



PROJECT DOCUMENT
Republic of Suriname



Project Title: *GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management*

Project Number:

Implementing Partner: UNDP Suriname

Start Date: January 2020 **End Date:** October 2023

PAC Meeting date: 14 April 2020

Brief Description

Suriname is a country highly vulnerable to climate change. Some main effects include sea level rise and increased storm surges leading to coastal erosion and flooding, combined with decreased rainfall leading to lower river discharge and saltwater intrusion. This has negative effects on coastal ecosystems and communities, has economic consequences and puts the national and local water security at risk. It is therefore vital to improve the country’s capacity for adaptation and resilience to the impacts of climate change.

In response to this challenge, Suriname entered a partnership with the Global Climate Change Alliance (GCCA+), which is an initiative of the European Union (EU) aimed at strengthening vulnerable countries in their efforts to increase capacity to address the effects of climate change. A previous GCCA+ funded project was carried out in Suriname from 2016-2019. The EU has now pledged to finance a second GCCA+ project in Suriname, as guided by the EU Action Document approved in October 2019. The ‘GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management’ receives implementation support and co-funding from the United Nations Development Programme (UNDP), and its implementation plan is elaborated in this Project Document.

The overall objective of this 2nd GCCA+ project in Suriname is to support the country in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive capacity enhancement. The project has two specific objectives/outcomes: 1) Increased resilience of coastal ecosystems and communities in the Nickerie and Coronie districts through gender responsive climate actions; 2) Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM).

Contributing Outcome (UNDAF/CPD, RPD or GPD):

Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place

Indicative Output(s) with gender marker²: GEN2

Output 1.1 Improved regulatory framework, management and capacity for sustainable

document Template

Total resources required:	EUR 5,500,000.00	
Total resources allocated:	UNDP TRAC:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

LIST OF ACRONYMS

AdeKUS	Anton de Kom University of Suriname
ANA	Brazil's National Water Agency
ASL	Amazon Sustainable Landscapes
BGA	Office for Gender Affairs (Ministry of Home Affairs)
CCCCC	Caribbean Community Climate Change Centre
CCEG	Climate Change Expert Group
CEDAW	Convention on the Elimination on All Forms of Discrimination against Women
CELOS	Centre for Agricultural Research in Suriname
CfP	Call for Proposals
CI	Conservation International
COVID-19	Corona Virus Disease 2019
DC	District Commission
DIM	Direct Implementation Modality
DNA	National Parliament
DR	District Council
DRR	Disaster Risk Reduction
EMSAGS	Improving Environmental Management in the Mining Sector of Suriname, with Emphasis on Artisanal and Small-Scale Gold Mining
EnGenDER	Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean
EU	European Union
FPIC	Free, Prior and Informed Consent
GCCA+	Global Climate Change Alliance Plus
GEF	Global Environment Facility
GEN2	Gender Marker 2 (UNDP)
GIS	Geographical Information Systems
GMS	General Management Support (UNDP)
GPGC	Global Public Goods and Challenges
GWP	Global Water Partnership
HDI	Human Development Index
ICZM	Integrated Coastal Zone Management
ISS	implementation support services
ITPs	Indigenous and tribal peoples
IWRM	Integrated Water Resource Management
KabPres CM	Coordination Environment in the Office of the President
KAMPOS	Tribal Peoples' umbrella organization in Suriname
LBB	National Forest Service (Min RGB)
MaFoSur	Mangrove Forum Suriname
MAS	Maritime Authority Suriname
MDS	Meteorological Service Suriname
MECC	Mangrove Educational Centre Coronie
METT	Management Effectiveness Tracking Tool
Min Fin	Ministry of Finance
Min HIT	Ministry of Trade, Industry and Tourism
Min NH	Ministry of Natural Resources
Min OWT&C	Ministry of Public Works Transport & Communication
Min RGB	Ministry of Spatial Planning, Land and Forest Management
Min RO	Ministry of Regional Development
MIP	Multi-annual Indicative Programme

MUMA	Multi-Use Management Area
NAO	National Authorizing Officer
NAP	National Adaptation Plan
NB	Division for Nature Conservation (Min RGB)
NCCR	National Coordination Centre for Disaster Management
NCT	National Coordination Team
NDC	Nationally Determined Contributions
NFMS	National Forest Monitoring System
NGO	Non-Governmental Organization
NIMOS	National Institute for Environment and Development in Suriname
NMA	National Environment Authority
OAI	Office of Audit and Investigations (UNDP)
PAC	Project Approval Committee
PMU	Project Management Unit
PSB	Project Steering Board
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RGB-NB	Nature Conservation Division of the Ministry of RGB
SBAA	Standard Basic Assistance Agreement
SBB	Foundation for Forest Management and Production Control
SCF	Suriname Conservation Foundation
SCPAM	Suriname Coastal Protected Areas Management project
SEA	Sexual Exploitation and Abuse
SH	Sexual Harassment
SHATA	Suriname Hospitality and Tourism Association
SIDS	Small Island Development States
SMIN	Suriname Environmental Information Network
SMNR	Sustainable Management of Natural Resources
SSC/TrC	South-South Cooperation/Triangular Cooperation
STF	Suriname Tourism Foundation
SWM	Suriname Water Supply Company
SWRIS	Suriname Water Resources Information System
TNA	Technology Needs Assessment
UN	United Nations
UNDP	United Nations Development Programme
UNEP-DHI	United Nations Environment's Centre on Water and Environment
UNESCO-IHE	United Nations Educational, Scientific and Cultural Organization's Institute for Water Education
UNFCCC	United Nations Framework Convention on Climate Change
UNMSDF	United Nations Multi-Country Sustainable Development Framework
UNSMS	United Nations Security Management System
VCA	Vulnerability and Capacity Assessment
VIDS	Indigenous peoples' umbrella organization in Suriname
WLA	Hydraulic Research Division (Min OWT&C)
WWF	World Wildlife Fund

DEVELOPMENT CHALLENGE

The Republic of Suriname is located on the north-eastern coast of South America. The country has a total land area of 164,000 km² with a 386 km long coastline and a population of 598,000¹ inhabitants. Suriname can be divided into two main geographic regions: (1) the northern, lowland coastal area covering about 20% of the country's land surface, where approximately 90% of the population lives and where economic activities and infrastructure are concentrated, and (2) the southern "interior" part consisting of sparsely inhabited tropical rainforest and savannas. Because of these characteristics, although not being an island, Suriname is categorized to belong to the group of Small Island Developing States (SIDS) in relation to climate change. The SIDS group of countries are highly vulnerable to the effects of climate change and are therefore priority partners for the European Union's Global Climate Change Alliance (GCCA+) programme², which is the main funding source of this project.

With a Human Development Index (HDI) of 0.720 (2018)³ and position 100 in the HDI ranking of 189 countries, Suriname is classified as an upper middle-income country. Still, Suriname's economy, people's purchasing power and government budgets have been strongly affected by high inflation rates over the past years (55% in 2016), and the levels of poverty and inequality⁴ remain a major concern. Outside of Paramaribo a majority of the population is directly dependent on natural resources for their livelihoods. The communities in the districts of Nickerie and Coronie along the western coast consist mostly of farmers (rice and cattle), fishermen and public servants, with a few indigenous settlements along the rivers upstream. The population in these districts is highly dependent on local natural resources such as fertile soils for agriculture, freshwater for irrigation and ecological balance. The main source of protein is fish, from either the Bigi Pan wetland or other coastal wetlands and the ocean. Farming, fishing and some tourism occurs through family owned operations, with various levels of sustainability. In recent years, coastal communities have at different occasions experienced problems related to the availability of resources they are dependent on for their livelihoods, such as periods of drought that reduced access to fish and made tourism seasons shorter. This brings an emerging perception of a changing climate and vulnerabilities linked to the dependence on ecosystem services.

Regional climate modelling has shown that the following effects of climate change can be expected in Suriname⁵: Increase in mean annual temperature of 4.8°C by 2080; Decreases in rainfall in all seasons; up to 34% decrease in mean annual rainfall by 2080; Likely increase in the frequency and/or magnitude of storm surge in the coastal areas; Predictions about the magnitude of sea level rise vary up to 1.45m by 2100. While these predictions refer to a rather distant point in time, Suriname is already now experiencing negative effects of climate change, with flooding and drought being the main threats. Heavy storm surges are causing coastal erosion and flooding of coastal areas. Sea level rise in combination with low river discharges due to decreasing rainfall (and increased freshwater consumption) is also resulting in progressive salt intrusion land inwards, affecting the quality and access to irrigation and drinking water in coastal areas. Drought affects agriculture and food security and could lead to fires.

It is widely recognized that climate change and biodiversity are interconnected. Biodiversity is affected by climate change, with negative consequences for human well-being. Additionally, the ecosystem services supported by biodiversity makes an important contribution to both climate change mitigation and adaptation. Consequently, conserving and sustainably managing biodiversity and ecosystems is critical to addressing climate change. In Suriname, coastal ecosystems such as mangrove forests and wetlands serve as nurseries for many species and have rich biodiversity. At the same time, they provide natural defence against flooding and coastal erosion and thus protect the coast and its inhabitants against the impacts of climate change. Unfortunately, especially in the western part of the country and in the vicinity of Paramaribo, these ecosystems are threatened and degraded by infrastructure development and other human activities. Biodiversity loss is usually rooted in economic, institutional and social factors, which underpins the importance of maintaining a good balance between conservation of the mangroves and wetlands and the sustainable enjoyment of ecosystem services provided by these areas to coastal communities.

¹ World Bank, July 2018.

² <http://www.gcca.eu>

³ <http://hdr.undp.org/en/data>

⁴ 22.6% overall loss in HDI is due to inequalities; Coefficient of human inequality: 21.8

⁵ Caribsave, 2012

Suriname has established four Multiple Use Management Areas (MUMAs) as a type of protected areas along the coast, in which economic activities are permitted as long as long-term specific protection goals are respected. The Head of the National Forest Service (LBB) under the Ministry of Spatial Planning, Land- and Forest Management (Min RGB) is responsible for managing all protected areas and for handling all matters regarding nature conservation, including law enforcement, while the operational management is entrusted to the Nature Conservation Division (Natuurbeheer, NB) of LBB. Due to structural problems, both LBB and NB lack sufficient resources to carry out their tasks in ways that are needed and desired. Assessments carried out with the protected areas Management Effectiveness Tracking Tool (METT) in 2010 and 2016 show that the management of the MUMAs is generally ineffective due to insufficient public funding, field staff and infrastructure.

In 2019, MUMA Management Plans were developed for three of the four MUMAs, including Bigi Pan and Noord Coronie MUMAs in Nickerie and Coronie districts. Unfortunately, the government has insufficient resources available to ensure proper implementation of these plans. For example, illegal hunting and poaching of protected bird species in the Bigi Pan are ongoing problems that could not be halted due to limited resources for patrolling and law enforcement. The MUMA Management Plan also highlights the need for better monitoring and regulation of fishing and tourism activities. About 60 locals have a license to fish in the Bigi Pan, but the actual number of active fishermen is higher. In the dry season the area accessible for fishing by boat is limited, which concentrates fishing activities in a small area and causes conflict and overfishing. Tour operators also bring tourists to fish in large amounts in the Bigi Pan. Any person with a boat can bring tourists to the MUMA without any entrance fee or control, and the lack of monitoring of tourism activities is a problem. A concern of many stakeholders is that urine and faeces are deposited directly into the water from some of the tourism lodges, with negative impact on the ecosystem. There is an urgent need to identify the carrying capacity of the Bigi Pan and to adapt practices to sustainability both through law enforcement and incentives. Support is needed for local community actors to switch to new models of sustainable entrepreneurship.

When it comes to water resources, the general perception both among the public and policy-makers is that Suriname has an abundance of water available to meet human needs, but in the context of climate change this could change more quickly than expected. With support from the previous GCCA+ Suriname Adaptation project, a detailed Situation Analysis was carried out to assess the level of Integrated Water Resource Management (IWRM) in Suriname. This analysis concluded that water legislation in Suriname is out of date and does not comply with current requirements for IWRM. Problems related to water management have negative consequences for the water security of all districts in the country. In the context of the Sustainable Development Goal (SDG) 6 on Clean water and sanitation, one of the specific targets is: *“By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate”* (SDG 6.5). Due to scattered water responsibility, lack of human capacity, lack of data and monitoring, limited political commitment and enforcement and very limited financing, IWRM cannot be said to be present in Suriname. The global baseline for SDG 6 indicator 6.5.1 from 2018 presents the degree of IWRM implementation worldwide and ranks each country’s efforts on a scale from 0-100. Suriname scored only 15 points overall, placing it in the “low” category in terms of enabling environment, institutions and participation as well as management instruments, and “very low” in terms of available financing for IWRM.⁶ To follow up on the findings of the IWRM Situation Analysis, an Action Plan for IWRM in Suriname was developed in 2019. This plan identifies concrete activities that need to be carried out to improve the enabling environment, legal framework, institutions and capacity, data and knowledge infrastructure and financing for integrated water resources management.

The increased occurrence of extreme weather events due to climate change can be expected to have severe negative economic consequences unless resilience is significantly improved on individual/family level as well as on local, district, national, regional and global levels. If a climate change related disaster would hit the western part of Suriname’s coastal areas, such as flooding of the town Nieuw Nickerie, fire in a dried-out Bigi Pan wetland or sudden lack of water for drinking and irrigation, the capacity to respond in a coordinated effort to reduce the impact is currently very low. Neither local authorities, businesses, service providers or the general public are prepared for a potential disaster, which means that the situation would rapidly turn chaotic and panic/desperation would likely result in worsening the impacts. Women, children, disabled, poor and marginalized people are expected to be hit the hardest in case of such an event, which could result in severe interruption of basic services, damage to critical infrastructure and direct economic loss. There is need for the establishment of early warning systems and disaster risk reduction strategies to avoid catastrophic effects.

⁶ See <http://iwrmdataportal.unepdhi.org/> and <https://www.sdg6monitoring.org/indicator-651/>

Suriname's National Adaptation Plan (2019) identifies the need for climate change adaptation that respects the Surinamese society and culture and reduces gender and social inequities. Suriname's Third National Communication to the UNFCCC currently under development will include a chapter on gender and climate change for the first time, to make available country specific information on how climate change affects women and men differently. In countries with conditions similar to Suriname, and more so in rural areas, vulnerability to climate change is more intense for women since they are often to a higher extent directly dependent on local natural resources and/or agriculture for their livelihood, experience unequal access to resources and decision-making processes and have limited opportunities to pursue entrepreneurship. Socio-cultural norms could limit women from acquiring information and skills necessary to escape or avoid hazards, and limited mobility in rural areas is another factor. Women's responsibility for small children who cannot swim or outrun disasters related to climate change is a risk. There is an urgent need for vulnerability assessments that identify gender-sensitive strategies that respond to such crises for women.

The development challenges described above show that Suriname will need support to reach many of the United Nations Sustainable Development Goals (SDGs). This project will take on the challenge to improve the situation especially related to SDG 13 on Climate Action, SDG 6 on Clean Water and Sanitation (sub-goals 6.4 on sustainable withdrawals of freshwater, 6.5 on implementing integrated water resources management, 6.6 on protecting and restoring water-related ecosystems), SDG 15 on Life on Land (15.1 on sustainable use of ecosystems and their services, 15.5 on reduced degradation of natural habitats and halt biodiversity loss, 15.7 end poaching and trafficking of protected species of flora and fauna), SDG 8 on Decent Work and Economic Growth (8.9 promotion of sustainable tourism that creates jobs and promotes local culture and products, as well as promotion of other alternative livelihoods), SDG 11 on Sustainable Cities and Communities (11.5 reduce loss caused by disasters, including water related disasters, 11.B adopt and implement policies and plans towards climate change adaptation and holistic disaster risk management). The project is also aligned with SDG 5 on Gender Equality and SDG 17 on Partnerships for the Goals.

I. STRATEGY

This project aims to increase the national and local capacity to adapt to (and mitigate) negative effects of climate change in Suriname, with special focus on securing water resources through improved national governance as well as strengthening the adaptation capacities and resilience of coastal communities and ecosystems, targeting the Nickerie and Coronie districts with field-based interventions. The project is fully aligned with national development priorities as well as with the United Nations Sustainable Development Goals (SDGs), the United Nations Multi-Country Sustainable Development Framework (UNMSDF) 2017-2021, UNDP Country Programme Document for Suriname 2017-2021 and the main areas of intervention of the European Union (EU) Multi-annual Indicative Programme (MIP) 2018 – 2020 of the Global Public Goods and Challenges thematic programme (GPGC), under which Global Climate Change Alliance (GCCA+) falls. The GCCA+ works to build climate resilience by mainstreaming climate change into poverty reduction and development efforts, increasing resilience to climate-related stresses and shocks including by promoting disaster-risk reduction, and supporting the creation and implementation of concrete adaptation and mitigation strategies, plans and actions.

Suriname's climate strategy is described in the Nationally Determined Contributions (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC), which seeks to outline a cost-effective pathway to decarbonization of sustainable economic development, maintaining the integrity of natural forest acting as a carbon sink, and strengthening resilience so as to enable adaptation and mitigation action. The NDC is fully aligned with national policies, priorities and goals and refers to the 2019 National Adaptation Plan (NAP) as a central building block. The NAP sets strategic adaptation priorities at the national level and aims at integration and mainstreaming of adaptation issues into policies, programmes, activities and development planning processes and strategies, across multiple sectors and levels. It defines eight guiding principles that are underlying all Suriname's climate-related policy positions: 1) Manage risk, build resilience and explore opportunities, 2) Legislate, 3) Equitable participation, 4) Educate and train, 5) Inform and report, 6) Commit resources to goals, 7) Partner with private sector and prioritize technology, 8) Science and research-based decision making. The project's strategic approach is to support the government in its climate change

adaptation efforts by aligning interventions with each of these guiding principles, as will be described in forthcoming sections of this project document.

Additionally, the Government of Suriname releases a national development plan every 5 years, in response to Article 40 of the Constitution. The strategic design of this project has been guided by the 2017-2021 Policy Development Plan, which emphasizes that sea level rise as a result of climate change makes it necessary for Suriname to pay even more attention to the coastal and riverbank protection, and states that *“Emphasis will be placed on a sustainable coastal protection and optimal water management. Conserving the estuarine coastal strip enjoys high priority, as the natural vegetation essentially contributes to the protection of the coast”*.

Furthermore, this project builds upon the results achieved and lessons learnt from the previous GCCA+ funded project carried out in Suriname 2016-2019, which was designed to contribute to the reduction of Suriname’s vulnerability to the negative effects of climate change by enhancing local capacity to cope with these negative effects and to develop adequate solutions. Among others, the previous project contributed to the development of a National Mangrove Strategy, supported the updating of three MUMA Management Plans and the development of an Integrated Water Resource Management (IWRM) Situation Analysis and Action Plan. All these documents identify strategically important actions that need to be taken in the coming years, and the present project will make it possible to support some of this to happen.

The project aims to remove barriers to resilience in coastal ecosystems and to promote climate compatible water resources management. This will be done by enhancing knowledge and capacities for Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM), on national level and in the districts of Nickerie and Coronie. Governmental actors will be strengthened in the ability to meet their mandates on these topics effectively, and local communities will be empowered to contribute to the sustainable development agenda through sustainable use of coastal ecosystem services. The project implies a social impact of improved well-being of coastal communities in project intervention sites, as well as an environmental impact of improved management of coastal ecosystems and water resources, leading to climate change adaptation and increased resilience.

The Theory of Change that underlies the project strategy is visualized in Figure 1. It states that:

- when data, research results, information and knowledge resources are available on water resources, mangrove, hydrology, dynamics and climate change impacts on local ecosystems, and:
- when awareness and education is carried out to ensure that policy-makers, ecosystem users and the general public understand development challenges related to these research results, and:
- when the environmental, social and economic benefits of ecosystem services are clear, and:
- when an enabling environment of policies and incentives exists, and:
- when actions are effectively implemented to achieve equitable and participatory management of coastal ecosystems and better governance of water resources, and:
- when other actions are implemented to achieve the sustainable use of coastal ecosystems through gender responsive sustainable entrepreneurship, nature tourism and improved value chains in Nickerie and Coronie districts, and:
- when coastal populations are prepared to respond in a coordinated manner to potential disasters due to natural or health hazards, such as flooding, caused by climate change, then:
- the mutually supportive conservation and sustainable livelihood benefits will be delivered in the short term, and:
- if this is sustained in time, with effective regional collaboration in the long term, then:
- the capacity to adapt to climate change will be improved, globally and nationally significant biodiversity will be conserved, resilience and sustainable livelihoods of local communities will be sustained, and the negative impact of climate change related disasters will be reduced.



Figure 1. Theory of Change

II. RESULTS AND PARTNERSHIPS

Expected Results

The project's overall objective is "Support Suriname towards inclusive and sustainable solutions to the main effects of climate change." . The project will be contributing towards the provision of information for

strengthening awareness and institutional governance in support of integrated water resource management, sustainable use and conservation of coastal ecosystems.

The work towards this objective and the desired results will be organized through two interlinked components, which correspond with the outcomes presented in the Theory of Change in Figure 1. Each component includes three outputs which together will lead to the outcome. The planned interventions will be carried out through activities, identified through stakeholder consultations and document review considered best suited to achieve the results in line with the strategy. The rationale, content and expected results of each component/outcome, output and related activities are explained in more detail below. Progress towards these results will be tracked throughout the duration of this project with the indicators included in the Results Framework in section IV.

Component 1 / Outcome 1: Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts against the threat of sea level rise

This component focuses on reducing the vulnerability and increasing resilience to climate change through improved management and sustainable livelihood activities in coastal ecosystems. Knowledge about the relations between climate change, effects of sea level rise on mangroves other coastal ecosystems and communities will be increased on the national level through research carried out under this outcome. Specific attention will be given to the increase of gender equality in the districts of Nickerie and Coronie, through local community involvement in climate change related disaster risk reduction, including extreme weather events, salt water intrusion, health risks, sustainable entrepreneurship and other gender responsive climate actions.

The three outputs under Component 1 are:

- Improved regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystems
- Improved knowledge on the Surinamese mangroves and on the effects of climate change on the coastal ecosystem and wider coastal area
- Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions.

Output 1.1 Improved regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystems

This output aims to improve the use of mangroves and coastal ecosystems in line with sustainable development, by improving the regulatory framework on both national and district level, and by implementing awareness and capacity-building activities that target both women and men in Nickerie and Coronie. Actions aim to increase gender equality while developing climate compatible livelihood options.

The output will be reached through the following planned activities:

1.1.1	Support management of Multi-Use Management Areas (MUMAs), in line with the Bigi Pan and Noord Coronie MUMA Management Plans 2019 (including operational structure and financial support)
1.1.2	Support development of enabling regulations for the conservation, sustainable use and management of mangrove ecosystems in line with the National Mangrove Strategy and Environmental Law
1.1.3	Strengthen educational and awareness programmes on coastal ecosystems linked to climate action aimed at groups that employ economical activities in mangrove ecosystems and the general public (including women/men/youth)
1.1.4	Improve value-chains for sustainable economic development in Nickerie and Coronie coastal ecosystems, by supporting gender responsive entrepreneurship including in the nature tourism sector

Activity 1.1.1: The regulatory framework for nature management in coastal areas will be improved. This activity will be focused on providing resources for enabling the implementation of the MUMA Management Plans (2019). The project will provide operational support to improve management of the Bigi Pan MUMA, in ways that are fully streamlined with the current government process to design the management structure. Operational support for the execution of policies and measures on the ground will include the provision of equipment, small infrastructure (such as a control station to enter Bigi Pan) and tools for field controls.

Activity 1.1.2: The project will pursue the update and revision of regulations under the Forest Management Act.(1992).The National Mangrove Strategy (2019) highlights the need to ensure mangrove conservation by updating the Forest Management Act (1992) article 14 in order to prohibit or restrict the felling of mangroves, and to designate mangroves as protected forest or special protected forest by updating article 5. The Foundation for Forest Management and Production Control (SBB) is in charge of enforcing the Forest Management Act and will play a key role in the process of reviewing and updating it. Synergies will be sought by streamlining the process with other ongoing initiatives, such as the GEF-7 project on Amazon Sustainable Landscapes (ASL), which aims to strengthen the management of other protected areas in Suriname and also includes an activity to support the review and possible update of the Forest Management Act.

Activity 1.1.3: In terms of awareness, the project will support the process of utilizing options for mangrove conservation as indicated in the mangrove strategy. Understanding of the importance, buy-in and participation of the local community in coastal ecosystem conservation will be achieved through awareness activities. The project will develop awareness material on threats and value of coastal ecosystems. Through the previous GCCA+ project, the Mangrove Educational Centre Coronie (MECC) was renovated and community members received mangrove education training for improved communication with the public. The present project will build further upon these results and also provide implementation support to the education unit of the RGB-NB in Nickerie. Education and awareness programmes will be targeting different audiences including the general public, children and youth and specific groups that are using the ecosystems, to enhance their understanding and skills on how to switch to more sustainable practices.

Activity 1.1.4: This activity focuses on capacity building for improved value chains related to the use of mangrove and coastal ecosystems. Efforts will start with carrying out a gender responsive analysis of value chain potential, followed by group-centred training and capacity building for entrepreneurs. A central aspect is the provision of direct support for improved sustainable entrepreneurship, including through individual grants enabling entrepreneurs (including at least 50% women) to pursue promising ideas and plans in nature tourism and other areas, such as bee-keeping, which is one of the few sustainable ways to use mangrove. Coordination and cooperation between stakeholders will be supported for sustainable gender responsive entrepreneurship. Based on research results from output 1.2 regarding carrying capacity of the MUMA, small non-intrusive tourism infrastructure may be developed in the Bigi Pan, such as watchtowers and walking trails for nature tourism, and opportunities/market places to sell local goods and souvenirs to tourists. Cost-benefit analysis and promotional links will be made for added value and economies of scale.

Output 1.2 Improved knowledge on the Surinamese mangroves and on the effects of climate change on the coastal ecosystem and wider coastal area

This research centred output will support different types of research to be carried out, which will improve the understanding of coastal ecosystem dynamics in the context of climate change. This includes both hydrological research and mangrove monitoring.

Planned activities:

1.2.1	Improve and expand Mangrove Biodiversity Monitoring System to include field work, remote sensing and capacity building
1.2.2	Improve hydrological monitoring of coastal ecosystems (including capacity strengthening of professionals in hydrological monitoring)
1.2.3	Improve understanding of coastal ecosystems dynamics by integrating research results from 1.2.1 and 1.2.2, leading to proposed measures for climate action

Activity 1.2.1: The Mangrove Biodiversity Monitoring System that was set up in Suriname's first GCCA+ project, will be expanded and improved through additional monitoring with GIS/remote sensing and on the ground. The monitoring system will be expanded with additional sampling units in damaged and intact mangrove areas along the coast, so that comparative studies can be conducted between degraded mangrove areas in Nickerie and Coronie and pristine intact mangrove areas in other districts. Ecosystem health indicators for soil, water and vegetation will be determined and monitored to increase the knowledge on the health of the mangrove ecosystems. To detect changes over time, the existing permanent sampling plots that were first measured in 2019 will be remeasured towards the end of the project. More parameters will be included for measurement to broaden the understanding of diverse aspects of the complex mangrove ecosystems, such as additional parameters on flora (mangrove species and other vegetation), fauna (aquatic and terrestrial key indicator species), soil and water quality (heavy metals and nutrients in soil and possibly water, and standard water quality parameters like pH, salinity, turbidity, conductivity, biochemical oxygen demand). Social interactions with the mangrove ecosystem will be recorded. The activity includes capacity building that will be necessary for national partners to carry out the field measurements, data processing and remote sensing, including human resources and equipment. The improved knowledge on mangrove ecosystems will be used to formulate recommendations on how to improve the management of mangrove ecosystems in order to better combat and mitigate the effects of climate change in the coastal zone.

Activity 1.2.2: Through the previous GCCA+ project in Suriname, hydrological and meteorological measurement stations were purchased and installed. There is now automatic daily data transmission for at least 10 hydrological and 6 meteorological network stations established to complement the national hydrometric and meteorological network. Through this activity, the collection and analysis of hydrological and meteorological data will be further increased on a national scale, including through the instalment of new instruments and the addition of more parameters for measurement and monitoring. Importantly the equipment will also be maintained, repaired and upgraded as needed to keep a good quality. The Meteorological Service and the Hydraulic Research Division of the Ministry of Public Works Transport & Communication will need support to ensure this maintenance. The project will finance transportation costs and acquire spare parts when necessary. A long-term strategy for continued hydrological and meteorological monitoring will be worked out with partners. In the scope of the project, hydrological monitoring will be carried out with focus on the Nickerie and Coronie coastal area, including in the sea. Historical data that was digitized through the previous GCCA+ project will be analysed for useful research results. Capacity in hydrological monitoring in coastal ecosystems will be strengthened both in terms of institutional capacity, human resources, expertise and equipment. Purchase, upgrade, maintenance and installation of new or existing meteorological and hydrological network equipment will be done. Vandalism which was experienced in one station during the first phase of the project, will be addressed through local awareness raising and installation measures to prevent future incidences.

Activity 1.2.3: Research results generated through this output should provide better understanding on the existing stocks of mangrove and coastal biodiversity, the dynamics of hydrological conditions based on climate change impacts, the biophysical conditions as well as the human uses and social influences on ecosystem dynamics. Research should be carried out in relation to the needs expressed in the Management Plans for Bigi Pan and Noord Coronie MUMAs (2019). The results of the mangrove biodiversity monitoring and hydrological monitoring will be integrated, to improve the overall understanding of the integrated dynamics as well as the carrying capacity of the Bigi Pan MUMA. Concretely, the output should also lead to proposed immediate climate actions for conservation of the Bigi Pan and Noord Coronie MUMAs as well as proposed management measures in terms of economic and social use of these MUMAs.

Output 1.3 Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions

This output tackles the prognosis that climate change will have negative effects in Suriname such as sea level rise, increase in mean annual temperature, decrease in rainfall in all seasons, possible droughts and fires, and increase in the frequency and/or magnitude of storm surge in the coastal areas. The future impacts of these changes in climate need to be anticipated and translated into concrete adaptation measures and gender responsive climate actions.

Planned activities:

1.3.1	Increase capacity of communities and local authorities in planning and preparation of adaptive management for immediate gender responsive climate action based on research results
1.3.2	Develop participatory early warning system for climate change impacts for Nickerie and Coronie Districts
1.3.3	Increase capacity of communities and local authorities in implementation of social inclusive Disaster Risk Reduction (DRR) for Nickerie and Coronie

Activity 1.3.1: In the districts of Nickerie and Coronie, interactive information sharing sessions will be held with District Councils and District Commissions to improve their understanding of how climate change may have different effects the population depending on gender roles , and increase the capacity to integrate climate change related research results and actions in the annual District Development Plans. Local CBO's and NGO's who are active in addressing issues related to climate change, sustainable development; gender equity and environment, will be motivated to enter into partnership with the project.

The output is targeting the districts of Nickerie and Coronie on the western coast of Suriname with specific field interventions, with the aim that lessons learnt from the output may possibly be used for scaling up efforts in other districts in a future/separate project.

Activity 1.3.2: When extreme weather events occur rapidly and unexpectedly, disasters can hit with drastic consequences. Underlying gender inequalities, specific to each area are compounded by increasingly intense and frequently experienced climate change and disaster risk within Caribbean societies. The UNDP together with participating countries, regional and local partners is implementing the EnGenDER project in the Caribbean region, which aims to ensure that climate change and disaster risk reduction actions are better informed by an analysis of gender inequalities, and decisions are taken to ensure that inequalities are alleviated rather than exacerbated and that minimum standards are being met in doing so. It will also analyse and prioritise the needs of the most vulnerable with respect to sector-based climate change adaptation and mitigation, including increasing their resilience in key livelihood sectors. As mentioned on page 17 under section Partnerships, in Suriname, there will be collaborative execution of activities with the EnGenDER project.

If known in time when and how natural hazards will hit, preparations can be made to reduce the negative impacts. An early warning system will be established to enhance the preparedness of decision-makers and the public for climate-related natural hazards. This needs to have not only a sound scientific and technical basis, but also a strong focus on the people exposed to risk. A systems approach will be applied that incorporates all of the relevant factors in that risk, whether arising from the natural hazards or social vulnerabilities based on gender roles and inequities, and from short-term or long-term processes. To be effective and complete, an early warning system needs to comprise four interacting elements: risk knowledge; monitoring and warning service; dissemination and communication; and response capability. While this set of four elements appears to have a logical sequence, each element actually has direct two-way linkages and interactions with each of the other elements. South-south exchanges will be used to learn from countries with existing Disaster Risk Reduction strategies and early warning systems, while regional or international disaster organisations may be mobilized to support the efforts.

Activity 1.3.3: At the outbreak or occurrence of a climate change related disaster that hit human settlements and may be life threatening, it is imperative that authorities and other actors respond rapidly and in a coordinated manner to reduce the negative impacts of the emergency. Based on gender analysis the project will collaborate with local and national authorities to enhance gender-responsive and inclusive disaster planning and resilient recovery approaches and solutions for disaster response and recovery. In collaboration with the National Coordination Centre for Disaster Management (NCCR), the District Commissions in Nickerie and Coronie have developed a framework for disaster risk planning on how to act in such events, but there is still need for detailed responsibilities to be assigned and practiced for different scenarios. Training, systems development and strengthening for gender responsive and inclusive disaster planning, response and recovery provided to local agencies in Nickerie and Coronie. Through this activity, disaster simulations or drills will be carried out to improve the readiness and coordination through practical exercises. It is proposed to start on multiple levels with local communities, the District Commissions, private sector and civil society organizations from the beginning of the disaster risk reduction exercise. This approach will ensure more involvement and ownership, guaranteeing the success of the early warning system at the end of the project. Simulations will be participatory, inclusive, and gender responsive, including women, men, youth, indigenous, marginalized, people with disabilities and other community members, reaching at least 80% of the total population in Nickerie and Coronie.

Component 2 / Outcome 2: Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM)

This component aims to ensure that water resources and coastal ecosystems in Suriname are managed with good governance for sustainable development and resilience to climate change. The first two outputs focus on improving the national governance and management of water resources, in terms of strengthening the regulatory framework, human resources, institutional capacity and coordination for Integrated Water Resource Management (IWRM). The final output makes use of research results about IWRM and ICZM generated through other outputs, integrating this knowledge to encourage informed decision-making in order to support Suriname's climate change adaptation.

The three outputs under Component 2 are:

- Strengthened regulatory framework for IWRM
- Strengthened institutional capacity and coordination for IWRM in Suriname
- Improved knowledge base of policy-makers for integrating latest research insights and up-to-date data.

Output 2.1 Strengthened regulatory framework for Integrated Water Resource Management (IWRM)

Since water related legislation in Suriname is out of date and does not cover identified needs for IWRM⁷, this output aims to support the government's efforts to improve the regulatory framework for IWRM, in line with the IWRM Action Plan (2019). This includes legal analysis of potential improvements for IWRM, actions that facilitate development of provisions for technical improvements for IWRM (background documents, policy documents, advocacy, communication) and other technical assistance as required by the government to support policy development.

Planned activities:

2.1.1	Assess and monitor current uses of surface water (incl. area and water quality) with the objective to determine proposed water quality standards
2.1.2	Review and provide recommendations to improve existing regulatory framework on water management in light of Integrated Water Resource Management (IWRM) requirements

Activity 2.1.1: According to the IWRM Situation Analysis (2019), some shortcomings in the current legislation include the lack of regulation on the use of surface water, the lack of formulation of benefits and obligations of water users, lack of control mechanisms, and unclear division of responsibilities and governance. Clearly defined priorities for addressing shortcomings through this project include facilitation of an assessment of current surface water resources and conditions in different sectors and geographical areas. The project will also support the development of water quality standards for surface water in relation to different sectors and geographical areas for endorsement by the Government.

Activity 2.1.2: After a long process, an Environmental Framework Law was adopted by the National Assembly of Suriname in March 2020. This had to happen before the Government would move forward to discuss and adopt other environmental laws, including legislation related to management of water resources. The project will closely monitor any new developments in relation to the regulatory framework for water governance. Depending on political priorities for moving forward, the project will offer support on relevant topics related to a strengthened regulatory framework for water resource management. This may include the development of draft legislation on surface water and policy documents such as sectoral strategies for water governance, as well as streamlining of national policies with IWRM.

⁷ IWRM Situation Analysis 2019

Output 2.2 Strengthened institutional capacity and coordination for Integrated Water Resource Management (IWRM) in Suriname

This output is aligned with the needs identified in the IWRM Action Plan regarding institutions and capacity for IWRM, focusing on coordinating procedures and processes of public entities involved in water management, as well as their capacity in terms of material support and the numbers and qualifications of personnel.

Planned activities:

2.2.1	Support actions and process leading to coordination of Integrated Water Resource Management (IWRM)
2.2.2	Capacity strengthening of water professionals in Suriname, in line with the Integrated Water Resource Management (IWRM) Action Plan
2.2.3	Facilitate international collaboration and south-south exchanges to improve Integrated Water Resource Management (IWRM)

Activity 2.2.1: Several governmental agencies and institutions are involved in the protection and monitoring of water resources in Suriname, but more coordination is needed for optimal IWRM. The IWRM Situation Analysis describes that there is currently fragmentation, sometimes duplication of efforts, and inefficiency in the water sector. The Ministry of Natural Resources (Min NH) is currently in charge of the overall coordination of water resources management, but there is no specific unit or department within the Ministry focusing solely on water. The Ministry advocates the need for better coordination and the project will support these efforts by providing financial and technical assistance to support institutional strengthening for IWRM.

Activity 2.2.2: Regardless of which model will be implemented for improved national water governance and IWRM, it is imperative to build up and strengthen the pool of water professionals in Suriname. The IWRM Situation Analysis and Action Plan (2019) include many suggestions on how this could be done. With the mentioned IWRM documents as the starting point, capacity assessments will be carried out in more depth and a gap analysis will be made in relation to the operational plan. This will lead to customized on-the-job capacity development programmes as well as the development of a detailed curriculum for an IWRM vocational education programme. A capacity strengthening plan will be developed in the first year of the project and thereafter implemented in collaboration with existing institutes. Academia, government, private sector and civil society actors will be involved in providing content for a multi-perspective approach. Options will be explored such as building a pool of trainers, organizing internships, establishing partnerships and raising funds for long-term solutions.

Activity 2.2.3: South-south and triangular cooperation provides opportunities to learn from more advanced countries on how to strengthen IWRM in Suriname. Through the project, exchanges will be carried out with a water coordination body or water authority in another country (for example Brazil's National Water Agency ANA), or other national/regional water management institution abroad. In line with the SDG requirement for IWRM, transboundary collaborations on shared waters will be initiated with Guyana and French Guiana. Collaboration with global water organizations (e.g. Global Water Partnership) will also be strengthened.

Output 2.3 Improved knowledge base of policy-makers for integrating latest research insights and up-to-date data

This last output will ensure that research results and insights generated through the activities under other outputs are used to improve IWRM and ICZM in practice. The focus is to improve the ways in which policy-makers can access, understand and use research results in policy making processes. Media outlets are also targeted since policy-makers can be reached and influenced through the media, and since the public awareness and opinions contribute to the enabling environment for improved policy-making on IWRM and ICZM. Data will be made transparently available to both policy-makers and the public through interconnected data sharing platforms.

Planned activities:

2.3.1	Strengthen data sharing platforms and develop knowledge materials for awareness raising in Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM): support translation of data and research results to information targeted at expert and non-expert audiences
2.3.2	Execute robust awareness programmes on Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) for policy makers and media

Activity 2.3.1: Through this activity, research findings from other outputs that are presented in technical and scientific reports will be translated to more accessible formats, such as infographics and summaries for policy makers. Knowledge materials will make it easy to understand the current challenges and needs related to ICZM and IWRM so that this information can be used for informed decision-making. The activity is aligned with the goal in the IWRM Action Plan to develop knowledge and tools to support effective policy making for IWRM, and the same will be done for ICZM. This activity will also make IWRM and ICZM data and information transparently available to everyone who needs them, including expert and non-expert actors, policy-makers, institutes and the general public. This will be done in line with the recognized need in the IWRM Action Plan for a centralized data platform, gradually transferring into a centralized knowledge centre for sharing data and information within the country. The project will provide data on IWRM and ICZM generated through other outputs to existing data sharing platforms such as the Suriname Water Resources Information System (SWRIS) and the National Land Monitoring System (gonini.org). These and other platforms will be interconnected under the umbrella Suriname Environmental Information Network (SMIN) currently being developed by NIMOS, and the project will support these efforts. Progress will be indicated by the number of institutes contributing data to platforms and the number of visitors online.

Activity 2.3.2: Awareness programmes will be implemented for selected groups of policy-makers such as the National Parliament (DNA) and ministries. The aim is that research insights will be translated into policy decisions, regulations and enforcement for better management in line with the Sustainable Development Goals. Innovative and participatory awareness and education activities will be held to communicate project interventions and results. One aspect of this is to build capacity of media outlets so that they can help reporting about IWRM and ICZM in scientifically correct, constructive and informative ways.

Resources Required to Achieve the Expected Results

The total cost of the project amounts to Euro 5,500,000, with 5 million from the European Union's GCCA+ initiative and 500,000 co-funding from the UNDP.

The implementation of the above described interventions will require a dedicated project management team; which will be based in the UNDP Country Office in Paramaribo. The country office will also oversee the quality of results and the effective implementation of the project, in line with UNDP regulations and rules.

Dedicated technical support will be available on the ground in Nieuw Nickerie, with the purpose to ensure smooth preparation, implementation and follow-up of activities in the districts of Nickerie and Coronie, where many field interventions involving participation of local community members will take place. The previous GCCA+ project identified the strategic day-to-day presence in targeted districts as desired. This is part of a decentralized implementation structure contributing to the strengthening of local capacities.

Both international and local consultants will be engaged to contribute technical expertise to specific activities. The choice will be made for local consultants when possible. International consultants will only be engaged when the required capacity is not available in-country. The recommendation made in the terminal evaluation of the previous GCCA+ project in Suriname will be followed, namely that when working with international consultants, a national counterpart is fundamental.

The largest foreseeable purchases of goods relate to equipment, furniture, materials and goods, including the supply of equipment for hydrological and meteorological monitoring. Travel will be needed both domestically, regionally and globally for south-south/triangular cooperation and other international exchanges to strengthen skills, improve results and share experiences with strategic partners.

Partnerships

The results of the project will be successfully and sustainably achieved through collaboration with key partners. The strategy for partnerships will build on the approach and lessons learnt from the GCCA+ global programme and the previous GCCA+ project in Suriname. All activities will be implemented in partnership with officially mandated institutions and the various partnerships will consist of multiple stakeholders. Many actors will simultaneously be partners in implementation and beneficiaries of institutional support, in the sense that the project will support them in assuming their official mandates and tasks.

On national level, the Coordination Environment in the Office of the President (KabPres CM)⁸ is crucial in streamlining project activities and outcomes with the national adaptation needs and challenges. The Ministry of Natural Resources (Min NH) is key partner for component 2 due to their leading role on water resources and preparations for IWRM. The Ministry of Spatial Planning, Land- and Forest Management (Min RGB) will be important to coordinate the efforts for improved ICZM, while the local authorities (District Commissioners and District Councils) in Nickerie and Coronie will be key in ensuring the resilience of the local coastal communities against the effects of climate change. For sustainable economic development of the local communities of Nickerie and Coronie and the MUMAs, partnerships with the private sector and Ministry of Trade, Industry and Tourism (Min HI&T), indigenous and tribal peoples (ITPs) organizations and Bureau Gender will be important.

Academia and governmental institutes officially mandated to generate data and information are significant partners for data collection and knowledge products. Academic partners include among others the Anton de Kom University of Suriname (AdeKUS) and research institutions linked to the university, such as the Centre for Agricultural Research in Suriname (CELOS). Governmental data generating partners include among others the Foundation for Forest Management and Production Control (SBB), the Hydraulic Research Division (WLA) and the Meteorological Service Suriname (MDS).

Collaboration with civil society and other partners like Conservation International-Suriname (CI), the World Wildlife Fund-Guianas (WWF), the Suriname Conservation Foundation (SCF) and the Water Forum Suriname will be leveraged to streamline conservation efforts in the coastal ecosystems and to promote IWRM. Also, it is assumed that civil society partners can play a key role in supporting the production and dissemination of knowledge products.

International technical partners which Suriname is a member of or have a link with, such as the Global Water Partnership (GWP) and the Caribbean Community Climate Change Centre (CCCCC) will be engaged to provide technical assistance as well as experiences in the implementation of activities. Bilateral collaboration on specific topics included in this project will be established for South-South Cooperation.

Synergies and partnerships will be established with other projects and programmes that are ongoing in parallel to the GCCA+ project, as appropriate. This concerns environmental projects coordinated by the UNDP or other developing partners and government agencies in Suriname. PMU members will attend workshops/activities and engage in networking with staff of other projects to stay up to date with new developments and needs, so that possible synergies can be identified continuously. Current and planned projects in the area of environment and climate change in Suriname include but are not restricted to the Reducing Emissions from Deforestation and Forest Degradation (REDD+) project, Amazon Sustainable Landscapes (ASL) project, Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER), and Improving Environmental Management in the Mining Sector of Suriname, with Emphasis on Artisanal and Small Scale Gold Mining (EMSAGS).

Suriname is in the process of development of its Third National Communication to the United Nations Framework Convention on Climate Change (UNFCCC). This report will have a chapter focused on adaptation to climate change, where the latest research findings need to be incorporated. It will be important to incorporate results and experiences from the previous and current GCCA+ funded adaptation projects in the Third National Communication, for which a partnership with the coordinating lead authors will be formed.

⁸ Following the adoption of the Environmental Framework Law in March 2020, Coordination Environment and NIMOS will merge into a National Environment Authority (NMA).

Furthermore, the interventions of this project need to be streamlined with the findings of the Technology Needs Assessment (TNA) currently under development, coordinated by the National Institute for Environment and Development in Suriname (NIMOS). Suriname has prioritized the key sectors water, infrastructure and agriculture for adaptation, and energy for mitigation in its TNA and work is now underway to determine which technologies to prioritize for each sector. Synergies can be created by streamlining this project with the TNA results, and experiences from the project can be used to inform the TNA.

Risks and Assumptions

At outcome level the project depends on research-based and informed decision-making related to coastal zone and water resource management. On the output level, the project will have to adapt its level of ambition depending on whether the assumptions listed in the Theory of Change (figure 1 in section II above) are met or not. These assumptions include that the Government will adopt additional Bigi Pan regulations, including a financial mechanism allowing to cover recurrent cost for monitoring and patrolling activities; that actors of destructive and illegal activities in Bigi Pan and surroundings are interested in alternative livelihood options; that increased knowledge and awareness through communication and dissemination efforts will result in a) increased lobbying for sound political decisions and b) preparedness of policymakers to consider scientific arguments when making decisions; and that the Government will adopt implementing provisions and a regulation for the use of surface water.

The Risk Analysis in Appendix 3 provides insights in the risks that may threaten the achievement of results through the strategy chosen by the project. At the time of development of this Project Document, the world is affected by a global pandemic (COVID-19), which causes countries worldwide including Suriname to take unprecedented measures of prevention and mitigation. It is currently too early to get an overview of what possible impacts this can have on the project since it is linked to many uncertainties. Additionally, the fact that national General elections will be held in the project start-up phase is considered a 'high' risk factor, since this could cause a slow start for the project due to a possible high turnover in key government partners as well as government attention focused elsewhere than on the project. To avoid delays in project implementation as far as possible, priority will be given to the appointment of a Project Management Unit (PMU) in an early stage who can do a lot of preparations to facilitate implementation of the project activities, identify new partners and make adjustments as needed.

Many of the risks considered 'substantial' are closely linked to the assumptions described above possibly not being met. One of these risks is that the Government might be reluctant to adopt the required regulation of access to and activities in Bigi Pan and buffer zone due to conflicting interests, lacking capacities or other priorities. The mitigation strategy is an early involvement of the decision-makers on local and national level in the project's support to the development of possible regulations, awareness raising and advocacy, and media attention. When it comes to water resource management, the level of priority the government will put on the adoption of new laws and regulations is unknown. The project will expedite a mid-term review to reorganize and concretize outputs as needed, such as confirming specific support to the implementation of water related laws that may have been adopted by then, or continue to focus on creating provisions such as information gathering and background research for possible future legal improvements.

Another 'substantial' risk is possible conflicts with partners during implementation. This is caused by Suriname being a small country where dealing with partners is mostly related to dealing with individuals, resulting in dependency on personal relationships between partners, project staff and stakeholders. Conflicts could cause delays in project implementation or could lead to the end in partnerships. The mitigation strategy will be to strengthen the capacities, attention and focus of the PMU on relationship management.

Strong fluctuations in exchange rates due to economic instability in Suriname combined with delays in administrative procedures could cause budgeting and procurement challenges for implementation of activities and could cause tension with partners. In the development of the project budget, indicative procurement strategies exchange challenges have been taken into consideration.

Stakeholder Engagement

For stakeholder engagement to be effective, it should be inclusive and therefore it is necessary to determine who the stakeholders are, to understand their needs and expectations for engagement, and their priorities and objectives in relation to the project and its activities. As mentioned in the section on partnerships above, many stakeholders in this project will serve both as partners in implementation and as beneficiaries of institutional support. They will be closely involved and engaged throughout the project and their knowledge and mandates are crucial to make the actions successful. Stakeholders include both government actors, civil society, private sector, academia and others on national as well as local levels.

The table below lists most of the stakeholders with their mandate/role in general and their specific role in this project:

Stakeholder	Mandate / role	Role in this project
National Government Agencies and Parastatal Institutions		
Coordination Environment, Cabinet of the President <i>Will be merged into new National Environment Authority</i>	Responsible for formulation, coordination and implementation of environmental law, policy and conventions	National Environment Authority will be member of Project Steering Board (PSB); important partner for giving direction to the project and identifying synergies
National Institute for Environment and Development (NIMOS) <i>Will be merged into new National Environment Authority</i>	Technical assistance to the Office of the President's Coordination Environment, public awareness	Data provider, research partner, hosting the Suriname Environment Information Network (SMIN)
Ministry of Natural Resources (MinNH)	Responsible for the use of mineral natural resources and water governance	Responsible for coordination and strengthening of Integrated Water Resource Management (IWRM); member of Project Steering Board
Ministry of Public Works Transport & Communication (MinOWT&C): Hydraulic Research Division (WLA)	Responsible for hydrological information, data collection and analysis	Partner for hydrological monitoring and research
Meteorological Service of Suriname (MDS)	Responsible for collection, analysis, and distribution of atmospheric information	Partner for meteorological monitoring and research
Ministry of Spatial Planning, Land and Forest Management (MinRGB)	Division for Nature Conservation (NB): Responsible for nature conservation	Responsible for regulatory framework for MUMA management; local unit of NB in Nickerie/Coronie responsible for patrolling in MUMAs; educational unit; member of Project Steering Board
Ministry of Trade, Industry and Tourism (MinHIT)	Control and promotion of trade, industry and tourism	Support the development of entrepreneurship and nature tourism, through local MinHIT office in Nickerie
Ministry of Finance (MinFin)	Responsible for finance and investment projects in Suriname	National Authorizing Officer (NAO) for EU grant; member of Project Steering Board
Ministry of Home Affairs: Office for Gender Affairs (BGA)	Responsible for national gender policy	Support the project's efforts to work on gender and climate change

Foundation for Forest Management and Production Control (SBB)	Responsible for sustainable forest management, national forest monitoring and production control	Coordinate and implement mangrove monitoring
Maritime Authority Suriname (MAS)	International marine legislation and monitoring	Can contribute data for research
Suriname Water Supply Company (SWM)	Public supplier of potable water	Data provider and contribution to research and education
National Coordination Centre for Emergency (NCCR)	Responsible for disaster response coordination and management	NCCR will contribute to early warning system and disaster risk reduction in Nickerie and Coronie districts
District Commissions (DC) for Nickerie and Coronie	Decentralized government agency with links to their parent Ministry of Regional Development (MinRO)	Member of District Level Committee, guide and support actions in Nickerie and Coronie
District Councils (DR) of Nickerie and Coronie	Body of elected representatives making decisions on districts level	Member of District Level Committee, guide and support actions in Nickerie and Coronie
National Assembly (DNA)	Body of elected representatives making decisions on national level	Policy-makers to be engaged in output 2.3, advance policy for IWRM and ICZM
Research organisations		
Anton de Kom University of Suriname (AdeKUS)	The only university in Suriname, providing education and conducting research	Contribute to research and hydrological monitoring through Faculty of Technology, Department of Infrastructure, SMNR education and research, and others
Center for Agricultural Research in Suriname (CELOS)	Research institute on agriculture, forestry, soil, remote sensing	Contribute to mangrove monitoring in collaboration with SBB
Civil Society / platforms / networks / projects		
Water Forum Suriname	Open platform for people with an affinity for water resources	Data provider, education, communication and public/policy-maker awareness on water issues and IWRM
Mangrove Forum Suriname (MaFoSur)	Open platform for people with an affinity with mangrove	Data provider, education, communication and public/policy-maker awareness on mangroves and ICZM
Climate Change Expert Group (CEEG)	Established in 2013 by Coordination Environment to represent national issues relating to climate change impacts	Provide technical input and contribute with expertise
World Wildlife Fund (WWF) Guianas	Environmental conservation NGO with activities related to water resources and the coast	Data provider, communicating important messages on IWRM and ICZM, public awareness
Conservation International Suriname (CI)	Environmental conservation NGO with activities related to water resources and the coast	Data provider, communicating important messages on IWRM and ICZM, public awareness
Green Heritage Fund Suriname	Environmental conservation NGO with activities related to the coastal zone	Data provider, communicating important messages on IWRM and ICZM, public awareness
Stichting Sari	Women's organization in Nickerie	Partner for implementation of capacity building of women and youth in Nickerie and Coronie

Environmental / climate change projects funded by international donors	Various projects putting in place important results	Project staff to be invited to workshops and networking events, to share information and identify synergies
Indigenous and tribal peoples' organizations		
Indigenous peoples' organization VIDS	Umbrella organization representing the interests of indigenous tribes in Suriname	Raise indigenous interests in IWRM and ICZM, support engagement of indigenous communities in Nickerie and Coronie districts
Tribal peoples' organization KAMPOS	Umbrella organization representing the interests of tribal peoples in Suriname	Raise tribal peoples' interests related to water, IWRM and ICZM
Private Sector Initiatives		
Suriname Tourism Foundation (STF)	Supporting the development of sustainable tourism in Suriname	Data provider, support nature tourism initiatives in Bigi Pan
Suriname Hospitality and Tourism Association (SHATA)	Supporting the development of sustainable tourism in Suriname	Data provider, support nature tourism initiatives in Bigi Pan
Media outlets		
TV stations, radio stations, news media	Keep general public informed about news and developments	Help implement the project's visibility and communication plan, participate in trainings
International donor		
European Union	Providing European climate finance through the Global Climate Change Alliance (GCCA+) initiative	Donor, monitoring progress/auditing, member of Project Steering Board

Many stakeholders are active on the national level and others will be engaged in the project locally in Nickerie and Coronie. Stakeholders in the districts include local government and decentralized government agencies such as the District Commissions (DC) with links to their parent Ministry of Regional Development (MinRO), District Councils (DR) of Nickerie and Coronie, the local office of the Ministry of Trade, Industry and Tourism (MinHIT) in Nickerie, the local unit of the Ministry of Spatial Planning, Land and Forest Management (MinRGB) and the local representation of the National Center for Disaster Coordination (NCCR). In terms of civil society, the women's organisation Stichting Sari in Nickerie will be an important partner for gender responsive climate action (output 1.1 and 1.3).

Coastal communities in Suriname, with emphasis on the population of Nickerie and Coronie Districts, are important participants and beneficiaries of the project. Non-institutional stakeholders will be mobilized and engaged using a gender sensitive approach and communication in local languages when needed. The approach will be tailor made and adjusted for engaging different target groups within the community. Marginalized groups such as people with disabilities will be engaged in accessible ways, and cultural codes will be applied when reaching out to indigenous and tribal peoples. The Social and Environmental Screening in annex highlights the importance of applying the principle of Free, Prior and Informed Consent (FPIC).

This project aligns with Suriname's National Adaptation Plan (NAP) from 2019, including the guiding principles underlying Suriname's climate related policy. One of these policy principles is "Equitable participation", where the Government's approach is to promote and facilitate public participation and to encourage actions that the public can take to address climate change and its effects. The government will create a framework through which early stakeholder involvement and participation can be guided, so that the legitimacy of policy increases by considering the interests of stakeholders and affected parties. The project will operate in support of this principle.

Some of the different methodologies of stakeholder engagement that will be applied through this project are:

- Awareness and outreach: spreading messages through media, social media and face-to-face events

- Education and training: longer term and in-depth informative sessions/courses to build knowledge and skills to work further on issues
- Capacity-building programmes and grants: active investments in transformative activities that participants develop further for jobs/livelihoods
- Practical exercises and field visits: strengthening climate adaptation and resilience by providing hands-on skills and first-hand experiences in practice
- Lobbying and advocacy: influence decision-making by providing useful information on relevant topics in clear and understandable ways
- Guidance for implementation and technical working groups: Project Steering Board, the National Coordination Team, District Level Committee or Technical Committees as relevant (see section VIII on Governance and management arrangements)
- Multi-stakeholder forums in national workshops: presenting the overall project plans and results and collect multiple perspective views on issues, including at least an inception workshop, mid-term and project closing workshop.

Gender

Mainstreaming gender equity and social inclusion is key to ensuring that women, men and youth across stakeholder groups are fully recognized as ecosystem stakeholders and that their vulnerability to climate change related hazards is reduced. The Constitution of Suriname recognizes gender equality as a right. In 1993 Suriname became a party to the Convention on the Elimination on All Forms of Discrimination against Women (CEDAW). Suriname is committed to the United Nations Sustainable Development Goals (SDGs) including SDG 5 on gender equality. In 2019, the Government of Suriname through the Ministry of Home Affairs, Bureau Gender Affairs issued a Gender Plan of Action 2019-2020 and a Gender Vision Policy Document 2021-2035. A gender responsive National Adaptation Plan for Suriname is in preparation.

As stated in section II. Strategy, this project aims to contribute to increased gender equality in the context of climate change adaptation in Suriname. In its inception phase, the project will align and co-support analysis and consultations at national level for the creation of the gender responsive National Adaptation Plan. Four project outputs have gender marker 'GEN2', which in the UNDP system means that they will contribute significantly to gender equality: *Output 1.1 Improved regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystems*; *Output 1.3 Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions*; *Output 2.2 Strengthened institutional capacity and coordination for Integrated Water Resource Management (IWRM) in Suriname*; and *Output 2.3 Improved knowledge base of policymakers for integrating latest research insights and up-to-date data*. The project is designed to ensure that multiple partners and stakeholders continue to work towards improving women's empowerment and gender equality where socio-cultural traditions and practices weigh heavily on the social status of women and girls. Capacity building programmes will be provided for women and youth to ensure that economic benefits are fairly distributed. Training and support in the preparation of business plans will be offered for the involvement of coastal communities including women in sustainable livelihood activities.

A project specific Gender Action Plan will be prepared to guide the realization of the gender related results within the identified outputs and related activities for the districts of Nickerie and Coronie. A senior gender advisor will be engaged part time for the 4 years of the project, co-financed by the project Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER) led by UNDP. This person will provide expertise to ensure that the project is properly contributing to gender equality in practice and that gender concerns and efforts are mainstreamed to advance gender considerations in all activities. The gender advisor will assess strategic project linkages to better determine long term environmental impacts on the quality of lives of women and children and the poor/marginalized in the project areas.

All project staff will follow gender training to better support these efforts throughout implementation. Consultations, decision-making processes, activities and strategies will be undertaken to help ensure that women, men and youth across stakeholder groups are equitably and meaningfully engaged, have their voices considered and can take advantage of and benefit from the project's implementation efforts. This will be

integrated at all levels of implementation planned, including training of the Project Management Unit, the national structures, the subnational structures and all non-governmental partners of the project. The project will be mainstreamed with the National Gender Policy and efforts to advance gender considerations will be made in all activities. The equitable participation of both men and women in implementing policy and interventions will help to ensure the long-term sustainability of climate change adaptation, coastal risk reduction and sustainable use of water resources.

The Government's Gender Plan of Action 2019-2020 includes that a study and gender analysis will be conducted with respect to basic services, microfinancing and other financial services and the accessibility of women and men thereto. Findings from that study may be informative for better designing the support to sustainable entrepreneurship in Nickerie and Coronie. The Gender Plan of Action also includes a priority area of Environment and Climate Change where relevant studies will be produced that this project will review for synergies. One of the outputs led by the Bureau Gender Affairs is that environmental organisations and bodies will be made gender sensitive. The project both needs this training and can contribute to it. Another output of the Gender Plan of Action is that the Community of Nickerie should be better informed about the importance of preserving the swamplands, for which general education in Nickerie on the environment, biodiversity and climate change and the importance of preserving the swamplands is listed as activity. The project is fully streamlined with and will contribute to this action.

The Gender Vision Policy Document 2021-2035 also includes environment and climate change as a priority area with the goal that *"In 2035 all women will be actively involved in decision-making with regard to the environment, biodiversity and climate change at all levels, gender issues and gender perspectives will have been integrated into policy measures and programmes for sustainable development, and the mechanisms at the national level will have been strengthened or set up to take gender-related effects of policy into account"*. The project outcomes will contribute to this long-term goal.

South-South and Triangular Exchange

Information-sharing and exchange of good practices between countries will be incorporated in this project, especially through South-South Collaboration within the Caribbean/South American region, but also beyond. Countries in the region have many characteristics in common with Suriname and their experiences on water management, coastal ecosystem monitoring and conservation, sustainable entrepreneurship, nature tourism and other related topics will be useful for Suriname. Concretely at this point, South-South Cooperation is explicitly integrated in output 1.3 on Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive climate actions and output 2.2 on Strengthened institutional capacity and coordination for Integrated Water Resource Management (IWRM) in Suriname. In output 1.3, the objective of South-South Cooperation is to learn from others and obtain support in establishing a locally appropriate and participatory early warning system for timely alerts and preparation in the case of climate change related natural disasters. In output 2.2, the objective is to build the capacity of water professionals in Suriname and to learn how to achieve improved institutional coordination on IWRM.

A significant number of countries around the world are receiving support from the EU's GCCA+ initiative, many of whom are focusing their projects on climate change adaptation and resilience. The website <https://www.gcca.eu/> includes documentation and lessons learnt from those countries and projects. The Project Management Unit (PMU) will use this website for inspiration and networking. If relevant examples are found, South-South Cooperation may be initiated with other GCCA+ beneficiaries.

The Caribbean Community Climate Change Centre (CCCCC, <https://www.caribbeanclimate.bz/>) coordinates the Caribbean region's response to climate change and is a node for information on climate change issues and adaptation. This is an important network for identifying relevant opportunities for South-South Cooperation that can contribute to strengthened results on topics within the scope of this project.

The Global Water Partnership (GWP, <https://www.gwp.org/>) is a global action network with over 3,000 partner organisations in 179 countries, including Suriname. The network is open to all organisations including government institutions, United Nations agencies, civil society, academia and private sector that are involved in water resource management. The GWP action network provides knowledge and builds capacity to improve water management at all levels. GWP is present in the Caribbean, South America and in other regions around

the world and provides South-South Cooperation opportunities in the context of strengthening Component 2 of this project.

The UNEP-DHI Centre on Water and Environment (<http://www.unepdhi.org/>) is promoting IWRM at national, international and cross-national levels, is supporting climate change resilience through considered water resources development, management and use, is enhancing the management of water in the coastal zone through integrated land and water management, and is developing ecosystems based management of freshwater through a range of approaches and tools. The centre of expertise was established in 2001 and may be an interesting partner for international collaboration.

The UNESCO-IHE Institute for Water Education (<https://www.un-ihe.org/education>) located in Delft in the Netherlands is the largest international graduate water education and research facility in the world. It is the only institution in the UN system that possesses the authorization to grant master's degrees and may be relevant as partner for increasing the IWRM expertise and capacities in Suriname.

Knowledge Products and Visibility

Increased knowledge for integrated coastal zone management and integrated water resources management is an important result of the project. Knowledge products that will be developed through the project include among others:

- Mangrove monitoring and hydrological database
- Knowledge reports on dynamics of coastal ecosystems, climate change, use and management
- Draft decisions/policy recommendations and white papers for policy makers
- Awareness material, educational material and engagement blueprint
- IWRM proposed curriculum for comprehensive capacity building
- Knowledge resources for sustainable entrepreneurship and local nature tourism.

These products and insights will be brought to target groups, such as policy-makers, media, general public and local communities, based on a customized approach. Capacity building and awareness programmes and sessions on ICZM, IWRM and coastal ecosystems of Nickerie and Coronie will be developed, using the knowledge products.

The generated reports, publications, media products, databases and other knowledge products will be shared transparently and free of charge with all stakeholders that are interested, also beyond the end date of the project. Products will be published online and in hard copy and will be disseminated widely. The project will create visibility for knowledge generated and lessons learnt so that others can benefit and build further upon the results.

The Communications Officer in the Project Management Unit (PMU), with input from the project manager, other project staff and partners/stakeholders, will be responsible for the development of a communication and visibility plan for the project (see in annex), which will be implemented to ensure recognition of project results both on national, sub-national and international level. This includes the dissemination of publications, outreach online through project website and own social media channels, as well as outreach through the channels of partners.

The project results will be presented in conferences and other relevant fora both nationally and internationally, such as in the World Water Week that takes place annually in Sweden (<https://www.worldwaterweek.org/>). National diplomats will be encouraged to bring results of the project to United Nations conferences and international/bilateral events on relevant topics, to promote Suriname's contribution to water management, sustainable development in coastal zones and climate change adaptation/resilience.

The global GCCA+ initiative and its related network and website will be used as a forum for sharing knowledge products and increasing the visibility of the project achievements. The contribution of the European Union (EU) to the project results will be highlighted on all printed products to ensure the visibility of the donor.

Sustainability and Scaling Up

This project is designed to achieve results that will last after the period funded by the EU. Some of the tangible benefits will be maintained or increased in the future, including patrolling by the game wardens in the Bigi Pan, hydrological and meteorological monitoring with the new instruments, mangrove monitoring that will be part of the National Forest Monitoring System (NFMS), strengthened national data sharing platforms, education and livelihood opportunities, to name a few. The project will put lasting structures in place such as early warning system in Nickerie and Coronie, which can be replicated in other districts if funding can be mobilized. Several of the project's aspects deserve to be replicated in future initiatives.

In March 2020, the Government of Suriname adopted an Environmental Framework Law, which among others means that an Environmental Fund will be set up. This new fund and other policy instruments will be explored as potential source to sustain investments.

National ownership is ensured by the project being embedded in the broader government strategy to strengthen its climate and water expertise, resources and objectives. When considering the strategy of this project and the fact that it is part of national priorities related to climate change, there is a high probability that the achievements will be replicated and scaled-up where and when needed. The project will make use of relevant national systems in order to strengthen them and increase their visibility and sustainability for future use. Awareness raising and training activities are properly designed and carried out in such ways that they form the basis to continue activities and build further upon outputs produced. National capacities will be strengthened and monitored in ways that can be further advanced beyond the lifetime of the project.

For a country with a small population, it is very important to take every opportunity to train and strengthen the national expertise and knowledge base. The project will work as much as possible with building capacity that will be institutionalized and sustained in the country far beyond the duration of the project. Wherever possible, research and other activities will be implemented by Surinamese institutions and national actors. In cases when consultants are engaged, tasks to increase capacity of and transfer knowledge to national stakeholders will be incorporated in their agreement. The Terminal evaluation report stressed the importance of international consultants to collaborate with national counterparts who have better knowledge of the national context, to increase the chances that results and recommendations are useful. The involvement of national counterparts also strengthens national capacities so that similar activities can be carried out in-country in the future.

The integrated approach taken in the design of the project also supports its sustainability: data and research results generated through various project outputs will be used and made available in accessible formats to multiple stakeholder groups and transparently shared through data sharing platforms as part of Output 2.3. Institutional ownership during this process in the project will add to the sustainability of the data generation and sharing process. In terms of scaling up, lessons learnt from Nickerie and Coronie in Output 1.3 in terms of the early warning system, disaster risk reduction strategies and methodologies for improving the resilience of local communities will be documented. Similar exercises can then be executed in other districts in the future/through other projects.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The EU's Contribution Agreement with the UNDP Country Office in Suriname will facilitate cost efficient and effective implementation of the project through the physical presence of UNDP in the country, its broad institutional network, close relationship with key ministries and its experience in the environment and climate

change sector. The project will be subject to internal quality control mechanisms and in-house oversight under the UN system. In all cases the UNDP Country Office Suriname will maintain responsibility for the execution of transactions according to the EU-UNDP contribution agreement.

The proposed approach is set-up in such a way that the components and actions are interlinked and interdependent. This way, investments are designed to be cost efficient and have impact on multiple outputs. An example is the investments done in data gathering and research. The results of these are linked and will be used as input for at least 3 more outputs (improved management, capacity building and awareness raising, and immediate climate actions).

The systematic use of partnerships with actors on the ground for the implementation of the two components will further increase the likelihood of success, also based on the results of the previous GCCA+ project. Each of the partners focusing on what they know and do best, while continuing to leverage on the institutional capacity the project supports with. Also, the continuation of partnership during this GCCA+ project will reduce the cost and time for procurement and management, which was one of the challenges learnt from the previous GCCA+ project.

To be considered are the multiplier effects, by investing in the development of systems that can be continuously used beyond the project. Examples of these are the investments in enabling environments and conditions for water professionals to be trained. While the project only aims to achieve a handful within the timeframe, the system is set-up to be used. Another example is the investment in systems to systematically train and engage different stakeholders in research-based topics.

Project Management

UNDP Suriname will be responsible for the implementation of this project. This will be done under the Direct Implementation (DIM) modality, where they take on the role of Implementing Partner. This entails the implementation of all activities of the programme, following the UNDP policies and procedure for operation. UNDP has the technical and administrative capacity to assume responsibility for mobilizing and applying effectively the required inputs in order to reach the expected output. This, considering the high levels of expected synergies between this project and current and planned UNDP activities in the area of Environment and Climate Change in Suriname, and its internal capacity and expertise in the mentioned fields. UNDP Suriname has a proven track of successful programmes, especially the previous GCCA+ project, as well as the necessary internal capacity and expertise in the mentioned fields.

UNDP Suriname will be responsible for

- Managing the overall conduct of the project;
- Implementing activities by mobilizing goods and services;
- Checking on progress and plan deviations;
- Ensuring that challenges are controlled and problems addressed;
- Monitoring progress and risks;
- Reporting on progress including measures to address challenges and opportunities.

To support these responsibilities, a Project Office will be established and hosted under the UNDP Suriname management in a separate office building.

The Project Office (Project Management Unit, PMU) will leverage capacities and partner within several entities to implement project components. For Component 1 / Outcome 1 Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts against the threat of sea level rise:, these will be Ministry of Public Works Transport & Communication (Min OWT&C, MDS/WLA), District Commissioners Office Nickerie/Coronie, NCCR, Ministry Trade, Industry and Tourism. For Component 2 / Outcome 2: Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM), these will be Ministry of Public Works Transport & Communication Min OWT&C, MDS/WLA), Ministry RGB, Ministry Natural Resources.

In line with the Financial and Administrative Framework Agreement in force between the EU and UN, the financial transactions and financial statements shall be subject to the internal and external auditing procedures

laid down in the financial regulations, rules and directives of UNDP. Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the EU Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements. The financing of the audit shall be covered by another measure constituting a financing decision

The Project Manager will coordinate the preparation of financial reports with the finance unit of the Country Office. For the follow-up of disbursements against obligations and update records of outstanding obligations, there will be cooperation with the administrative unit. The detailed description of the project office follows underneath, page 39./section VII Governance and Management Arrangements

IV. RESULTS FRAMEWORK

RESULTS CHAIN	INDICATORS	DATA SOURCE	BASELINE	Year	TARGETS (frequency of data collection)				TARGET	DATA COLLECTION METHODS & RISKS	ASSUMPTIONS
					Y 1	Y2	Y3	Y4			
			Value						FINAL		
Impact (Overall Objective): Support Suriname towards inclusive and sustainable solutions to the main effects of climate change	Direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters (SDG 11.5.2)	National reports (Planning Office, National Coordination Centre for Disaster Management (NCCR), Ministry of Public Works, General Bureau of Statistics (ABS))	Information not yet available						5 % reduction in direct economic loss due to damage to critical infrastructure and number of disruptions to basic services attributed to disasters		
	Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage (cultural, natural, mixed and World Heritage Centre designation), level of government (national, regional and local/municipal), type of expenditure (operating expenditure/investment) and type of private funding (donations in kind, private non-profit sector and	National reports (Planning Office, General Bureau of Statistics (ABS))	Information not yet available						5% increase in expenditures per capita spent on the preservation, protection and conservation cultural and natural heritage that can be attributed to interventions of the project.		

	sponsorship) (SDG 11.4.1)												
Outcome 1 / Specific Objective 1: Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts against the threat of sea level rise	1.a. Areas of terrestrial and freshwater ecosystems under a) protection, b) sustainable management with EU support (ha)	National reports on the implementation of the National Biodiversity Strategy and Action Plan (NBSAP)	Zero areas of terrestrial and freshwater ecosystems with EU support							CBD National Report Suriname	PMU will record information when this is made available	Project objectives remain Government priorities	
	1.b. Number of jobs supported/sustained by the EU	Employment statistics of Nickerie and Coronie Districts	Zero jobs supported sustained by the EU with support of this project							PMU will monitor number of jobs supported sustained through support from the project			
Outcome 2 / Specific Objective 2: Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM)	National budget allocated for coordination and coordinated action in the areas of water resource and coastal zone management	National budgets and budgets of donor-supported interventions.	Information not yet available							PMU will gather information on National budgets and budgets of donor-supported interventions		Research data generate to feed research-based and informed decision-making related to coastal zone and water resource management	
	Number of approved political decisions / action plans related to coastal protection and water management incorporating scientific evidence / recommendations from the scientific community	Civil society reports, National Institute for Environment and Development in Suriname (NIMOS) records, media.	National Mangrove Strategy, Integrated Water Resource Management Action Plan, National Determined Contribution 2019,							PMU will monitor number of approved political decisions / action plans related to coastal protection and water management incorporating scientific evidence / recommendations from the scientific community made with support from the project		Economic stability in Suriname facilitates the national budget allocation in thematic areas relevant to the project objectives	
	Percentage of policy-makers targeted with awareness	Project surveys contacted a year following the	Four Policy -makers informed about IWRM, ICZM							30 % of Policy-makers		Decision-makers are willing to take research-based advice and technical recommendations into account when making decisions related to coastal	

	programmes integrating latest research insights and up-to-date data in drafting relevant legislation for Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM).	awareness programmes									zone and water resource management.
Output 1.1: Improved regulatory framework, awareness and capacity for sustainable management and use of mangroves and coastal ecosystems	1.1.a Status of the Forest Management Act revision supported by the project	Project progress and final report	The National Mangrove Strategy (2019) highlights the need to ensure mangrove conservation by updating the Forest Management Act (1992) article 14 in order to prohibit or restrict the felling of mangroves, and to designate mangroves as protected forest or special protected forest by updating article 5	2019		x		x	By end of year two Revision of Forest Management Act drafted	PMU will monitor and record status of new regulations	The Government adopts additional Bigi Pan regulations, including a financial mechanism allowing to cover recurrent cost for monitoring & patrolling activities
	1.1.b Management Effectiveness Tracking Tool (METT) score of the Management Plans of the MUMA's	METT assessment reports done by the project	In the framework of the SCPAM project, the baseline METT score for Bigi Pan was 56 in 2010. In 2016, the METT score for Bigi Pan was 32. At project start, an initial METT assessment will be done for 2020	2020	x			x	METT assessment for Bigi Pan MUMA is done by the end of year 1 to establish the baseline score. By the end of the project, a METT score of at least 56 for Bigi Pan MUMA	PMU will coordinate the METT assessment with RGB (check possible synergies with others using METT)	

	1.1.c Status of regulatory framework for conservation and sustainable use of mangroves established with the support of the project.	DNA website (National Mangrove Strategy); SBB website (Updated Forest Management Act)	National Mangrove Strategy suggests 3 options for actions to improve regulation for sustainable use and conservation of mangroves. The short-term option is the amendment of the Ministerial Order S.B. 2000 no. 42. The medium-term option is the development of a State Order under article 5 of the Forest Management Act	2019		x			Amendment of Forest Management Act drafted by the end of year two Management Structure designed by end of year three	PMU will check with legal experts in case website updates are unclear	
	1.1.d Status of updated educational programme with the support of the project on Mangrove Conservation linked to climate change	Report by RGB-NB; Project reporting	Current educational programme of RGB-NB in Nickerie; Input material produced in previous GCCA+ project	2020		x			Updated educational programme active by year 2	PMU will control how support is used by RGB-NB education unit	
	1.1.e Number of people (engaged in education/ awareness activities about mangrove and coastal ecosystems through project disaggregated by sex, age, location, disability status	Project progress and final report	In GCCA+ previous project, 1000 community members were trained in sustainable mangrove management and resource use	2019				x	At least 30% community members of Nickerie and Coronie including women, men, ITPs, marginalized, disabilities, youth, engaged in education/awareness activities about mangrove and coastal ecosystems by the end of project	PMU will keep track of people engaged and make participants sign in when attending awareness/ education activities	Continued interest among stakeholders for sustainable management and use of mangroves and coastal ecosystems
	1.1.f Number of small/micro enterprises in nature tourism and other areas related to mangrove and coastal ecosystems	Project progress and final report	In GCCA+ previous phase, at least 50 potential local small entrepreneurs trained in sustainable income alternatives. By the	2019				x	At least 10 innovative small businesses developed based on sustainable income alternatives by end of project	PMU will keep track of results in terms of businesses successfully developed by	Actors of destructive and illegal activities in Bigi Pan and surroundings are interested in

	established in the Coronie and Nickerie districts with the support of the project		end of this project, ideally a percentage of these can be guided to the next phase of establishing new businesses							participants in capacity building	alternative livelihood options
	1.1.g Number of people who have benefited from vocational skills development interventions through the project disaggregated by sex, age, type of disability and levels of education	Project progress and final report	None (project not started yet)	2020				x	At least 20 women and 20 men from Nickerie and Coronie actively participated in vocational skills development interventions by end of project	PMU will keep track of people engaged and make participants sign in when attending capacity building activities	
	1.4.h Percentage of small/micro enterprises in nature tourism and other areas related to mangrove and coastal ecosystems established in the Coronie and Nickerie districts with the support of the project that are led by a woman	Project progress and final report	None (project not started yet)					x	At least business developed are led by women	PMU will promote engagement of women led businesses in opportunities for entrepreneurship	
Output 1.2: Improved knowledge on the Surinamese mangroves and on the effects of climate change on the coastal ecosystem and wider coastal area	1.2.a Number of parameter themes added in the Mangrove Biodiversity Monitoring System with the support of the project for measurement in mangrove sampling units to monitor the effects of climate change	Mangrove monitoring manuals (SBB, CELOS)	Check mangrove monitoring reports produced in previous GCCA+ project	2019				x	Mangrove monitoring expanded to include at least 3 more parameter themes (such as aquatic species, water quality, social interactions) by end of project	PMU will request manuals and field reports from SBB/CELOS. PMU will ensure that multiple temporal scales will be reached (remeasurements), to allow for analysis of the data, instead of just collection	Increased knowledge and awareness through communication and dissemination efforts will result in a) increased lobbying for sound political decisions and b) preparedness of policymakers to consider scientific

											arguments when making decisions
	1.2.b Number of parameters added with the support of the project for hydrological measurement to monitor the effects of climate change	Project progress and final report	Hydrological reports from previous GCCA+ project	2019				x	Hydrological monitoring to include at least 3 more parameters (sea level, freshwater flows, infrastructure) by the end of the project	PMU will keep track of parameters added, in close collaboration with supported partners. PMU will ensure that multiple temporal scales will be reached (remeasurements), to allow for analysis of the data, instead of just collection	
	1.2.c Number of research reports produced through the project related to mangroves and the effects of climate change on the coastal ecosystem and wider coastal area	Project reporting, research reports	None (project not started yet)	2020				x	At least 4 research report by the end of project (2 on biophysical conditions, 1 on social interactions (including infrastructure), 1 on integral dynamics)	PMU will keep track of publications	
	1.2.d Degree to which research-based recommendations made through this project for concrete measures are included in Multi Use management Area (MUMA) management plans	Research reports (recommendations chapters)	None (project not started yet)	2020				x	Research-based recommendations to at least 3 research priorities listed in the MUMA management plans covered by the end of the project	PMU will review recommendations in research reports	
Output 1.3: Increased capacity of Nickerie and Coronie districts for effective and immediate gender responsive	1.3.a District Disaster Risk Reduction Plans in Nickerie and Coronie updated and elaborated based and current and emerging risks	Annual District Development Plans for Nickerie and Coronie	Framework District Disaster plan developed by the District Commission in collaboration with NCCR, presented to DNA; Action plans identified in	2019		x	x	x	At least two Regional District Disaster Risk Reduction Strategies updated and elaborated by the end of year 2. At least one climate change induced disaster simulation	PMU will follow up with Districts Commissioner and District Council to access District Development Plans and disaster risk reduction strategies	

climate actions	with the support of the project		framework district disaster plan. Baseline actions for Bigi Pan area listed in Vulnerability assessment (VCA 2019)					done by the end of the project		
	1.3.b Status of participatory early warning systems developed with the support of the project for climate change impact in Nickerie and Coronie districts	Annual reports of partners (NCCR, WLA/MDS, AdeKUS, District Commissioner). Project progress and final reports	Reasonable coverage of hydrometric and meteorological equipment installed (automatic daily data transmission for at least 10 hydrological and 6 meteorological network stations established in previous GCCA+ project to complement the national hydrometric and meteorological network), training in data processing and monitoring. District DRR plans developed for Nickerie and Coronie, awaiting approval from DNA. Main risks identified.	2019		x		x	By the end of year 2, protocols for monitoring and advisories/warnings of main climate change induced risks for Nickerie and Coronie are developed, including communication linkages between monitoring institutes. By the end of the project, protocols for advisories/warnings for main climate change induced risks are implemented and information is accessible for the coastal community of Nickerie and Coronie	PMU will keep track of the creation of early warning systems with project support
	1.3.c Number of District Development Plans for Nickerie and Coronie reviewed annually with the support of the project integrating climate change and disaster risk	District Council meeting notes/project progress reports. District Development Plans of Nickerie and Coronie	In the preparation phase for this GCCA+ project, a meeting was held with the Districts Council of Nickerie. The need for collaboration and consultation on the topic was expressed.	2019		x		x	Climate change and disaster risk reduction measures have been on the agenda of the DRR (District and ressort council of Coronie and Nickerie) at least twice in year 2. By the end of the project, District Development Plans are reviewed and include a section on climate change	PMU will ask support from the District Commission to know what is on the agenda for District Council meetings and preferably access meeting notes and District Development Plans

	reduction considerations								and disaster risk reduction measures		
Output 2.1 Strengthened regulatory framework for Integrated Water Resource Management (IWRM)	2.1.a Number of regulatory documents for IWRM supported by the project	Project final report	None (project not started yet)	2020				x	At least 3 regulatory documents by end of project (related to: surface water legislation; sectoral policy on water governance; streamlining national policies with IWRM)	PMU will keep track of the produced IWRM regulatory documents	The Government adopts other recently developed and proposed laws for the water sector (2019) The Government will adopt the implementing provisions and the regulation for the use of surface water, developed by the action
Output 2.2 Strengthened institutional capacity and coordination for Integrated Water Resource Management (IWRM) in Suriname	2.2.a Status of operational plan development for IWRM coordination with support from the project	Progress reports by Partner MinNH; Project final report	No operational plan on IWRM	2019				x	Operational plan for IWRM coordination by year 3	PMU will follow up on the presence of operational plan for IWRM, with input from MinNH and Water Forum	
	2.2.b Number of water professionals (disaggregated by sex) having their skills strengthened in IWRM capacity building programmes developed with support of the project	Project progress reports	None (project not started yet) * capacity needs assessment is needed	2020	x	x	x	x	By the end of year 1, a capacity needs assessment on IWRM professionals is done. By the end of year 2, curriculum developed. By the end of year 3, 10 professionals (50% women) participated in courses.	PMU will keep track with signed participants lists and certificates of completion	
	2.2.c Number of water professionals (disaggregated by sex) participating in international exchanges for capacity building on	Activity reports of exchanges, Project progress reports	None (project not started yet)	2020				x	By the end of the project, at least 4 international exchanges for capacity building on IWRM (2 with regional/ international water management institutions, 1 global water organization,	PMU will oblige participants in exchanges to submit detailed reports for documentation, and will review and approve those.	

	IWRM with support of the project								at least 1 transboundary exchange)	Exchanges will be based on specific needs to support other outputs of the project. Follow-up on the translation of those lessons learnt will be done	
	2.2.d Number of transboundary collaborations on shared waters initiated and collaborations with global water organizations strengthened with support by the project	IWRM situation analysis 2019 (baseline), Project reporting (target)	No transboundary collaborations on water collaborations supported by the project.	2019		x	x		Establishment of a multi-stakeholder forum for efficient and effective participation in IWRM (including indigenous and tribal peoples and other stakeholder groups): established by year 2, active by year 3	PMU will follow up on the creation of multi-stakeholder forums and participation in IWRM, with input from MinNH and Water Forum	
Output 2.3 Improved knowledge base of policy-makers for integrating latest research insights and up-to-date data	2.3.a a Number of people (disaggregated by sex) reached through the project with awareness raising events in Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM)	Project progress reports, final project report	None (project not started yet)	2020				x	At least 20 policy-makers, 20 media professionals reached	PMU will keep track of number of awareness sessions and make participants sign in	Increased knowledge and awareness through the action's communication and dissemination efforts will result in a) increased lobbying for sound political decisions and b) in preparedness of policy-makers to consider scientific arguments when making decisions
	2.3.b Number of institutes contributing data to Integrated Water Resource Management (IWRM) and Integrated Coastal	SWRIS website, NIMOS for SMIN, Project progress reports, final project report	ABS, Gonini, SWRIS not yet connected with each other	2020				x	At least 5 data generating institutes connected to dynamic and interconnected platforms by the end of the project	PMU will review available data platforms and assess connectivity, with input from stakeholders as needed	

	Zone Management (ICZM)										
	2.3.c Number of knowledge materials for awareness raising in Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) developed with support by the project	Project Progress reports, final project reports	Zero products. Project not started			x		x	At least 4 Knowledge products produced per year during the life of the project	Knowledge products produced in collaboration with partners through coordination and support from the PMU	
	2.3.d Number of visitors to data sharing platforms for Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM)	Project Progress reports, final project reports	None. Project not started					x	At least 500 visitors to data sharing platforms for Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM) registered by the end of the project..	Number of persons will be registered by platform hosts. Information shared with MU	

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress in line with indicators and budget	Progress data against the results indicators in the Results and Resources Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Continuous process, in PMU staff meetings quarterly and presented/	Slower than expected progress will be addressed by project management.	PMU and PSB with input from partners (see 'data source' in Results Framework)	15,000 Euro

		discussed in PSB meetings			
Monitor and Manage Risk (use annex 3 and expand with new risks identified)	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Project management	Partly covered in Mid-Term Evaluation. Other costs 10,000 Euro
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team in a "lessons learnt log" and used to inform management decisions.	PMU	2,500 Euro
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Project management	Covered by PMU operational costs
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	PSB (exercise to be prepared by PMU)	Covered by PMU operational costs
Project Report	Annual progress reports will be presented to the Project Board ,key stakeholders and submitted to the EUD, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. Annual progress reports	Annually, and at the end of the project (final report)	PMU prepares Annual Work Plan, approved by the PSB, where annual targets are included. PMU keeps track of results based on this and prepares presentation for PSB and NCT to judge the performance and propose adjusting actions as needed.	PMU, PSB and NCT	Covered by PMU operational costs
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learnt and discuss opportunities for scaling up and to socialize project results and lessons learnt with relevant audiences.	PSB meetings at least twice per year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	PSB	Covered by PMU operational costs

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UNDP, EU			30 September 2021	PMU, PSC, Responsible Parties in Multi-Year Work Plan	25,000 Euro EU/UNDP

Terminal Evaluation	UNDP, EU			30 September 2023	PMU, PSC, Responsible Parties in Multi-Year Work Plan	25,000 Euro EU/UNDP
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VI. MULTI-YEAR WORK PLAN ⁹¹⁰

Components	Responsible Party	SoF	Sub B/L	Sub B/L Description	Amount Year 1 (EUR)	Amount Year 2 (EUR)	Amount Year 3 (EUR)	Amount Year 4 (EUR)	Total (EUR)	Budget Notes
COMPONENT 1	Ministry of Spatial Planning, Land and Forest Management (Min RGB), Ministry of Public Works Transport & Communication (Min OWT&C, MDS/WLA), SBB, CELOS, District Commissioners Office Nickerie/Coronie, NCCR, Ministry Trade, Industry and Tourism (Min HIT) and UNDP	EU UNDP	71200	International Consultants	20000.00	125000.00	140000.00		285000.00	1a
			71300	Local Consultants	100000.00	135000.00	115000.00	39500.00	389500.00	1b
			71600	Travel	36000.00	82000.00	76000.00	23500.00	217500.00	1c
			72100	Contractual Services-Companies	20000.00	10000.00	20000.00		50000.00	1d
			72200	Equipment and Furniture	327000.00	135000.00			462000.00	1e
			72300	Materials & Goods	59000.00	65000.00	95000.00		219000.00	1f
			72500	Supplies	35000.00	33500.00	36500.00	3500.00	108500.00	1g
			72600	Grants		295000.00	450000.00		745000.00	1h
			72800	Information Technology Equipment	15000.00				15000.00	1i
			73100	Rent	18300.00	20400.00	20400.00	10200.00	69300.00	1j
			73400	Rental & Maintenance of Other Equipment		10000.00	45000.00	8000.00	63000.00	1k
			74200	Audio Visual & Print Prod Costs	27500.00	27500.00	27500.00		82500.00	1l
			74500	Miscellaneous Expenses	14500.00	16000.00	16000.00	3000.00	49500.00	1m

⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁰ Changes to a project budget provided that these are compliant with the general conditions of the cooperation agreement between the UNDP and the EU, affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

			74700	Transport, Shipping and handle	14000.00	5000.00			19000.00	1n
			75700	Training, Workshops and Conferences	51000.00	88000.00	66000.00	14289.72	219289.72	1o
			Sub-total Output 1		737,300.00	1,047,400.00	1,107,400.00	101,989.72	2,994,089.72	
COMPONENT 2	Ministry Natural Resources (Min NH), Ministry of Public Works Transport & Communication (Min OWT&C, MDS/WLA), Ministry RGB, and UNDP	EU UNDP	71200	International Consultants	43000.00	70000.00	20000.00		133000.00	2a
			71300	Local Consultants	55000.00	84000.00	80000.00		219000.00	2b
			71400	Contractual Services - Individual	166800.00	206400.00	206400.00	103200.00	682800.00	2c
			71600	Travel	58600.00	92500.00	75000.00	7500.00	233600.00	2d
			72400	Communication & Audio Visual Equip		2500.00	2500.00		5000.00	2e
			72500	Supplies	10500.00	20500.00	20500.00	1500.00	53000.00	2f
			72800	Information Technology Equipment	10000.00	2500.00	2500.00		15000.00	2g
			73100	Rental & Maintenance-Premises	15300.00	20400.00	20400.00	10200.00	66300.00	2h
			74100	Professional Services		25000.00		25000.00	50000.00	2i
			74200	Audio Visual & Print Prod Costs	40000.00	75000.00	70000.00		185000.00	2j
			74500/77400	Miscellaneous Expenses DPC	15000.00	24000.00	24000.00	8000.00	71000.00	2k
			75700	Training, Workshops and Confer	79500.00	89500.00	124500.00	6000.00	299500.00	2l
			61100/64300	Salary costs Prog Staff	35495.33	39178.50	41332.71	16890.65	132897.19	2m
						Sub-total output 2		529,195.33	751,478.50	687,132.71
PROJECT TOTAL					1,266,495.33	1,798,878.50	1,794,532.71	280,280.37	5,140,186.91	
UNDP PROJECT TOTAL (PROJECT MANAGEMENT; Eligible Indirect Costs GMS 7% of total budget)					88,654.68	125,921.50	125,617.29	19,619.63	359,813.09	
PROJECT TOTAL					1,355,150.01	1,924,800.00	1,920,150.00	299,900.00	5,500,000.00	

Budget Notes	Sub B/L Description	Total (EUR)	Description
COMPONENT 1			
1a	International Consultants	295,000.00	To support the execution throughout the life of the project by development of enabling regulations for the conservation, sustainable use and management of mangrove ecosystems (Act 1.1.2), improvement of Value Chains for sustainable economic development (Act 1.1.4), improvement of hydrological monitoring, quality assurance and analysis (Act 1.2.2) and understanding of coastal ecosystems dynamics (Act. 1.2.3)
1b	Local Consultants	409,500.00	To facilitate the management of the Multi-Use Management Areas (MUMA's), including the development of enabling regulations (Act. 1.1.1 & 1.1.2), strengthen educational and awareness programmes on coastal ecosystems linked to climate action (Act. 1.1.3), improve Value Chains for sustainable economic development (Act 1.1.4), improve mangrove biodiversity monitoring system (Act. 1.2.1), planning and preparation of Disaster Risk Reduction (DRR) activities (Act. 1.3.2 & 1.3.3) and operational support in Nickerie. Under this budget a senior (part time) gender advisor for the 4 years of the project is included which will be co-financed by EnGenDER project.

1c	Travel	237,500.00	Project related travel in Suriname during the 4 years of the project for PMU staff, members of the National Result Coordination Team and Project Steering Board and if required other stakeholders. This budget also includes travel to support the management of MUMA's (Act 1.1.1), execution of Educational and Awareness programmes on coastal ecosystems (Act 1.1.3), installation of hydrological instruments (Act. 1.2.2) and DRR activities (Act. 1.3.2 & 1.3.3)
1d	Contractual Services-Companies	60,000.00	Contracts with companies for support of the operational structure of the Bigi Pan and Noord Coronie MUMA's (Act. 1.1.1)
1e	Equipment and Furniture	462,000.00	The budget is designed to cover tender, purchase, upgrade and installation of new (or existing) meteorological and hydrological network equipment, including vehicles to access existing (and new) meteorological and hydrological network stations that need retrieving and maintaining or upgrading (Act. 1.2.2) as described in output 1.2. Furniture to be purchased based on needs of the beneficiary Ministries and PMU.
1f	Materials & Goods	219,000.00	Materials and goods to be tendered and purchased for the operational structure of the Bigi Pan and Noord Coronie MUMA's (Act 1.1.1), for the educational and awareness programmes on coastal ecosystems linked to climate action (Act. 1.1.3) and to improve mangrove biodiversity monitoring system (Act. 1.2.1).
1g	Supplies	108,500.00	Office Supplies including stationery, publications, prints and electronic media for support of implementation of activities (especially executed by government stakeholders), monitoring and awareness programmes throughout the life of the project under outcome 1
1h	Grants	745,000.00	Budget shall be used over the 4 years as part of the Call for Proposals (CfP) process. This shall be divided accordingly based on the thematic areas as identified in the project document: UNDP links with the GEF ASL2 project is important and the co-finance budget may be used in support of parallel donor project initiatives to help enhance the CfP work (Act 1.1.1 & Act 1.2.1).
1i	Information Technology Equipmt	15,000.00	IT equipment to support the implementation of activities and PMU during the life span of the project
1j	Rent	69,300.00	Rent office space for PMU and Field Unit
1k	Rental & Maint of Other Equip	63,000.00	Maintenance of equipment purchased during the life span of the project and to support the execution of activities (Act. 1.1.1 & 1.2.2)
1l	Audio Visual&Print Prod Costs	82,500.00	Communication and visibility to strengthen educational and awareness programmes (Act. 1.1.3) and the outreach of educational activities throughout the project
1n	Miscellaneous Expenses	49,500.00	Miscellaneous staff cost directly related to project implementation by the country office under direct project cost
1m	Transport, Shipping and handle	19,000.00	Budget for transport, shipping and handling of equipment to be purchased in budget note 1e.
1o	Training, Workshops and Confer	219,289.72	For training purposes over the 4 year period which includes HR capacity building or strengthening within the beneficiary Ministries, DRR activities in Nickerie and Coronie (Act 1.3.2) and Educational programmes (Act 1.1.3)

COMPONENT 2

2a	International Consultants	133,000.00	To facilitate the Integrated Water Resources Management (IWRM) process during the life span of the project (Act. 2.2.1).
2b	Local Consultants	219,000.00	To assist with recommendation for improving existing regulations on water management in light of IWRM requirements (Act. 2.1.2), Awareness raising on IWRM and Integrated Coastal Zone Management (ICZM) including translating services (Act 2.3.1).
2c	Contractual Services - Individ	682,800.00	Costs to cover salaries for the PMU (project manager, project financial/admin officer, two technical officers, commutations officer and project assistant). A Project Management Unit will be set up from the beginning of the project.
2d	Travel	233,600.00	Project related travel in Suriname during the 4 years of the project for PMU staff, members of the National Result Coordination Team and Project Steering Board and if required other stakeholders. This budget also includes travel for assessment and monitoring current uses of surface water (Act. 2.1.1), Capacity strengthening of water professionals in Suriname (Act. 2.2.2), International learning experiences and South-South/Regional collaboration (Act. 2.2.3) and monitoring activities.
2e	Communic & Audio Visual Equip	5,000.00	Equipment to support monitoring and execute activities including awareness material (Act. 2.3.1)

2f	Supplies	53,000.00	Office Supplies including stationery, publications, prints and electronic media for support of implementation of activities (especially executed by government stakeholders), monitoring and awareness programmes throughout the life of the project under outcome 2
2g	Information Technology Equipmt	15,000.00	For institutional support of the beneficiary Ministries for implementation of activities (Act. 2.1.1 & 2.2.1)
2h	Rent	66,300.00	For office space the PMU in Paramaribo and field support personnel Nickerie over the 4 year period
2i	Professional Services	50,000.00	Project Audits and project evaluation missions
2j	Audio Visual&Print Prod Costs	185,000.00	Communication and visibility to strengthen educational and awareness programmes (Act. 2.3.1 & 2.3.2) and the outreach of educational activities throughout the project.
2k	Miscellaneous Expenses DPC	71,000.00	Miscellaneous staff cost directly related to project implementation by the country office under direct project cost
2l	Training, Workshops and Confer	299,500.00	For training purposes over the 4 year period which include HR capacity building or strengthening within the beneficiary Ministries, IWRM professionals in Suriname, International learning experiences including south-south and regional (Act. 2.2.3) and robust IWRM and ICZM awareness programmes (Act. 2.3.2)
2n	Salary costs Nat Prog Staff	72,897.19	UNDP Programme Staff cost providing in-house support services; (HR; Finance) directly related to project implementation by the country office and not captured in the General management Service fee.

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Project Governance

A GCCA+ Project Steering Board (PSB) will be established to oversee the action and to provide overall guidance to the implementation, making decisions related to the budget and Annual Work Plan. The PSB will comprise representatives of the following six institutions:

1. The European Union (EU) Delegation in Suriname (Donor)
2. The Ministry of Finance (MinFin, National Authorising Officer – NAO)
3. The Coordination Environment in the Office of the President (KabPresCM)¹¹
4. The Ministry of Natural Resources (MinNH)
5. The Ministry of Spatial Planning, Land, and Forest Management (MinRGB)
6. The United Nations Development Programme (UNDP) Country Office for Suriname.

PSB meetings will be held at least twice a year, with the possibility to organise additional ad-hoc PSB meetings whenever there is a need or a request from at least two of the members. Observers may be invited to PSB meetings as appropriate. The minimum quorum for PSB meetings is 2/3 of the members, thus four institutions. The convening of meetings will be facilitated by the Project Management Unit (PMU) described below, which serves as the secretariat for the PSB.

Project Management & Project Office Costs

A Project Management Unit (PMU) will be in charge of day-to-day implementation of the project in line with the Project Document and Annual Work Plans as approved by the Project Steering Board (PSB). The PMU will also provide secretariat services to the PSB. The PMU will apply the principle of adaptive management, keeping the project plans up to date with government and stakeholder needs and tap into opportunities for synergies that fit within the scope of the project. Periodic reports on implementation and joint supervision missions will be the key mechanisms of the monitoring process.

The PMU will be composed of a Project Manager, a Communications Officer, two Technical Officers (one for component 1 and one for component 2), one Administration and Grants Officer and one Project Assistant, based in the UNDP Environment Project Office building in Paramaribo. Annex 5 includes the Terms of Reference for these positions. In short, their responsibilities are as follows:

Project Manager: Responsible for the effective and efficient day to day implementation of the project. Will ensure the functioning of the project from beginning to the end, including project inception activities, annual and quarterly planning and reporting, implementation of project activities, project reviews and project closure.

Communication Officer: Responsible for providing support and assistance to the communications and awareness activities and dialogues. Will make documentation and records of the project activities, results and

¹¹ With the adoption of the Environmental Framework Law in March 2020, Coordination Environment and NIMOS will merge and become the National Environment Authority (NMA). When this takes effect, NMA will be member of the PSB.

accomplishments involving the different stakeholders, as well as designing and implementing specific targeted public relations (PR) activities and articles for social media distribution.

Technical Officers: Responsible for providing high quality technical support under guidance of the project manager. Will gather expertise on relevant topics and develop detailed plans for successful implementation of project activities. Will liaise with and support national partners and institutions, engage stakeholders, control and improve the quality of activities in the field, support monitoring and reporting.

Administration and Grants Officer: Responsible for day-to-day financial and administrative activities and dialogues. Will support all financial and internal control concerns of the project, such as budgeting, raising of vouchers, procurement, updating reporting templates, payments as well as ensuring the implementation of financial and internal controls on the project under direct supervision of the Project Manager.

Project Assistant: Supporting the PMU and project staff in the implementation of the project activities and delivery of results, through effective and efficient day to day support with administration and logistics together with partners.

In implementing this Action, there are several categories of costs that are envisaged for the functioning of the Project Office that have been defined in the budget, including:

- Project Management costs
- Administration costs, and
- Project evaluation costs.

The project management costs will include staff functions of the project management unit, in charge of the implementation of the Action. The staff fees will be charged through project costs for the time spent directly attributable to the implementation of the Action.

The project management staff will carry out the following duties:

- Ensure the effective administration of the project, coordinate with government institutions and other partners, ensure the timely delivery of outputs as well as effective financial and activity reporting to the donor.
- Ensure results oriented, effective, efficient and accountable implementation of activities and focusing on achievement of project results specified in the project document, to the required standard of quality and within the specified constraints of time and costs.

The project administration costs will include staff administering the implementation of the project and in that sense carrying out tasks that are directly attributable to the implementation of the Action and office operational costs.

The staff fees will be charged through project costs directly attributable to the implementation of the Action.

The project office administration will carry out the following tasks:

- Conduct procurement procedures, purchases and performing accounting actions in line with the terms and conditions of the Action;
- Manage vouchers and requisitions requests and follow up with the purchase of goods and services;
- Manage administration and implementation of project activities and apply financial management strategies;
- Provide administrative support in preparation of meeting, workshops, seminars, conferences and other events including logistical preparations, travel, preparation of training materials and performing relevant administrative functions;
- Provide support to management of the programme, administration of budgets and functioning of the optimal cost-recovery system;
- Provide transportation services to the project.

Office operational costs shall include several categories of costs that are directly attributable to the implementation of the Action and are necessary for the functioning of the Project Office including:

- Travel and subsistence costs for staff and other persons directly assigned to the operations of the project office;
- Depreciation costs, rental costs – of the project office space in Paramaribo and for support field staff in Nickerie, equipment and assets composing the project office;
- Costs of maintenance and repair contracts specifically awarded for the operations of the project office;
- Costs of consumables and supplies specifically purchased for the operations of the project office;
- Costs of IT and telecommunication services specifically purchased for the operations of the project office;
- Costs of energy and water specifically supplied for the operations of the project office;
- Costs of facility management contracts including security fees and insurance costs specifically awarded for the operations of the project office.

Project evaluation costs have been given as a lumpsum based on the previously incurred costs of the same type on similar projects. The incurred costs shall relate only to the project specific action.

In addition, the project will be supported by a part-time Chief Technical Advisor with senior expertise and track record in management related to improving IWRM / ICZM, who might be present in Paramaribo but could also be involved remotely. Additional support will be mobilized for different angles of the project, such as making use of water expertise within UNDP globally. Cross-cutting issues such as gender and social and environmental safeguards will be addressed through synergies, collaboration and joint efforts with other current and planned projects in the area of Environment and Climate Change in Suriname, including those supported by UNDP. These include but are not limited to the Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER) project, Reducing Emissions from Deforestation and Forest Degradation (REDD+), Amazon Sustainable Landscapes (ASL2) and Improving Environmental Management in the Mining Sector of Suriname, with Emphasis on Artisanal and Small-Scale Gold Mining (EMSAGS).

A National Coordination Team (NCT) will provide the opportunity for engaged stakeholders/partners to contribute regular technical advice that can steer the project on course. The NCT will keep track of the link between project activities and expected results, making use of the indicators in the Results Framework and propose adjustments as needed. In the context of strengthening the sector dialogue and to adhere to national procedures as much as possible, regular technical meetings and an annual joint review will provide for monitoring arrangements. Technical Committees on specific topics may be formed as needed.

A District Level Committee will be chaired by the District Commissioner's Office, including representatives of the Nickerie and Coronie District Councils, local branches of governmental institutions/ministries, private sector representative(s) and local women's organization(s). This committee will provide quality assurance for activities implemented in the district as well as keep the PMU and PSB informed about needs and developments in the districts and request relevant technical support that the project can provide within its scope.

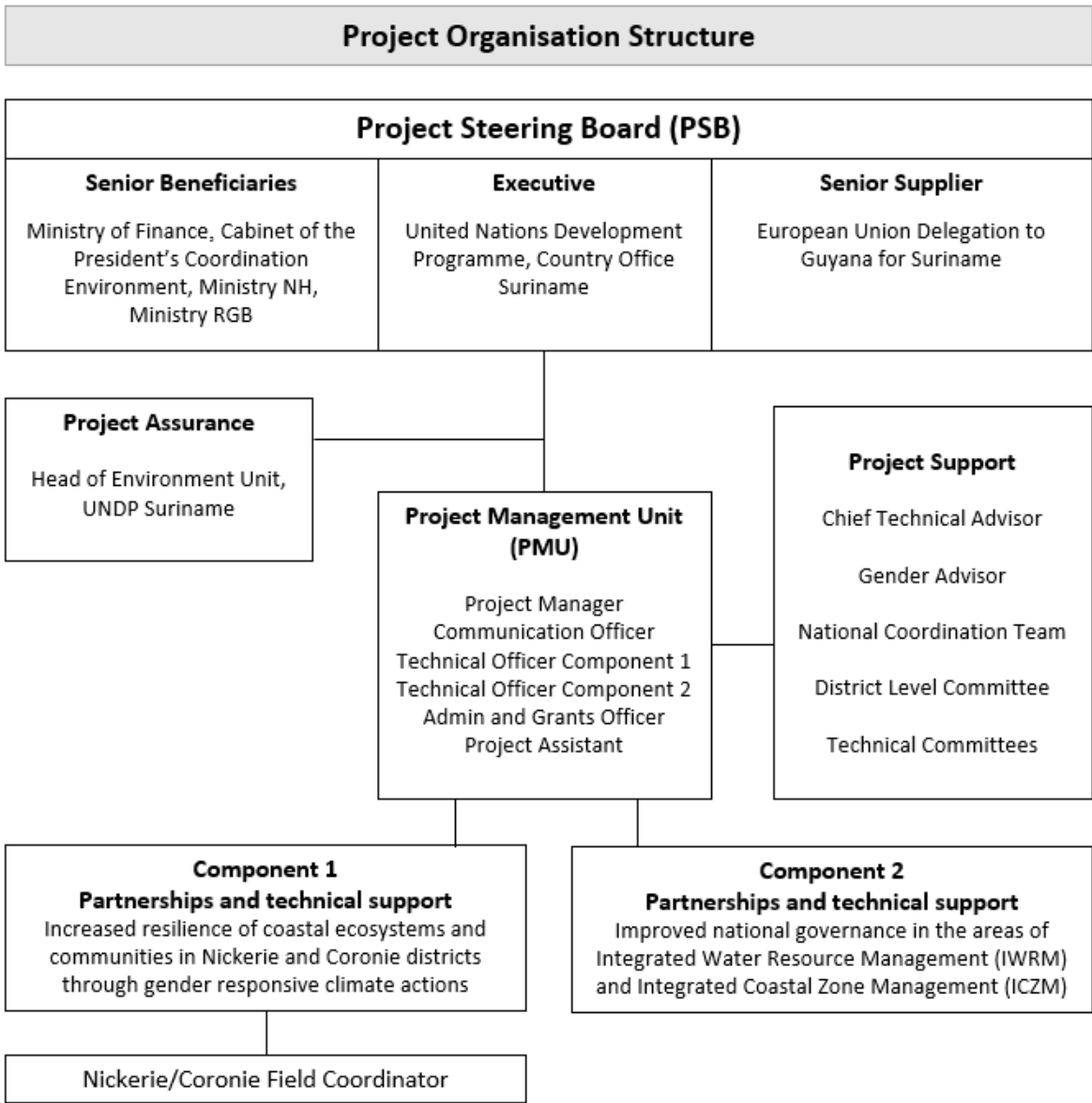


Figure 2. Project Organisation Structure

VIII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Suriname and UNDP, signed in 1994. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

IX. RISK MANAGEMENT

The implementation modality for this project will be UNDP Direct Implementation (DIM), which means that the following will apply:

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹² [UNDP funds received pursuant to the Project Document]¹³ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental

¹² To be used where UNDP is the Implementing Partner

¹³ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
 - d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with article 7 of the general conditions of the contribution agreement with the EU and relevant policies and procedures of UNDP.
 10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

X. APPENDIXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis**
- 4. Draft Communications and Visibility Plan**
- 5. Terms of Reference**

APPENDIX 1: PROJECT QUALITY ASSURANCE REPORT

APPENDIX 2: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

Project Information

Project Information	
1. Project Title	GCCA+ support for Climate Change Adaptation in Suriname – Phase 2
2. Project Number	
3. Location (Global/Region/Country)	Suriname

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project will operate based on the full recognition that coastal communities, including indigenous peoples, women and other marginalized groups, are highly dependent on ecosystem services for their livelihoods, and that these groups are extra vulnerable to the effects of climate change. This climate change adaptation project therefore places a strong focus on engagement of stakeholders, particularly socially marginalized groups. Project implementation will consider the diversity of stakeholders who interact with, or depend on, coastal ecosystems and water resources and reflect their perspectives about rights to use, access, manage and conserve their environment. Project strategies and activities, and their implementation modalities, are guided by socially inclusive and gender responsive approaches. The project will also ensure full access to information related to natural resources and the expected effects of climate change, so that potentially affected stakeholders become fully aware of potential future threats and are given ample opportunities to express their concerns prior to any decisions being made. The project will advise on capacity strengthening programmes for different institutions involved in the management of water resources and coastal ecosystems so as to better align procedures, staff profiles and capacities to the new regulatory framework. Capacity building procedures will include building support for community, government and sectoral stakeholders and Districts/Resorts for effective consultation and participation. This project will focus on making use of local capacity, develop local training programmes specifically tailored for local direct stakeholders (fishermen, tour operators, local game wardens) and involving local organizations in a decentralized and strengthening approach. It shall provide capacity building and awareness training on the value of mangroves to sectors that impact their conservation and sustainable use. Public awareness and ecosystem services education campaigns will be created for vulnerable groups as appropriate including awareness in schools. The project shall explore potential economic alternatives for income-generating measures in sustainable ways, contributing to more income stability for local families who currently rely on the exploitation of mangrove/coastal ecosystem resources as the single largest source of income.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Mainstreaming gender equity and social inclusion is key to ensuring that women, men and youth across stakeholder groups are fully recognized as ecosystem stakeholders and that their vulnerability to climate change related hazards is reduced. Acknowledging this importance, the project fully integrates a gender responsive approach, where concrete actions will be taken to increase gender equality. Consultations, decision-making processes, activities and strategies will be undertaken to help ensure that women, men and youth across stakeholder groups are equitably and meaningfully engaged, have their voices considered and can take advantage of and benefit from the project's implementation efforts. This will be integrated at all levels of implementation planned, including the project management unit, the national structures, the subnational structures and all non-government partners of the project. The project will be mainstreamed with the National Gender Policy and efforts to advance gender considerations will be made in all activities. The equitable participation of both men and

women in implementing policy and interventions will help to ensure the long-term sustainability of climate change adaptation, coastal risk reduction and sustainable use of water resources. A senior gender advisor will be responsible for training project staff on gender related issues and contribute to all training programmes, awareness raising programmes and other capacity development activities that take place. The gender advisor shall also assess strategic project linkages to better determine long term environmental impacts of the quality of lives of women and children and the poor/marginalized in the project areas. The project is designed to ensure that multiple partners and stakeholders continue to work towards improving women's empowerment and gender equality where socio-cultural traditions and practices weigh heavily on the social status of women and girls. Capacity building programmes will be provided for women and youth to ensure that economic benefits are fairly distributed. Training and support in the preparation of business plans will be offered for the involvement of coastal communities including women in sustainable livelihood activities.

Briefly describe in the space below how the Project mainstreams environmental sustainability

This project's very objective is to ensure environmental sustainability through setting up an enabling environment within government structures for attaining the fundamental goal of integrated water resource management and integrated coastal zone management, which will reduce Suriname's vulnerability to negative effects of climate change and strengthen the residence of coastal ecosystems and communities. Environmental sustainability will be directly improved through strengthening institutional and technical capacities for implementation of climate adaptation measures at national and subnational level, focusing on the capacity of coastal ecosystems to serve as natural defence. Human and institutional capacities for coastal monitoring, land-use management and governance to address illegal and unsustainable activities will be strengthened and sustainable livelihood programmes for local communities will be created. The project will enhance knowledge and understanding of climate change effects and also opportunities or ways to cope with negative effects in identified sectors, through strengthening the development of human and institutional capacities, which are critical inputs for climate change mainstreaming into national policies and strategies. The project will provide a broad framework at the policy level to address threats and allow mangrove, water and ecosystem conservation to function better. The project will directly address the loss of mangrove habitats and the provision of resources on which many communities and sectors depend resulting in direct conservation benefits to all Surinamese mangroves and biodiversity in the coastal zone. Other results will be positive impacts on the livelihoods of some of the poorest segments of Surinamese society and a framework through which lessons learnt could be replicated on integration of productive landscapes and mangrove conservation.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?¹⁴	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>

¹⁴ Note: Describe briefly potential social and environmental risks identified in Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.

Risk 1: Project activities within environmentally sensitive/protected areas (checklist 1.2)	I = 2 P = 1	Low	Promotion of nature tourism and commercial activities in MUMAs; research/monitoring activities in MUMAs	Careful analysis of ecosystem carrying capacity, cost-benefit analysis and impact assessments will be carried out before activities are confirmed. Only activities found to make the situation more sustainable than current will be supported.	
Risk 2: Utilization of genetic resources (checklist 1.9)	I = 2 P = 1	Low	Supported livelihood options may include commercialization of species (bee keeping, fishing); mangrove monitoring may involve collection of samples	Careful analysis of ecosystem carrying capacity, cost-benefit analysis and impact assessments will be carried out before activities are confirmed. Only activities found to make the situation more sustainable than current will be supported.	
Risk 3: Relating to possible tangible and/or intangible forms of cultural heritage (checklist 4.2)	I = 2 P = 1	Low	Supported livelihood options may include commercialization of cultural heritage activities and souvenirs in tourism	Project implementation will include culturally-appropriate stakeholder engagement process and only approved activities will be supported	
Risk 4: Relating to possible interventions in indigenous communities (6.1, 6.2, 6.4)	I = 2 P = 1	Low	Indigenous peoples are present and claiming land rights in Suriname, sensitivities linked to lack of FPIC through other actors in the past	Project implementation will include culturally-appropriate stakeholder engagement process and Free, Prior and Informed Consent (FPIC) will apply	
QUESTION 4: What is the overall Project risk categorization?					
Select one (see SESP for guidance)					
Low Risk				<input checked="" type="checkbox"/>	Comments
Moderate Risk				<input type="checkbox"/>	
High Risk				<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?					
Check all that apply					
Principle 1: Human Rights				<input type="checkbox"/>	Comments
Principle 2: Gender Equality and Women's Empowerment				<input type="checkbox"/>	

	1. Biodiversity Conservation and Natural Resource Management	X	
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	X	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	X	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		Bryan Drakenstein, Programme Specialist, UNDP Suriname UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		Margaret Jones Williams, Deputy Resident Representative, UNDP Suriname UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		Margaret Jones Williams, Deputy Resident Representative, UNDP Suriname UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁵	NO
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	NO
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	NO
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	NO
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	NO
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	NO
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	NO
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	NO
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	NO
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	NO
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	YES
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	NO
1.4	Would Project activities pose risks to endangered species?	NO

¹⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.5	Would the Project pose a risk of introducing invasive alien species?	NO
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	NO
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	NO
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	NO
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	YES
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	NO
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	NO
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁶ greenhouse gas emissions or may exacerbate climate change?	NO
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	NO
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NO
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NO
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	NO
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	NO
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NO
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	NO
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	NO
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NO
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	YES

¹⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NO
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NO
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁷	NO
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	YES
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	YES
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	NO
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	YES
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	NO
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	NO
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	NO
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	NO
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NO
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	NO
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	NO
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	NO
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	NO

APPENDIX 3: RISK ANALYSIS

Offline Project Risk Register for Project Document Template

¹⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Project Title:				Project Number:	Date:
#	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner
	<p>Enter a brief description of the risk. Risk description should include future event, cause and effects.</p> <p>Risks identified through HACT, SES, Private Sector Due Diligence, and other assessments should be included.</p>	<p>Social and Environmental Financial Operational Organizational Political Regulatory Strategic Safety and Security</p> <p>Subcategories for each risk type should be consulted to understand each risk type (see Enterprise Risk Management Policy)</p>	<p>Describe the potential effect on the project if the future event were to occur.</p> <p>Enter likelihood based on 1-5 scale (1 = Not likely; 5 = Expected)</p> <p>Enter impact based on 1-5 scale (1 = Negligible; 5 = Extreme)</p> <p>Based on Likelihood and Impact, use the Risk Matrix to identify the Risk Level (High, Substantial, Moderate or Low)</p>	<p>What actions have been taken/will be taken to manage this risk.</p>	<p>The person or entity with the responsibility to manage the risk.</p>
1	<p>Government is cautious to adopt the required regulation of access to and activities in Bigi Pan and buffer zone</p> <p>Cause: other priorities, conflicting interests, lacking capacities</p>	5.2 Political - Political will	<p>P=4 I=4</p> <p>Risk: Substantial</p>	<p>Early involvement of the decision-makers (local and national level) in the development of the regulation; awareness raising and advocating; media attention</p>	UNDP
2	<p>The Government does not prioritize the adoption of new laws for the water sector</p> <p>Cause: other priorities</p>	5.2 Political - Political will	<p>P=5 I=3</p> <p>Risk: Substantial</p>	<p>Awareness raising and lobbying; media attention; supporting provisions such as information gathering and policy preparations rather than implementation of new legislation</p> <p>Expedite mid-term review to reorganize outputs to support legislation that may exist then</p>	UNDP
3	<p>Paralyzed government around time of elections which might result in turnover in key government partners</p> <p>Cause: General elections will be held in the project start-up phase</p> <p>Impact: Delays in project implementation</p>	5.4 Political - change/turnover of Government	<p>P=5 I=4</p> <p>Risk: High</p>	<p>Rearrange activities</p>	UNDP
	<p>Paralyzed government around time of elections which might result in change in priorities of new government</p> <p>Cause: General elections will be held in the project start-up phase</p> <p>Impact: Misalignment with national priorities</p>	3.1 Operational - Alignment with national priorities	<p>P=2 I=3</p> <p>Risk: Moderate</p>	<p>Expedite Mid-term review to align the project with adjusted national priorities</p>	UNDP
4	<p>Conflicting interests amongst beneficiaries and stakeholders</p> <p>Cause: Small country/community, few players</p>	7.4 Strategic - Roles and responsibilities among partners	<p>P=3 I=2</p> <p>Risk: Low</p>	<p>Stakeholder consultation will inform the further detailed planning and implementation of project activities; win-win solutions will be given priority; transparency and frequent communication with beneficiaries and stakeholders will be ensured.</p>	UNDP
5	<p>Conflicts with partners during implementation</p> <p>Cause: Small country where dealing with</p>	3.7 Operational - Partnership	<p>P=3 I=4</p> <p>Risk: Low</p>	<p>Special attention to relationship management in PMU.</p>	UNDP

	partners mostly related to dealing with individuals, resulting in personal relationships between partners, PMU and stakeholders Impact: Delays in project implementation/ending partnerships				
6	Institutional support does not arrive where intended (due to bureaucracy and inadequate decentralization)	3.3: Operational - Leadership & management	P=4 I=2 Risk: Moderate	In the design of project management, a local unit for the Districts Nickerie and Coronie is included. This will address the local needs. Also, the decentralization process is stimulated and facilitated within the project, aiming to have a more structural approach.	UNDP
7	Strong fluctuations in exchange rates due to economic instability in Suriname combined with delays in administrative procedures could cause (budgeting and) procurement challenges for implementation of activities and collaborations with partners	2.4 Financial - Fluctuation in credit rate, market, currency	P=5 I=3 Risk: Substantial	In the development of the project budget, exchange challenges have been taken into consideration. Extra support and flexibility will be given to partners in the procurement process.	UNDP
8	Activities carried out within the project could damage coastal ecosystems and disrupt social dynamics	1.3 Social and environmental - Biodiversity and use of natural resources	P=1 I=3 Risk: Low	Careful analysis of research results regarding ecosystem carrying capacity, cost-benefit analysis and impact assessments will guide or inform decision-making on activities. Activities that increase the level of sustainability will be supported. Free, Prior and Informed Consent (FPIC) process already initiated and will be continued during project implementation.	UNDP
9	Research findings and new insights are not used in decision-making and planning	5.1 Political - Government commitment	P=4 I=3 Risk: Moderate	Ensuring direct transfer of knowledge and information to relevant decision-makers; public awareness campaigns for increased public pressure; media attention for decisions related to coastal protection and water resources management	UNDP
10	Actors of destructive and illegal activities in Bigi Pan and surroundings are not interested in alternative livelihoods/entrepreneurship options	1.11 Social and environmental - stakeholder engagement OR 1.6 Social and environmental - Labor	P=4 I=2 Risk: Moderate	Increased patrolling and law enforcement by the rangers' unit; ensuring financial viability and attractiveness of alternative livelihoods; quality coaching of the beneficiaries of the livelihoods/entrepreneurship component	UNDP
11	The action, involving a large number of different actors and covering several technical areas, requires efficient and close follow-up and coordination to be implemented successfully.	3.3 Operational - Leadership & management	P=2 I=3 Risk: Moderate	A strong PMU in Paramaribo with a problem-solving project manager will be engaged; structured and strategic network of focal points in involved ministries and other stakeholder institutions; clear protocol for communication between PMU and various stakeholders and beneficiaries.	UNDP
12	Certain institutions are reluctant to provide access to required data and	3 Operational	P=3 I=2	The ongoing initiative "Suriname Environment Network", spearheaded by the National	UNDP

	databases under their custody.		Risk: Low	Office for Statistics (GBS) and NIMOS, is working on harmonisation and accessibility of environment-related data; data-sharing is increasingly promoted and several open platforms are currently operational (e.g. the Gonini platform for forest-related data, the Suriname Water Resources Information System (SWRIS) for hydrological data); access to meteorological data that were recently digitized with the support of the GCCA Suriname Adaptation project phase 1, is secured.	
13	Global pandemic could delay start of project and disrupt project activities (COVID-19 in project initiation phase)	8.6 Safety and Security - Manmade Hazards	P=5 I=4 Risk: High	In the design of the project the facilities for virtual exchanges and remote support are created. Start-up actions that have a high chance of suffering COVID-19 negative impact are the official launch event and inception workshop	UNDP
14	Extreme climate events such as floods and droughts could disrupt project activities and damage ecosystems and infrastructures	1.4 Social and environmental - Climate change and disaster	L=2 I=4 Risk: Moderate	Activities addressing disaster risk response will be implemented early on in the project	UNDP
15	Unavailability of required human resources	4.7 Organizational - Human resources	P=1 I=3 Risk: Low	The recruitment of international consultants who will work closely with in-country counterparts and by targeted capacity building activities. Training activities of local personnel will also be part of all aspects of the work and the relevant institutions will be encouraged and facilitated to expand the staff base if it is weak in particular areas.	UNDP

GCCA+ support for Climate Change Adaptation in Suriname- Phase2

Resilience building through integrated water resource management, sustainable use and coastal ecosystems management

The overall objective of this 2nd GCCA+ project in Suriname is to support the country in adapting to the main effects of climate change by improving management of water resources and coastal ecosystems in ways that increase the well-being of coastal communities through gender responsive capacity enhancement. The project has two specific objectives/outcomes: 1) Increased resilience of coastal ecosystems and communities in the Nickerie and Coronie districts through gender responsive climate actions; 2) Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM).

OBJECTIVE

This communication and visibility plan is considered an important part of this project and responds to the need for effective communication amongst the relevant stakeholders, the UNDP and the EU in order to ensure the exchange of appropriate and timely information and to raise awareness on the impact of the GCCA+ activities amongst the general public and stakeholders.

The primary objective of the communication plan is to support stakeholders, institutions and other organizations in strengthening their capacity regarding climate change adaptation and mitigation. A key aim is for information on GCCA+ activities to be reported in the international and national electronic and print media in an accurate, favorable and timely manner in order to further support the GCCA+ overarching objectives.

This Communication and Visibility Plan is in compliance with the Communication and Visibility requirements for EU External Actions¹⁸ and article 8 of the General Conditions of the Contribution agreement between the UNDP and the EU.

The principle focus of the visibility plan is to publicize the EU contribution to all activities implemented by UNDP Suriname within the GCCA+ set of projects. Visibility activities will focus on raising awareness among key audiences as well as the general public on specific activities within this GCCA+ project. In order to raise awareness on Climate Change, Mangrove Ecosystems, Integrated Coastal Zone Management and Integrated Water Resource Management, the GCCA+ Suriname Adaptation project team (GCCA+ Suriname) will continue to reach out to local partners already busy with awareness raising programmes, to use their expertise and already established networks. These partners would preferably incorporate the subjects prioritized by GCCA+ Suriname in their existing awareness programmes, which would allow for a wider exposure and lower cost than starting a new awareness project.

The GCCA+ project will make frequent use of the UNDP Suriname Facebook page to reach the local audience, since the Facebook page has a followers group composed of various persons. The articles posted connect and refer to Facebook pages and subject related posts of partners.

¹⁸ https://ec.europa.eu/international-partnerships/comm-visibility-requirements_en.

Key messages:

The communication activities will be of consistent nature ensuring that messaging is tailored to the appropriate target audiences, while focusing on the achievements and importance of the project, including:

- Suriname must prepare itself to face the challenges posed by climate change. This requires the commitment of individuals and institutions to adjusting both policies and practices, in all aspects of Suriname's society, to ensure that the country develops sustainably in the context of a changing climate. The government of Suriname with the support of the EU, UNDP, is committed to address the climate-related challenges and increase the resilience of the population.
- The GCCA+ support for Climate Change Adaptation in Suriname, one of the major sources of technical assistance on climate change in Suriname, works closely with government departments and development partners to ensure that the use of the resources available is maximized and result in increased capacity of its institutions to support the climate change adaptation in Suriname
- Building new knowledge and understanding for concrete actions that can result in increased water resource management, sustainable use of mangroves and integrated coastal zone management in Suriname.
- The population in the Nickerie and Coronie districts must be prepared against possible natural disasters and hazards provoked by climate change. They should also be more involved in the conservation and sustainable use of the mangroves -ecosystem, on which they depend for income and protection against sea level rise

TARGET GROUPS

The key target groups of this project are:

- ✓ Government: the relevant Ministries: Ministry of Natural Resources, Ministry of Spatial Planning, Land- and Forest Management, Ministry of Public Works, and others
- ✓ Local government and relevant institutions
- ✓ General Public and beneficiary populations (including coastal communities, indigenous and tribal communities)
- ✓ Development Partners
- ✓ Private sector: including small entrepreneurs in the coastal mangrove areas
- ✓ International and Regional Organizations
- ✓ Non-Government and Civil society organizations (CSOs)
- ✓ Media – international, national and local (where relevant)
- ✓ Youth

SPECIFIC OBJECTIVES FOR TARGET GROUPS

- ✓ To engage the general public local communities, NGO's, CBO's, government agencies and private sector through different channels, in better understanding and communicating climate change knowledge, policy and actions with the help of media channels.
- ✓ To place climate change at the center of the agendas of key governmental institutions, stimulating dialogue, sectors' engagement in the design and implementation of climate change responses, and reflection on lessons learnt.

- ✓ To promote overall visibility of how the Government of Suriname through the different departments and GCCA's development partners work together to support climate change response to enhance resource mobilization efforts, ensuring also that ultimate GCCA programme beneficiaries are aware of EU, UNDP role in supporting Suriname's sustainable development efforts.
- ✓ Build consolidated competencies and networks via training, exchange of experiences and cooperation among the relevant stakeholders (NGO's, CSO's and the government).
- ✓ Support the key stakeholders/ partners of this project for technical assistance, funded activities and/or campaigns.

COMMUNICATION AND VISIBILITY TOOLS

Visibility activities will evolve throughout the project's implementation and would include:

- ✓ Press Releases
- ✓ Human Interest Stories
- ✓ Press conferences
- ✓ Leaflets, brochures and newsletters
- ✓ Social Media, Website and webpage (UNDP, counterpart organizations)
- ✓ Display panels
- ✓ Banners
- ✓ Supplies and equipment
- ✓ Promotional items
- ✓ Photographs
- ✓ Audiovisual productions
- ✓ Public events and visits
- ✓ Information campaigns, trainings, workshops
- ✓ Media: Print and Electronic (TV and Radio)

MESSAGING

Whilst communications activities will tailor messages to suitable target audiences, a consistent thread is incorporated, focusing on the achievements and positive impacts of the EU-UNDP Partnership generated via EU-funding, as well as positioning the 'Suriname GCCA+' project as :

- ✓ A strong strategic partnership between the EU and UNDP to address good governance and democracy, strengthening the accountability system with external and independent control of public finances;
- ✓ Part of the global GCCA+ initiative executed in over 80 countries and spreading news and communication on Climate change around the world. This will create visibility beyond the country level.
- ✓ A reliable partner for facilitation of access to information for different target groups on the topics of climate change resilience, mangrove and coastal ecosystems conservation, water resource management, and climate change impacts and adaptation to decrease the negative impacts in the society as a whole and vulnerable sectors and individuals specifically. Special messaging will be formulated to increase the local awareness on the different ways in which the effects of climate change impacts different groups in society.
- ✓ A project's logic, where activities at local and country level are inter-dependent and mutually reinforced and in line with other projects. Special emphasis will be placed on capacity-development, raising awareness and improving collaboration between relevant

stakeholders/institutions, within the area of external control, audit and oversight capacities of the public finances.

- ✓ An innovative concept that responds to the common and specific needs of the local beneficiaries (including the coastal communities, indigenous and tribal communities and vulnerable groups) considering their social and cultural aspects placed within the political context and legal and institutional framework.

COMMUNICATIONS ACTIVITIES AND VISIBILITY ELEMENTS

Communication activity	Visibility element	Key-audience	Indicator	Time-line
Press conferences and/or media/press releases	<ul style="list-style-type: none"> • Funding partner representative invited • project donor logo: • Press release • Banners • Supplementary publications • Promotional items 	Key stakeholders, project-partners and general public.	Number of press Conferences and/or media visits; number of press coverage	At the time of the signing of the agreement/launch of the project as deemed fit
Campaigns (media/ education etc), trainings, workshops etc.	<ul style="list-style-type: none"> • Project donor logo: • Press release • Banners • Supplementary publications • Participation Certificates • Promotional items 	General public, private sector, Staff from relevant Ministries and local government, NGO's, CSO's etc.	Number of campaigns, trainings workshops etc.	At various stages of the project implementation
Social Media/ Website/ Webpage (UNDP and counterparts)	<ul style="list-style-type: none"> • Project donor logo and key objective GCCA+ • Project results, milestones/targets/ outputs achieved 	General Public	Number of updates; as and when new articles/ information made available.	At different stages of the project
Project Annual Progress Report UNDP Annual Report	<ul style="list-style-type: none"> • Project donor logo • Project results, milestones/targets/ outputs achieved 	Key stakeholders – project partners and donor etc. UNDP Executive Board	Report prepared and distributed on time bearing visibility component.	At the end of the Project year
Leaflet/brochure/ (News)letter/human interest stories	<ul style="list-style-type: none"> • Project donor logo • Project Disclaimer • Illustrated stories 	Key stakeholders – project partners, general public etc.	Number of Leaflet/brochure/ (News)letter/ stories made available in languages specific for the	At various stages of the project implementation

			target audiences	
Project Publication	<ul style="list-style-type: none"> • Project donor logo • Project Disclaimer 	Key stakeholders – project partners, general public etc.	Number of publications made available in languages specific for the target audiences.	At various stages of the project implementation
Production of at least one video human interest story for uploading on implementing agencies' and EU websites and social media	<ul style="list-style-type: none"> • Project donor logo • Project Disclaimer 	General public Donor, project partners	Video human interest story	Once the project is fully functional and achievements can be documented

RESOURCES

Human Resources

Together with the project manager the part-time Communications Officer will develop the Communications and visibility strategy based on project activities and the Communications and visibility plan. The communications officer will be designated to oversee the implementation of the visibility plan and communication activities under the EU Council Action in support of Suriname GCCA+ activities. The Communication Officer would ensure that all activities are properly publicized, giving the proper credit to the EU as per the Communication and Visibility Guidelines. She/he will be supported by communication interns and implement the Communication and Visibility plan.

Financial Resources

Activities within the Communication and Visibility Plan will be funded from the "Communication, Audio visual and Printing" lines foreseen in the budget of this project.

APPENDIX 5: TERMS OF REFERENCE

5.1 Project Manager

Position:	Project Manager
Project Title:	GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management
Duration:	1 year renewable, from April 1st 2020 to March 31 st , 2021
Location:	Paramaribo, Suriname
Supervisor:	UNDP Programme Manager
Source of Funding:	EU Suriname Global Climate Change Alliance (GCCA+) programme;
Status:	Service Contract

Background

The Global Climate Change Alliance Suriname Adaptation project phase two is funded through the Global Climate Change Alliance+ (GCCA+) programme of the European Union (EU) Global Public Goods and Challenges programme and the United Nations Development Programme (UNDP). The overall goal of this 5.5 mln EUR project is primarily to support Suriname in improving its existing climate change adaptation capacity, through:

- i) Increased resilience of coastal ecosystems and communities in Nickerie and Coronie districts through gender responsive climate actions
- ii) Improved national governance in the areas of Integrated Water Resource Management (IWRM) and Integrated Coastal Zone Management (ICZM)

The project will support CC, Integrated Water Resource Management, Disaster Risk Reduction (DRR) in two coastal Districts Nickerie and Coronie, specifically supporting implementation and/or upscaling of countries' priority actions in the area of Sustainable use and Conservation of Mangrove areas. The project will also improve institutional capacities for improved water governance and policy. By using a multi-disciplinary and integrated approach, the project also aims to contribute to the achievement of several SDGs (6, 8, 11, 13, 15,17).

The project will be implemented over a period of 42 months and will be coordinated through a project management team located within the United Nations Development Programme (UNDP) Suriname. This implementation support encompasses all activities of the programme under guidance and close coordination with government of Suriname and national partners, such as the Anton de Kom University of Suriname; the Water Forum Suriname; the Centre for Agricultural research and the Foundation for Forest management and production Control. The project will also create synergies with the current and planned government of Suriname projects in the area of Environment and Climate Change in Suriname, including those UNDP supported projects. These include although not restricted to: reduced Emissions from Deforestation and Forest degradation (REDD+) project; Amazon Sustainable Landscapes (ASL2) project; Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER) and Improving Environmental Management in the Mining Sector of Suriname, with Emphasis on Artisanal and Small-Scale Gold Mining (EMSAGS).

Overall scope of work

The Project Manager (PM) has the responsibility to ensure the effective and efficient day to day implementation of the project under the overall guidance and supervision of the UNDP Programme Manager with assistance from the National Coordination Team, two Technical Officers, an Administration and Grants Officer and the Chief Technical Advisor. The PM will ensure the functioning of the project from beginning to the end including project inception activities, annual and quarterly planning and reporting, and implementation of project activities, project reviews and project closure.

Key functions and responsibilities

The Project Manager (PM) will provide high quality technical support under guidance of the UNDP Country Office. S/he will work with government, inter-governmental organizations, NGOs, donors, and the private sector to coordinate project implementation in line with current and future country office programming, the objective and outcomes of the European Union funded and UNDP supported Suriname Global Climate Change Alliance Project. The Project Manager will liaise with other project management teams such as for example Reduced Emissions from Deforestation and Forest degradation (REDD+) project; Amazon Sustainable Landscapes (ASL2) project; Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER) to explore and maximize synergies in project implementation.

Partnership building

- Develops and maintains relationships with main counterparts within country (e.g. with government departments, NGOs, farmers' organizations', community leaders) to ensure buy-in and successful implementation.
- Maintain linkages with the other regional and national projects, dealing with climate change related issues and identify opportunities for partnership and collaboration with other agencies, organizations and donors for enhancing the quality of the project.

Project implementation and development

- Conduct operational management of the project in consistency with the Project document, AWP and UNDP policies and procedures for UNDP Direct Implementation Modality project with guidance from the UNDP country office.
- In close consultation with the UNDP country office, National Coordination Team, Technical Officer, Administration and Grants Officer, Communication Officer and Chief Technical Advisor, ensure all implementation arrangements are carried out smoothly and that project outputs as identified in the Project document are achieved as advised and instructed by the Project Steering Board.
- Prepare and update project annual and quarterly work plans, progress reports and any other deliverable for each component, and ensure timely submission of these to the UNDP country office for agreement and approval.
- Coordinate and organize that all necessary documentation for the Project Steering Board meetings, review meetings and evaluation missions are prepared, in coordination with UNDP country office.
- Supervises PMU staff and coordinates the work of the Technical Officer, Chief Technical Advisor and local or international consultants working for the project.
- Identify the needs and prepare TORs for specific technical outputs (i.e. personnel, sub-contracts, training, and procurement) in collaboration with the Chief Technical Advisor and Technical Officer, National Coordination Team and UNDP.
- Oversee the management of consultants and delivery of quality outputs within the specified time.
- Oversee the financial management of the project in consultation with the, Project Director, Administration and Grants Officer and the UNDP country office.
- Ensure timely preparation and submission of financial reports.
- Coordinate in collaboration with the National Coordination Team, technical advice to project beneficiaries, review technical reports and monitor technical activities carried out by responsible parties.

Project monitoring

- Monitors and analyses project development and implementation, including coordinating and participating in monitoring missions, conducting field visits.
- Identifies problems and issues to be addressed and proposes corrective actions; liaises with relevant parties; identifies and tracks follow-up actions, captured in periodic monitoring reports.
- Participates in or leads field missions, including provision of guidance to external consultants, government officials and other parties and drafting mission summaries, etc.

Other activities

- Coordinates activities related to budget and financing (project preparation and submission, progress reporting, financial statements, etc.) and prepares related documents/reports (annual work plans, programme budget, etc.).
- Supports capacity building activities in-country: undertakes outreach and advocacy activities; conducts training workshops, seminars, etc.; makes presentations on assigned topics/activities.
- Provides substantive support to consultative and other meetings and conferences to include proposing agenda topics, identifying participants, preparation of documents and presentations, etc.
- Supports the work of the Chief Technical Advisor and other specialists, including research and data collection, coordinating stakeholder consultations, conducting surveys, identifying strategic partners and synergies.
- Participates in the development, formulation, implementation and evaluation of national activities related to Climate Change Adaptation, Integrated Water Resource Management; sustainable use and conservation of Mangroves reviews relevant documents and reports.
- Researches, analyses and presents information gathered from diverse sources related to climate change adaptation; prepares various knowledge products, e.g. draft background papers, analysis, sections of reports and studies, inputs to publications, etc.
- Performs other duties related to the work of the project as required.

Education/Professional Experience

Education

Master's degree in environmental sciences, social sciences, natural resource management or related fields.

Work Experience, Skills and Knowledge

- At least 10 years of relevant project management experience, with at least five years' experience in facilitating/managing natural resource management related projects.
- Proven experience working with Government, civil society, international organizations and donors.
- Familiarity with donor funded development projects is an asset.

- Excellent command of written and spoken English; demonstrated ability for report writing and ability to communicate to a wide range of audiences and cultures.
- Demonstrated excellent interpersonal and networking skills and establish effective working relationships both within and outside the organization.
- Computer skills, incl. internet navigation and various office applications. A working knowledge of Microsoft Project Planner would be an advantage.
- Ability to work effectively under pressure and meet deadlines.
- Time management skills.

Competencies

Professionalism:

- Knowledge and understanding of theories, concepts and approaches relevant to climate change, risk management and sustainable development.
- Ability to identify issues, analyze and participate in the resolution of issues/problems.
- Ability to exercise good judgment, think laterally and resolve complex issues in a dynamic and changing environment.
- Conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in the use of various validated research and data sources, including electronic sources on the internet, intranet and other databases are required.
- Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities.
- Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.
- Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.

Teamwork:

- Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others.
- Places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Planning and organizing:

- Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required.
- Allocates appropriate amount of time and resources for completing work.
- Foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Estimated duration

1-year renewable beginning in April 1st 2020

Reporting

The Project Manager will lead on the project's progress reports and received input and guidance from the UNDP Programme Manager. He/She reports directly to the UNDP Programme Manager. On a day-to-day basis, the Project Manager will work in close coordination with the UNDP Country Office staff.

5.2 Communications Officer

Position:	Communications Officer
Project Title:	GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management
Duration:	1 year renewable; starting April 1 st , 2020 to March 31 st , 2020
Location:	Paramaribo, Suriname
Supervisor:	Project Manager
Source of Funding:	EU Suriname Global Climate Change Alliance (GCCA+) project Phase two
Contract type:	Service Contract

Overall scope of work

Under direct supervision of the Project Manager, the Communication Officer will be responsible for providing support and assistance to the communications and awareness activities and dialogues during the GCCA+ Suriname Adaptation Project.

The Communication Officer will make records of the projects activities, results and accomplishments involving the different stakeholders of Climate Change Adaptation and Mitigation actions as well as designing and implementing specific targeted public relations (PR) and media activities during the GCCA+ Suriname Adaptation project and the related products, articles for social media distribution

The Communications officer works in close collaboration with the Technical officers of the GCCA+ project. He/She will also work in collaboration with the Focal Point of the EnGenDer project on communication and implementation of Disaster Risk Reduction activities in the Nickerie and Coronie Districts. S/he will report to the Project Manager.

Key activities and responsibilities

Formulation of Media/Communication Plan and planning of project activities:

- Based on GCCA+ phase two Visibility and Communications Plan develop GCCA+ Suriname Adaptation Project Media/Communication Action Plan.
- Coordinate the creation of GCCA+ Branding and Graphic Design for communication and visibility
- Ensure and monitor visibility through the proper and correct use of logo's during events, in photo-, audio, and video productions and on all publication materials, equipment, materials and goods financed by the project as agreed with donors
- Plan and prepare publication of articles, human interest stories and project results.
- Prepare quarterly newsletters and other information sharing sheets for project communication.
- Liaise with specific sector specialists and technical resource persons for the development of folders, brochures and presentations and other communication material on Climate Change Adaptation and Mitigation, Mangrove Conservation general and Integrated Water Resource management as well as other sector specific information.
- Coordinate the set-up and maintenance of GCCA+ Suriname Website, for visibility and communication of progress of the project; communication material, climate Change adaptation articles, human interest stories.
- Coordinate publication and dissemination of Quarterly Newsletter for the project.
- Maintenance of information supply and GCCA+ updates on UNDP website and Facebook page
- Support the GCCA+ PMU in the organization and implementation of all project events and facilitate media coverage thereof
- Prepare and submit expenditure and media/communications budget requests for approval.
- Advise and assist project manager and other project staff on aspects related to awareness and stakeholder engagement;
- Execution of Dialogues and stakeholder awareness activities
- In accordance with the Work plan arrange for execution of awareness activities
- Assist in the coordination and execution of social media publications and maintenance of GCCA+ updates in the UNDP website and Facebook Page
- Prepare and coordinate the production and broadcast of Climate Change adaptation and mitigation, Integrated Water Resource Management (IWRM), sustainable use and Conservation of mangrove areas and Disaster Risk Management Media publications
- Prepare awareness material for different target groups including general public, children; target groups such as entrepreneurs and vulnerable communities

- Support the PMU in arrangements for additional services and technical support needed for the execution of project knowledge sharing events
- Assist with developing training material in general and specifically for policy makers; coastal communities, entrepreneurs and media professionals.
- Enable the production of video records of project activities and results achieved, as well as provide support for script writing; editing and formatting allowing for multiple media applications of the raw footage that will be captured.
- Maintain regular contact with and provide information to media on project activities and project progress
- Any other tasks which is related to awareness and communication of the GCCA+ Suriname Adaptation Project Phase two

Education/professional experience

- Bachelor's level education in Communication, Education and Awareness, Environmental Journalism,
- At least five years of experience in Communication, Education and Awareness or other substantive area is required.
- Show affinity with topics regarding the environment, climate change, climate, Climate change adaptation; mangrove conservation and water management.
- Proven experience with branding, producing and publishing informative articles, audio and video productions of high quality for education and awareness purpose
- Previous experience in development assistance or related work for a donor organization, governmental institutions, NGO or private sector / consulting firm is a very strong advantage.
- Excellent written and verbal Dutch and English skills and verbal Sranang Tongo.
- Experience in the usage of computers and office software packages (MS Word, Excel, PP, Adobe Creative Cloud; etc) and advanced knowledge of spreadsheet and database packages, experience in handling of web-based management systems.
- Experience in maintaining websites and using social media, Facebook and Twitter;

Competencies

- Acts consistently in accordance with the mission and values of the Organisation; acts with integrity and shows respect for diversity; shows commitment to the organization.
- Presents a positive image of the organisation during external discussions.
- Applies professional and technical expertise; and keeps abreast of organizational issues;
- Teamwork - Listens, consults and communicates proactively.
- Identifies development strategies needed to achieve work and career goals and makes use of developmental or training opportunities; Seeks feedback and gives feedback to others in search of opportunities for improvement and has an open mind and contributes to innovation.
- Flexibility: Adapts to changing circumstances; makes positive use of the opportunities it presents;
- Planning and time management: Plans activities and projects well in advance and takes account of possible changing circumstances; Manages time effectively.
- Realising objectives: Accepts and tackles demanding goals with enthusiasm; Keeps to agreements with others; Monitors and maintains quality and productivity.

Reporting

The Communications Officer reports to the Project Manager. On a day-to-day basis, S/he will work in close coordination with colleagues of the PMU, and the UNDP Suriname Office, local and international consultants, other responsible partners, Key Ministries of the project.

5.3 Technical Officers for Component 1 and Component 2

Position:	Technical Officer (2)
Project Title:	GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management
Duration:	1-year renewable starting April 1 st 2020 to March 31 st 2021
Location:	Paramaribo, Suriname
Supervisor:	Project Manager
Funding source:	Global Climate Change Alliance (GCCA+) Suriname Adaptation project Phase two
Contract type:	Service Contract

Overall scope of work

The technical officer supports the implementation and monitoring of project activities, including field reporting, monitoring and reporting on grant projects. The Project Manager (PM) has the responsibility to ensure the effective and efficient day to day implementation of the project with the assistance from the technical officer.

Key functions and responsibilities

The Technical Officer (TO) will provide high quality technical support under guidance of the project manager. S/he will work with government, inter-governmental organizations, NGOs, and the private sector to coordinate project implementation in line with the objective and outcomes of the European Union funded and UNDP supported Global Climate Change Alliance Suriname Adaptation project phase two. The responsibilities of the Technical Officer will also include strengthening of project management capacities of stakeholders and partners and support stakeholder engagement in consultation and policy development processes; as well as mobilize private sector in national consultations and financing mechanisms. The PMU together with national stakeholders will need to motivate and engage all necessary resources to carry out its climate change adaptation focused programme through active participation of the public and private sector to achieve national climate goals. The Technical Officer will under guidance of the project manager liaise and support the national partners and institutions in project implementation.

Partnership building

- Develops and maintains relationships with main counterparts within country (e.g. with government departments, NGOs, organizations, community leaders) to ensure buy-in and successful implementation.
- Supports project manager in management of institutional or stakeholder relations, including analysis, networking and engagement within the national institutions and policy making environment;
- Initiates productive engagement strategies in multi- institutional and multi-stakeholder environment;
- Supports promotion, collection, analysis and consolidation of input from multiple stakeholders or institutional actors;
- Communicates with institutions and stakeholders in the context of meetings, written communication or social media interaction;
- Stimulates creativity to enable delivery a fast-paced environment on complex and sensitive issues;
- Uses different media to discuss, brainstorm and exchanges ideas with stakeholders.

Project implementation and development

- Support implementation of the project in consistency with the Project document, AWP and UNDP policies and procedures for UNDP full support to direct implementation modality project.
- Participates in the development, formulation, implementation and evaluation of national activities related to the project; reviews relevant documents and reports.
- Supports researches, analyses and presentation of information gathered from diverse sources related to climate change adaptation; supports the preparation of various knowledge products, e.g. draft background papers, analysis, sections of reports and studies, inputs to publications, etc.
- Assists in policy development, including the review and analysis of issues and trends, preparation of impact evaluation or equivalent studies, etc.
- Provides substantive support to consultative and other meetings and conferences to include proposing agenda topics, identifying participants, preparation of documents and presentations, etc.
- In close consultation with the PM, UNDP country office, National Coordination Team and Chief Technical Advisor, ensure implementation and that project outputs as identified in the project document are achieved as advised and instructed by the Project Steering Board.

- Prepare and update project quarterly work plans and progress reports and any other deliverable for each component, and ensure timely submission of these to the PM for agreement and approval.
- Support in preparation of the documentation for the Project Steering Board meetings, review meetings and evaluation missions are prepared, in coordination with UNDP country office.
- Support the PM in the supervision of local or international consultants working for the project.
- Identify the needs and support the preparation of TORs for specific technical outputs (i.e. personnel, sub-contracts, training, and procurement) in collaboration with the national partners, PMU, NCT and UNDP colleagues.
- Support the PM in timely preparation and submission of financial and technical progress reports.
- Supports capacity building activities in-country: undertakes outreach and advocacy activities; participates in training and workshops, seminars, etc.; makes presentations on assigned topics/activities.
- Facilitate the activities of other consultants e.g. identifying and coordinating with relevant stakeholders.

Project monitoring

- Monitors and analyses project component implementation, including coordinating and participating in monitoring missions, conducting field visits.
- Identifies problems and issues to be addressed, reports these to the PM and proposes corrective actions; liaises with relevant parties; identifies and tracks follow-up actions, captured in periodic monitoring reports.
- Participates in or leads field missions, including provision of guidance to external consultants, government officials and other parties and drafting mission summaries, etc.

Other activities

- Supports the coordinates activities related to budget and financing (project preparation and submission, progress reporting, financial statements, etc.) and prepares related documents/reports (pledging, work programme, programme budget, etc.).
- Supports capacity building activities in-country: undertakes outreach and advocacy activities; conducts training workshops, seminars, etc.; makes presentations on assigned topics/activities.
- Provides substantive support to consultative and other meetings and conferences to include proposing agenda topics, identifying participants, preparation of documents and presentations, etc.
- Supports the work of the Chief Technical Advisor and other specialists, including research and data collection, coordinating stakeholder consultations, conducting surveys, identifying strategic partners and synergies.
- Participates in the development, formulation, implementation and evaluation of national activities related to Climate Change Adaptation; IWRM, Sustainable use and Conservation of Mangroves, Disaster Risk Reduction, reviews relevant documents and reports.
- Performs other duties related to the work of the project as required.

Education/professional experience

Education

- Bachelor's degree in international development, sustainable development; natural resource/environmental management, management, economics, or a climate change related field.
- Certification in project management is desirable.

Work Experience, Skills and Knowledge

- A minimum of 3 years of progressively responsible experience in project or programme management.
- Experience in the Caribbean region desired, specific Suriname preferred.
- Sound understanding of climate change, sustainable human development, environmental management issues, adaptation, vulnerability and impact, water management, disaster risk reduction and other related sustainable human development issues
- Very strong understanding of national and local development planning processes in Suriname
- Demonstrated evidence of research and reporting skills (e.g. published papers, policy analysis)
- Gender Sensitisation is a strong asset
- Demonstrable computer skills including Word processing, spread sheets, PowerPoint

Languages

- Fluency in written and spoken English.
- Fluency in written and spoken Dutch is a strong asset.

Competencies

Professionalism:

- Knowledge and understanding of theories, concepts and approaches relevant to climate change, risk management and sustainable development.
- Ability to identify issues, analyze and participate in the resolution of issues/problems.
- Ability to exercise good judgment, think laterally and resolve complex issues in a dynamic and changing environment.
- Conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in the use of various validated research and data sources, including electronic sources on the internet, intranet and other databases are required.
- Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities.
- Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.
- Takes responsibility for incorporating gender perspectives and ensuring the equal participation of women and men in all areas of work.
- Able to work under minimal supervision

Teamwork:

- Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others.
- Places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

Planning and organizing:

- Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required.
- Allocates appropriate amount of time and resources for completing work.
- Foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Reporting

The technical officer prepares Quarterly reports to the Project Manager of the GCCA+ Suriname Adaptation project Phase Two.

5.4 Administration and Grants Officer

Position:	Administration and Grants Officer
Project Title:	GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management
Duration:	1 year renewable; starting April 1 st , 2020 to March 31 st , 2020
Location:	Paramaribo, Suriname
Supervisor:	Project Manager
Source of Funding:	Global Climate Change Alliance (GCCA+) Suriname Adaptation project phase two
Contract type:	Service Contract

Overall scope of work

The Administration and Grants Officer will be responsible for day-to-day financial as well as administrative activities and dialogues pertaining to the GCCA+ Suriname Adaptation Project Phase two. S/He will support all financial and internal control concerns on the project, such as budgeting, raising of vouchers, procurement, updating reporting templates, payments as well as ensuring the implementation of financial and internal controls on the project under direct supervision of the Project Manager and overall guidance of the Project Manager and UNDP Suriname operations. The Finance-Administration Officer will ensure the adequate financial controls are in place to maintain propriety and proper accountability of expenditures during project implementation.

Key activities and responsibilities

The Administration and Grants Officer will provide high quality administrative and grants management controls and proper accountability of expenditures with all relevant stakeholders at national, country and District site level. S/he will work with government, inter-governmental organizations, NGOs, donors, and the private sector to monitor financing of project implementation in line with signed project document, the objective and outcomes. The Administration and Grants manager will report to the Project Manager.

Administration

- Support the Project Manager with overall administration of financial planning and budgeting of the Project
- Oversee all payments issued under the project (including those made to vendors, grantees, consultants, subcontractors, and staff) and ensure that they are issued in compliance with EU and UNDP financial accounting policies and procedures and that they are in line with the project budget.
- Record all financial transactions in ATLAS and ensures accurate bookkeeping with proper supporting documentation.
- Oversee the preparation and submission of monthly budget reports
- Support the project manager in preparing the annual project budget and Annual progress reports
- Routinely monitor and follow up on any outstanding advances and ensure appropriately liquidated within a timely manner.
- Regularly monitor the project budget, to inform the Project Manager and other staff on the project expenditure rate and give advice on any necessary adjustments.
- Routinely prepare financial projections (including accrued and projected costs) with the project team in order to ensure that project expenses are in line with the budget and provide accurate forecasts.
- Supervise Project Assistant in office management and overall administrative functions and ensures that office supplies are in stock and oversees use of the project vehicle.
- Manage the project assets and maintains control over project property through a log that indicates the property, value of property, condition and location.
- Support the UNDP Suriname Operations department with preparation of reports for audit and reporting purposes.
- Responsible for ensuring adherence to administrative processes of the organization regarding the project.
- Ensure implementation of regulations and procedures for procurement.
- Any other duties as may be assigned by the supervisor.

Grants and Partners

- Review partners' disbursement requests, financial reports and procurement packages
- Ensure account reporting formats and templates for the grant are continually updated with all current and relevant information.
- Support Finance-Admin staff/units within partner agencies and grantees offices to ensure that partners are well aware of and comply with UNDP policy and procedure, alert budget holders on compliance issues

- Ensure EU/ UNDP regulations and financial, fraud awareness policies and procedures are clearly communicated to partner staff, they are well understood and all activities meet EU/ UNDP requirements
- Monitor partners' settlements and advances, report to Project Manager/PMU of any issues
- Act as the focal point to alert partners of any compliance issue as appropriate
- Maintain grant files including records on monitoring and evaluation and other quality control activities (financial, programmatic, proof of performance).
- Review and process grantee invoices for compliance and coordination with technical teams for performance measurement.
- Ensures timely financial disbursements, compliance with grants management policies, monitors all grant expenses, and provides regular updates on grant status.
- Coordinates Close-out for completed grants in timely manner.
- Compliance with EU and UNDP Policies and Procedures and Procurement
- Ensure compliance with UNDP Procurement and financial due diligence policies and procedures
- Conduct periodical finance visit to partners in order to ensure compliance
- Support PMU and Operations Officer UNDP Suriname office in drafting responses to auditors' findings related to GCCA+ project 2nd phase;
- Provide support to partners to implement and follow up recommendations for HACT compliance
- Elaborate and monitor contracting of the Project. Issue and record requests for payments and purchase orders required by the project;
- Evaluate technically and economically the acquisition of goods and services in accordance with the terms of reference established for each acquisition;
- Carry out administrative and accounting procedures in accordance with the guidelines established by UNDP Suriname;
- Administer the schedule of activities of the project and the administrative-accounting files;
- Analyse the project CDRs and subsequent evaluation and compliance;

Capacity Building

- Provide finance and fraud awareness trainings in case necessary to partners to enable them to well follow EU/UNDP financial requirements;
- Provide training to partners on financial administration for activities funded by the GCCA+ project Phase two resources
- Provide training on correct use of organization of receipts on spending and financial reporting template
- Strict control done over the assess and equipment delivered to partner by conducting regular asset check trips to fields
- Contribute/provide inputs to the process of policy/guideline updates;

Education/professional experience

- Bachelor's level education in Finance, Business Administration, Accounting or related field
- At least three years of experience in Finance admin, Business Accounting; or other substantive area is required.
- Previous experience in development assistance or related work for a donor organization, governmental institutions, NGO or private sector / consulting firm is a very strong advantage.
- Demonstrated experience in procurement and preparation of financial reports and budget variance analysis.
- High integrity, strong result orientation and drive for excellence and initiative taking.
- Excellent interpersonal and networking skills; with demonstrated ability to establish effective working relationships.
- Excellent written and verbal Dutch and English skills and verbal Sranang Tongo.
- Experience in the usage of computers and office software packages (MS Word, Excel, PP, Adobe Creative Cloud; etc) and advanced knowledge of spreadsheet and database packages, experience in handling of web-based management systems. Experience in using facebook and Twitter;
- Ability to work under minimal supervision

Competencies

Professionalism:

- Knowledge and understanding of Results Based Management and associated Outputs indicators and activities.
- Ability to identify issues, analyze and participate in the resolution of issues/problems. • Ability to exercise good judgment, think laterally and resolve complex issues in a dynamic and changing environment.

- Conceptual analytical and evaluative skills to conduct independent research and analysis, including familiarity with and experience in the use of various validated research and data sources, including electronic sources on the internet, intranet and other databases are required.
- Ability to apply judgment in the context of assignments given, plan own work and manage conflicting priorities.
- Shows pride in work and in achievements; demonstrates professional competence and mastery of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.
- Demonstrates UN values and ethics.

Teamwork:

- Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others.
- Places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.
- Planning and organizing:
- Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required.
- Foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

Reporting

The Administration and Grants Officer reports to the Project Manager. On a day-to-day basis, S/he will work in close coordination with colleagues of the PMU, and the UNDP Suriname Office, local and international consultants, other responsible partners, Key Ministries of the project.

5.5 Project Assistant

Position:	Project Assistant
Project:	GCCA+ support for Climate Change Adaptation in Suriname – Phase 2: Resilience building through integrated water resource management, sustainable use and coastal ecosystems management
Duration:	One year renewable, starting April 2020 to 31 March 2021
Location:	Paramaribo, (interior as needed) Suriname
Supervisor:	GCCA+ Suriname Administration and Grants Officer
Contract:	Service Contract

Overall scope of work

The Project Administrative Assistant (PA) will support the GCCA+ Project Management Unit, and project staff in the delivery of the programme and here above-mentioned projects through effective and efficient day to day support with administration and logistics for implementation of the project activities together with partners.

Key functions and responsibilities

The Project Assistant will provide high quality administrative and logistic support under guidance and supervision of the Administration and Grants Officer. S/he will work with government, inter-governmental organizations, NGOs, donors, and the private sector to coordinate project implementation in line with current and future country office programming, the objective and outcomes of the GCCA+ phase two Project.

Administrative and Financial support

- Provide support to the Administration and Grants Officer and other members of the PMU, international/national consultants/advisors in the implementation of their tasks for the achievement of project results (communication, contracts, agenda, visas, hotel reservations, field visits etc.);

- Draft minutes of meetings, workshops and other gatherings, including Project Steering Board and National Coordination Team meetings;
- Assume direct responsibility for administrative matters of a more general nature, such as registry and maintenance of project files and records;
- Prepare Requests for Direct Payments;
- Prepare forms for reimbursement of costs;
- Advise and assist international advisors and national consultants on all aspects of allowances, travel claims and other financial matters and calculate payments due for claims and services;

Procurement & Logistics

- In accordance with the Work plan arrange for procurement of equipment, supplies and services, ensure that contractual processes follow the stipulated UNDP procedures;
- Physically clear and ensure delivery of equipment and supplies procured for the various project sites;
- Maintain an equipment and spare inventory including verification and transfer when required;
- Make pertinent logistical arrangements for the prompt and effective implementation of the project activities, with a strong emphasis on preparing project events;
- Arrange external and internal meetings (including the meetings of project personnel, the Project Board, Steering Committee and project partners);
- Provide support for the organization and holding of meetings, including but not limited to the inception workshop and the validation workshop, secretarial functions and drafting of minutes;
- Provide support in terms of travel arrangements;
- Support process of liaising with stakeholders to obtain project co-financing letters;
- Handle phone calls and messages, as well as correspondence, including writing letters, records, and sorting;
- Operate a project motor vehicle in accordance with Finance & Administrative Manager or Office Manager's instructions to support implantation of project activities in the urban areas rural areas in the field
- Ensure that vehicle insurance is always current and vehicle in clean and serviceable condition and performs minor maintenance of a preventative nature
- Perform daily inspection of vehicle including tyre pressure, oil and water levels and maintain an accurate vehicle log book for all trips.
- Report any incidents, accidents or injuries immediately to supervisor
- Timely notify supervisor about any major repairs and maintenance needed on vehicle

Education/professional experience

Education:

Completion of secondary education is required. University Bachelor's degree (or equivalent) in Accounting, Finance, Business Administration or related field is a strong advantage.

Experience:

- At least three years of experience in administrative work, accounting, finance, economics or related field is required.
- Previous experience in development assistance or related work for a donor organization, governmental institutions, NGO or private sector/consulting firm is a strong advantage.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems.
- Experience supporting project design, project implementation, including Annual Workplan is an advantage.
- Experience with website/social media maintenance is an advantage;
- Excellent communications skills with stakeholders, service providers and beneficiaries in development and environment field, in particular with local communities;

Language and Other Requirements:

- Excellent and demonstrable Dutch and English language skills, both spoken and written.
- Drivers' License and ability to drive motor vehicle.