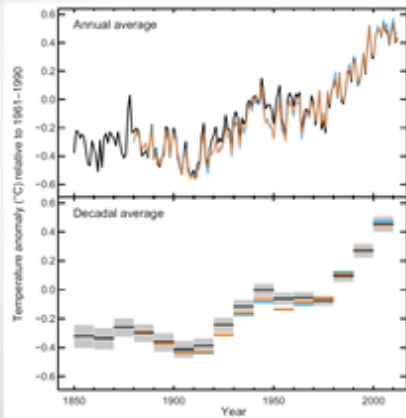
• 2

Climate Change

- Modification of the climate,
- Directly or indirectly caused by human activities,
- Modification of composition of the atmosphere,
- Increase of Green House Gases content,

• 4

CC evidences and impacts



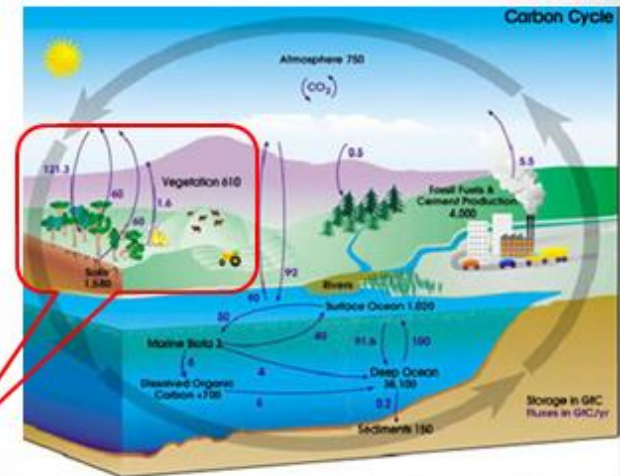
- Extreme Climatic events:
 - More intense
 - More frequent
- Modification of climate patterns
 - Rains, droughts, temperatures, winds...
 - Global level
 - Regional level
 - Local level

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• 5

CC Concepts and C cycle

- Green House Gases
- GHG emissions
- Mitigation
- Adaptation
- Resilience
- Global warming
- Carbon sequestration



• 6

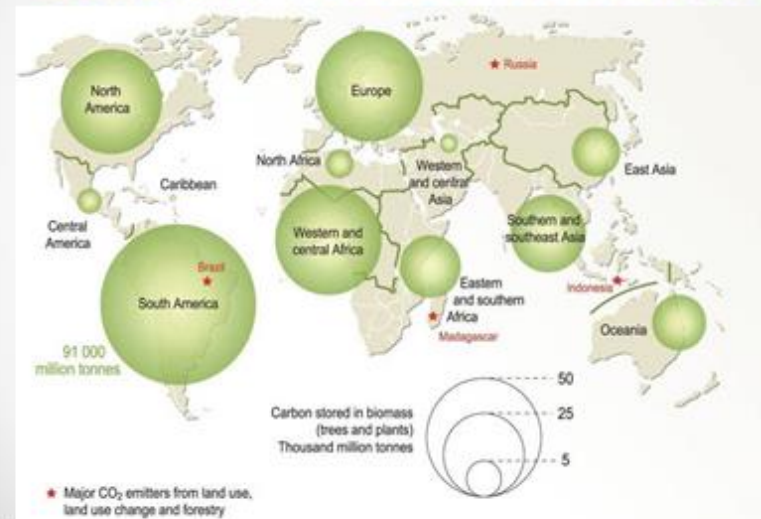
Linkages CC & forests

- Deforestation and forest degradation contributes to GHG emissions.
- When they grow, trees capture CO₂ from the atmosphere.
- Protection of native forests contributes to strengthen the resilience of ecosystems to CC impacts.
- Conservation of forests contributes to mitigate impacts of extreme climate events.

REDD+



Carbon stocks in forests



Source: TNC

• 6

CC and forests, conclusions

- ❖ 2 ways to mitigate CC working with forests:
 - Reducing deforestation and degradation, to reduce CO2 emissions;
 - Increase Carbon sequestration in trees, through restoration of degraded forests, afforestation, reforestation, conservation, sustainable forest management.
- ❖ GHG Emissions caused by deforestation can be reduced by policies and incentives.
- ❖ REDD+ aims at reducing emissions from deforestation, forest degradation, promote carbon conservation and increase carbon sequestration.
- ❖ In addition to contribute to CC mitigation, forests protection also contributes to CC adaptation.

REDD+ in the international agenda

- UNFCCC objective: stabilize GHG concentration in the atmosphere to a level preventing a dangerous anthropogenic interference in the climate system.
- Areas of work of the UNFCCC:
 - GHG national communications
 - CC mitigation
 - CC adaptation
 - transfer of technology
 - Finance

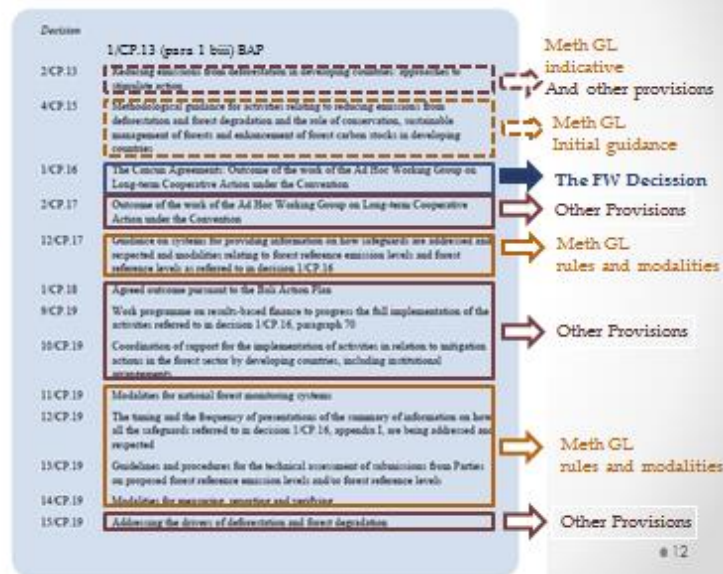
REDD+: a voluntary CC mitigation mechanism

What is REDD+

- 5 eligible "activities": Reducing Emissions from Deforestation and Forest Degradation, and + = the role of conservation, sustainable management of forests and enhancement of forest carbon stocks.
- Scope: National, sub-national as interim measure
- 3 Phases: 1) Readiness, 2) Implementation, 3) Result based actions
- Principles
- 7 Safeguards
- Ex ante finance for readiness or preparation + results-based finance depending on performance
- REDD+ related decisions can be accessed here: <http://unfccc.int/6917>

The "Rulebook"

REDD+ Decisions



The 4 Elements – Cancun Agreement



The Methodological Guidance

Rules and Modalities

[1/CP.16, para 71(c)]
A robust and transparent national forest monitoring system ... with, if appropriate, subnational monitoring and reporting as an interim measure, ... national circumstances, ... decision 4/CP.15, and with any further elaboration of those provisions agreed by the COP

Decision 11/CP.19*
Modalities for national forest monitoring systems
(sub-national NFMS as an interim measure)

NFMS

- The NFMS ... should
- Take into account guidance in **Decision 4/CP.15**
 - Be guided by the most recent IPCC guidance and guidelines, as adopted or encouraged by the Conference of the Parties, as appropriate
 - Provide data and information that are transparent, consistent over time, and are suitable for measuring, reporting and verifying anthropogenic forest-related emissions by sources and removals by sinks, forest carbon stocks, and forest carbon stock and forest-area changes resulting from the implementation REDD+ activities
 - Consistent with guidance on MRV of NAMAs by developing country Parties agreed by the COP
 - Build upon existing systems, as appropriate
 - Enable the assessment of different types of forest in the country, including natural forest, as defined by the Party
 - Be flexible and allow for improvement
 - Reflect, as appropriate, the REDD+ phased approach
- may provide relevant information for national SIS

- ...according to national circumstances and capabilities, robust and transparent NFMS that:
- (i) Use a combination of remote sensing and ground-based forest carbon inventory approaches
 - (ii) Provide estimates that are transparent, consistent, as far as possible accurate, and that reduce uncertainties
 - (iii) Are transparent and their results are available and suitable for review as agreed by COP

Decision 4/CP.15
General methodological guidance pre Cancun Agreements

Encourages the development of guidance for effective engagement of IPs and local communities in monitoring and reporting

The Methodological Guidance

Rules and Modalities

[1/CP.16, para 71(b)]
A national forest reference emission level and/or forest reference level or, if appropriate, as an interim measure, subnational ... in accordance with national circumstances, and with provisions contained in decision 4/CP.15...

Decision 13/CP.19*
Guidelines and procedures for the technical assessment of submissions on proposed FRLs/FRELS

Recognizes that COP in establishing FRLs/FRELS should do so transparently taking into account historic data, and adjust for national circumstances

Decision 4/CP.15

FREL/FRL

FRLs/FRELS
...expressed in tonnes of carbon dioxide equivalent CO₂ eq per year are benchmarks for assessing each country's performance in implementing the REDD+ activities
...shall be established taking into account 4/CP.16, p 7, and maintaining consistency with anthropogenic forest-related greenhouse gas emissions by sources and removals by sinks as contained in each country's GHG inventories
...a step-wise approach to national FRL/FREL development may be useful, enabling Parties to improve FRLs/FRELS by incorporating better data, improved methodologies and, where appropriate, additional pools
...subnational FRLs/FRELS may be elaborated as an interim measure, while transitioning to a national ... update a FRL/FREL periodically as appropriate, taking into account new knowledge, new trends and any modification of scope and methodologies invited for submission of the FRLs/FRELS...

Decision 12/CP.17
Modalities for FRLs/FRELS

...each submission referred to in decision 12/CP.17, p13, (FRL/FREL) shall be subject to a technical assessment
... in accordance with 12/CP.17... on a voluntary basis and when deemed appropriate, submit its FRL/FREL... might be technically assessed in the context of results-based payments
... guidelines and procedures for the technical assessment of submissions – Annex
... secretariat to prepare a synthesis report on the technical assessment process, for consideration by SBSTA after the first year of technical assessments
... invitation to nominate experts to the roster
... invitation to support capacity-building in relation to the development and assessment of FRLs/FRELS, taking into account the work of the OGE on National Communications from Non Annex I Parties

Annex - Guidelines and procedures for the TA of submissions from Parties on proposed FRLs/FRELS
Guidelines for TA: objectives and scope
Procedures for the TA: General procedures, composition of the assessment team and timing

MR Rules and Modalities

Further modalities for V may be needed for market approaches...

NFMS

4/CP.15
11/CP.19

FREL/FRL

12/CP.17
13/CP.19
+ Annex

MR
14/CP.19

There is consistency in methodologies, definitions, comprehensiveness and the information provided between the assessed RL and the results of the implementation of the REDD+ activities
The data and information provided in the technical annex is
- transparent, consistent, complete and accurate
- consistent with the other decisions (4/CP.15 and 12/CP.17) guidelines
The results are accurate, to the extent possible

MR (anthropogenic forest-related emissions and removals, forest carbon stocks, and forest carbon stock and forest-area changes resulting from the implementation of REDD+ activities (per to para 71b.c 1/CP.16: NFMS, FRELs/FRELS), is to be consistent with the methodological guidance in 4/CP.15, and any guidance on the MRV of NAMAs... as agreed by the COP, and in accordance with any future relevant decisions...
... need to develop capacities for MRV
... data and information used ... in the estimation of anthropogenic forest-related emissions by sources and removals by sinks, forest carbon stocks, and forest carbon stock and forest-area changes, as appropriate to REDD+ activities... should be transparent, and consistent over time and with the established FRLs/FRELS in accordance with 1/CP.16, p71b.c and 12/CP.17
... Results expressed in tCO₂ eq
... Improve the data and methodologies used over time, while maintaining consistency with the established FRLs/FRELS
... provided through the BURs, taking into consideration the additional flexibility given to the LDCs and SIDS
... to obtain and receive payments for results-based actions, when submitting the data and information ... through the BURs, to supply a technical annex (2/CP.17, annex, p19)
... voluntary and in the context of result base payments
... data and information provided in the technical annex ... shall be consistent with 4/CP.15 and 12/CP.17 and follow guidelines
... two LULUCF experts to be included in the technical team of experts
... as part of the technical analysis referred to in decision 2/CP.17, annex IV, p4, the technical team of experts shall analyse the extent to which
... Party ... may interact with the technical team of experts (TTE) during the analysis of its technical annex to provide clarifications and additional information... And experts may seek for clarification to the Party as well
... the TTE will develop a report ... to be published in the web...
Containing:
- The technical annex / the technical analysis / areas for technical improvement / any comments and/or responses

The Methodological Guidance

Rules and Modalities

[1/CP.16, para 71(a)]

A system for providing information on how the safeguards referred to in appendix I to this decision are being addressed and respected throughout the implementation of the REDD+ ..., while respecting sovereignty

Timing and frequency

Provided periodically and be included in NCs (12/CP.17)
Summary of information referred to on SGs ... could also be provided, on a voluntary basis, via the web platform on the UNFCCC website

Developing country Parties should start providing the summary of informationafter the start of the implementation of REDD+ activities

Frequency of subsequent presentations of the summary of information should be consistent with the provisions for submissions of national communications from Non Annex I Parties... on a voluntary basis, via the web platform on the UNFCCC website

Pending guidance to ensure transparency, consistency and effectiveness? (requested in 12/CP.17)

Decision 12/CP.17
Modalities
Where and how to provide SG info

SIS
(safeguards)

Decision 12/CP.19*
Modalities
Time and frequency

SIS, taking into account national circumstances and respective capabilities, and recognizing national sovereignty and legislation, and relevant international obligations and agreements, and respecting gender considerations:

- Be consistent with 1/CP.16, a I, para 1
- Provide transparent and consistent information that is accessible by all relevant stakeholders and updated on a regular basis
- Be transparent and flexible to allow for improvements over time
- Provide information on how all of the safeguardsare being addressed and respected;
- Be country-driven and implemented at the national level
- Build upon existing systems, as appropriate

Summary of information to be provided

Include in National Communications or other channels agreed by the COP

Decision 9/CP.19*
most recent summary of information to be provided to receive result base payments

The Methodological Guidance

Rules and Modalities

[1/CP.16, para 71(a)] A national strategy or action plan

p72 ... when developing and implementing their national strategies or action plans, to address, inter alia, the drivers of deforestation and forest degradation, land tenure issues, forest governance issues, gender considerations and the safeguardsensuring the full and effective participation of relevant stakeholders, inter alia indigenous peoples and local communities

p73 ... REDD+ be implemented in phases,(i) the development of national strategies or action plans, policies and measures, and capacity-building,(ii) implementation of national policies and measures and national strategies or action plans that could involve further capacity-building, technology development and transfer and results-based demonstration activities,(iii) results-based actions that should be fully measured, reported and verified

Decision 15/CP.19
Addressing drivers of deforestation and forest degradation
Encourages
...Parties, organizations and the private sector to take action to reduce the drivers of deforestation and forest degradation
...Parties, relevant organizations, and the private sector

National Strategy or Action Plan

Strategy and show

- (a) Contribute to the achievement of the objective set out in Article 2 of the Convention;
- (b) Contribute to the fulfillment of the commitments set out in Article 4, paragraph 3, of the Convention;
- (c) Be country-driven and be considered options available to Parties;
- (d) Be consistent with the objective of environmental integrity and take into account the multiple functions of forests and other ecosystems;
- (e) Be undertaken in accordance with national development priorities, objectives and circumstances and capabilities and should respect sovereignty;
- (f) Be consistent with Parties' national sustainable development needs and goals;
- (g) Be implemented in the context of sustainable development and reducing poverty, while responding to climate change;
- (h) Be consistent with the adaptation needs of the country;
- (i) Be supported by adequate and predictable financial and technology support, including support for capacity-building;
- (j) Be results-based;
- (k) Promote sustainable management of forests;

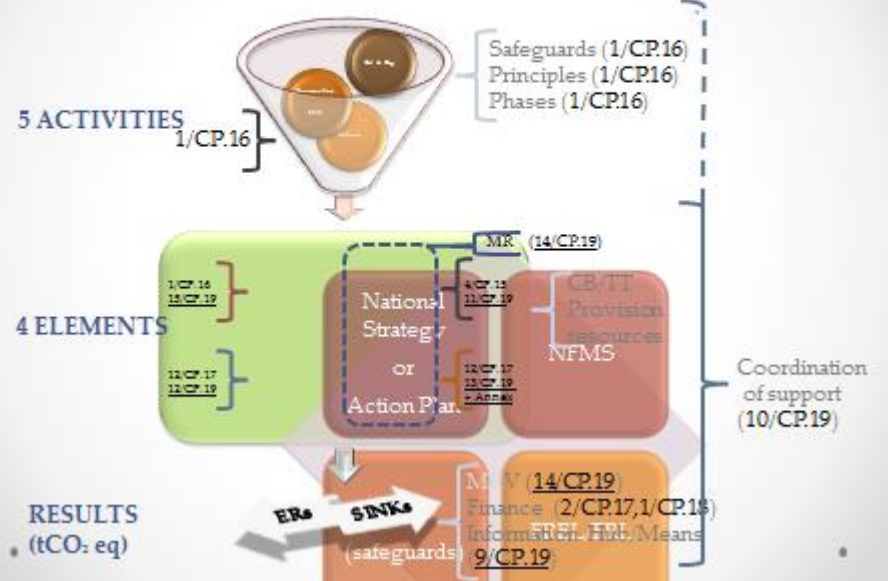
Decision 2/CP.17

...Parties undertaking the results-based actions...., to obtain and receive results-based finance, these actions should be fully MRV and developing ...country Parties should have the elements (1/CP.16, p71)

Promote and support safeguards (para 2)

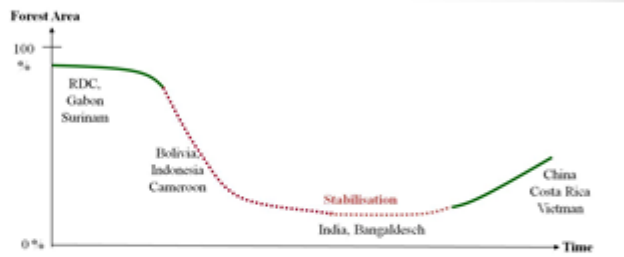
What	UNFCCC Channel	Process	Timing	Information Hub on the REDD+ Platform	Reference
National Strategy (NS) or Action Plan (AP)	None	No further action	When seeking RBP	As appropriate, link to NS or AP	9/CP.19 para 3 & 11
National FREL / FRL	FREL / FRL submission	Technical assessment in context of RBP	When ready (especially when seeking RBP)	FREL/FRL Submission & final assessment report	9/CP.19 para 3 & 11 (b) 13/CP.19
Results in tonnes of CO2eq per year	Technical Annex BUR	Technical assessment in context of RBP	Every two years	Final technical report	9/CP.19 para 3 & 11 (a) & (e) 14/CP.19
Safeguard (SG) Information	National Communication on Web platform	No further action	Approximately every four years	Summary of information on addressing & respecting SG	9/CP.19 para 3 & 11 (c)

REDD+ / UNFCCC



REDD+ in Suriname

As other HFLD countries, Suriname still in the 1st phase of the Forest Transition Curve

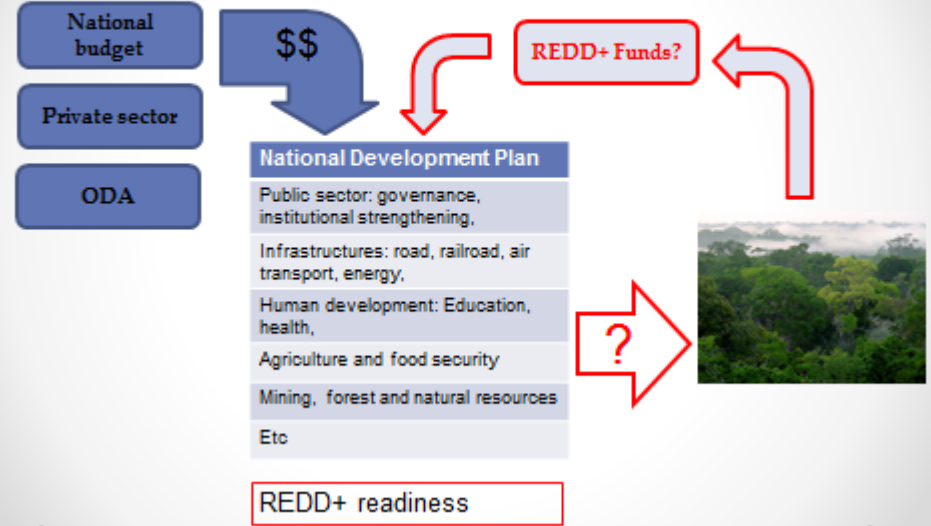


But:

- Need to increase food production,
 - Important mining potential,
- = Growing pressure on forest land from internal & external drivers!

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National Development in Suriname and REDD+?



Lessons learned and best practices related to REDD+ readiness

Pierre-Yves GUEDEZ
Paramaribo, Dec 10th 2014

Content

- Be aware of the challenges
- Be clear on the requirements of the UNFCCC
- Standard UNDP practices for proper project implementation

Be aware of the challenges

1. UNFCCC language and guidance has evolved during negotiations.
2. Some concepts remain deliberately undefined.
3. Some of these concepts can be confusing, highly sensitive, and sometimes controversial in certain country settings.
4. Various interpretations of REDD+ outside the UNFCCC context.
5. REDD+ requirements are complex and not easy to explain.
6. Working at multiple scales (see next slide).
7. REDD+ sometimes perceived as threat rather than opportunity.

3

Be aware of the challenges

6. Challenges of working at multiple scales
 - Information sharing and learning, from “REDD+ projects” at a local level,
 - Channels and conditions for the provision of Result Based Payments will likely be different at different scales,
 - If not carefully placed in context, projects can create undesired outcomes with local stakeholders by raising expectations and conveying incomplete information about what participation in REDD+ entails
 - Preserving the environmental integrity of the national REDD+ accounting by “avoiding double counting”.

4

Understand UNFCCC requirements

1. Manage expectations :
 - Understand what the UNFCCC requires and what not, as well as what is open to interpretation,
 - Have a clear understanding of how activities should be sequenced, and the critical questions to be raised,
 - Take into account national circumstances,
2. Seize the opportunity to gradually build relationships, strengthen dialogue and coordination amongst sectors and actors,
3. Take advantage of the Stepwise, iterative, flexible and learning by doing approach to REDD.
4. Any Result Based Payments mechanism requires a clear and robust methodological framework.

5

National REDD+ strategy or action plan

- REDD+ often perceived as a mere forestry and conservation process.
- Need for a strong political commitment.
- Need for a clear political “justification”, i.e. link with national development objectives and planning processes.
- An iterative, participative, process more than a stand alone, nice and shiny document.
- No clear guidance from the UNFCCC, but some principles.
- The NRS or action plan needs to be coordinated with SIS, FRL and NFMS.

6

FRL/FREL

- Donors distinguish btw most countries and HFLD.
- Issue of “conservation” under the UNFCCC, as one of the 5 eligible activities
- Take into account existing examples:
 - Guyana-Norway,
 - Peru-REM,
 - DRC and Congo-FCPF CF,
- Need to be robust, credible, transparent,
- Issue of adjustment according national circumstances.
- A common approach for HFLD countries regarding “national circumstances”?

7

System of Information on Safeguards

- Need to start from an analysis of the legal and institutional reality, obligations, mechanisms.
- Need to be articulated with the REDD+ policies and measures prioritized by the country.
- Should value inputs from the Social and Environmental Strategic Assessment (SESA) and Social and Environmental Management Framework (ESMF).
- To be reported through National Communications, and a summary to the info hub.
- Multiplication of safeguards instruments.

8

On the issue of Participation

- For the 4 pillars or REDD+
- Based on legal and institutional realities,
- Participation can take many form:
 - a) information,
 - b) capacity building,
 - c) consultation,
 - d) collaboration,
 - e) delegation.
- Limitations: staff , funds, consultation fatigue, time, etc



Stakeholders and rightholders,	Level of participation	On which topic? 1) NRS/SESA/ESMF 2) SIS 3) NFMS 4) REL 5) Otros?	Why?	Expected result?	How?	When?

Standards practices for implementation of UNDP project's

Clear implementation arrangements:

- Organigram of all the project (implementing partner, responsible parties, project board, project management unit, UNDP): roles, responsibilities, expected inputs, lines of communication and reporting, decision making processes,
- Delegation of authority,
- Importance of human resources,

Adaptative management:

- Minor changes vs major changes,
- Need to monitor results, conditions of implementation, opportunities, risks and issues,
- Important to update when needed the result framework

Capacity building

10

Bodies	Roles and responsibilities during implementation of the project only (i.e. not of the all REDD+ readiness process in Suriname)
Implementing Partner	<ul style="list-style-type: none"> Coordinate activities of the project and ensure expected results are achieved. Is the national responsible for the project implementation. Participate to the project board meetings. Provide technical and administrative capacity to implement the project.
Responsible parties	<ul style="list-style-type: none"> Responsible for the implementation of parts of the project, Participate to the meetings of the project board Prepare the annual work plans and procurement plans, in coordination with the project management unit, Prepare the substantive and financial progress reports, in coordination with the project management unit,
Project Management Unit	<ul style="list-style-type: none"> Elaborate annual work plan and procurement plans, Implement annual work plan, Assess and update risks and issues, Comply with requirements of the Common Approach
Project Board	<ul style="list-style-type: none"> Ensure compliance with overall project objectives, Provide overall guidance to the project management unit as well as political support, Revise and approve semi annual and annual reports, Revise and approve annual work plans and procurement plans, Monitor compliance with UNDP's rules and procedures,

FCPF-UNDP Common Approach

Need to ensure compliance with:

1. Disclosure policy of the FCPF,
2. Common UN-REDD and FCPF guidelines on stakeholder engagement and UN-REDD guidelines on FPIC,
3. Social and Environmental Strategic Assessment (SESA) and Social and Environmental Management Framework (ESMF),
4. Grievance and redress mechanism,

UNDP's internal organization

3 offices of UNDP involved (3 Tiers quality process)

- UNDP HQ: has the overall responsibility in front of the FCPF. Delegates to UNDP Suriname the authority to sign the project document and implement the project.
- UNDP Regional: supports UNDP Suriname in implementing the project: technical and political backstopping, relationship with FCPF, liaison with UNDP global, support in specific situations, etc.
- UNDP Suriname: responsible for 1) supervision of the implementation, 2) monitoring and evaluation.

List of key documents to be produced during project implementation

- Inception report,
- Stakeholder participation strategy,
- Mid-year and annual progress reports,
- Update risks and issues management in ATLAS,
- Reports of the project board meetings,
- Annual work plans and procurement plans,
- Social and Environmental Strategic Assessment (SESA) and Social and Environmental Management Framework (ESMF),
- Substantive and budget revisions,
- Annual audits reports,
- Mid term review and final evaluation,
- Management response to the review and evaluation.

